



Lakewood
Full of Possibilities.

PROPOSED ANNUAL BUDGET

FY 2026



CITY OF LAKEWOOD, COLORADO
ANNUAL BUDGET
2026



TABLE OF CONTENTS

1	▶	Budget Award
2	▶	Budget Preparation Staff
3	▶	Using the Budget Document
5	▶	Introduction
7	▶	City Organizational Chart
9	▶	Officials of the City
12	▶	Budget and Audit Board
13	▶	City Manager's Budget Message
20	▶	City Manager's Budget Policy Memo
21	▶	Community Profile
24	▶	Organizational Profile
26	▶	Community Engagement and Budget Process
41	▶	Budget Overview
43	▶	City Funds Organizational Chart
47	▶	Revenue Overview
58	▶	Federal, State, and Local Grant Revenues
68	▶	Staffing Overview
71	▶	City Council Goal Summaries
73	▶	Affordable Housing
75	▶	Homelessness
78	▶	PSTI - Public Art and Placemaking
80	▶	PSTI - Alternative Transportation
82	▶	Sustainability
86	▶	Thriving Economy
89	▶	Trust and Accountability
91	▶	Debt Service and Financial Obligations
94	▶	Fund Summaries
96	▶	City Funds Organizational Chart
97	▶	Notes and Assumptions
109	▶	Governmental Funds Defined
114	▶	Special Revenue Funds
121	▶	Capital Projects Funds
124	▶	Proprietary Funds
126	▶	Enterprise Funds
128	▶	Internal Service Funds



TABLE OF CONTENTS

138 ▶ **Strategic Plan**

140 ▶ Strategic Plan

141 ▶ Five-Year Assumptions

156 ▶ **Operating Summaries**

158 ▶ Mayor and City Council

162 ▶ City Manager's Office

168 ▶ City Attorney's Office

173 ▶ City Clerk's Office

178 ▶ Community Resources

191 ▶ Finance

200 ▶ Municipal Court

209 ▶ Operational Services

232 ▶ Police

243 ▶ Public Works

257 ▶ Sustainability and Community Development

265 ▶ Non-Departmental

271 ▶ **Capital Improvement and Preservation Plan**

273 ▶ Five-Year Capital Improvement and Preservation Plan (CIPP)

281 ▶ CIPP Project Sheets

314 ▶ **Appendix**

316 ▶ Schedule of Capital Purchases

322 ▶ Schedule of Transfers

323 ▶ Acronyms

326 ▶ Glossary



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Lakewood
Colorado**

For the Fiscal Year Beginning

January 01, 2025

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, 2025**. 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

Chief Financial Officer	Holly Björklund
Budget and Financial Strategy Manager	Mathew Wasserburger
Sr. Financial Analyst	Patrick O'Brien
Financial Analyst	Jacob Thielen

Department Budget Coordinators

City Manager's Office	Ben Goldstein
Mayor and City Council	Ben Goldstein
City Attorney's Office	Leslie Jones
City Clerk's Office	Jay Robb
Community Resources	Amber Thill
Finance	Mathew Wasserburger
Human Resources	Meghan Garcia-Ortiz
Information Technology	Tom Charkut
Municipal Court	Tamara Smith
Sustainability and Community Development	Chris Conner
Police	Deborah Dinkel
Public Works	Eric King
Non-Departmental	Erin Gallagher

Capital Improvement and Preservation Plan Coordinators

Facilities & Infrastructure Maintenance	Brad Bishop
Community Resources	Ross Williams
Information Technology	Tom Charkut
Public Works	Raymond Hill



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 details for the 2025 Revised Budget and the 2026 Annual Budget. This budget document includes audited prior year actuals, current year adopted budget, revised budget, next year's budget data, and forecasted (estimated) data beyond the budget year.

Budget Document Changes

To streamline and improve readability of the budget document, the following changes have been made:

- **Department Specific Staffing Summaries:** Previously located in the Appendix, the staffing summary has been moved into each department's Operating Summary. This section provides a listing and full-time equivalent (FTE) count of all authorized positions, giving a clearer view of the workforce dedicated to each department. The change was made at the request of the Budget and Audit Board to better connect staffing resources with departmental operations.
- **Council Goals and Summaries:** Council Goals are now featured throughout the budget book, reflecting the priorities established at the April 26, 2025 City Council retreat. These goals provide the strategic framework that guides budget development, ensuring that resources advance community priorities while allowing flexibility to address emerging needs. Each goal includes a detailed summary highlighting program history, existing funding, and new funding requests included in this budget cycle.
- **Accessible Budget Document:** The City of Lakewood is committed to making the annual budget accessible to the widest possible audience, regardless of technology or ability. In alignment with the City's Digital Accessibility Plan, the budget book is being redesigned to meet WCAG 2.1 AA standards and comply with Colorado House Bill 21-1110. This effort builds on the city's broader accessibility initiatives, including staff training, development of accessible templates, and continuous remediation of digital content. The goal is to provide a budget document that serves as both a financial plan and an inclusive, transparent resource for all community members.

Budget Guide

This document provides a comprehensive overview of the city's budget, including the budget process, financial structure, and the resources that fund city services and operations. It outlines the policies, goals, and issues that shape the budget, followed by details on revenues, expenditures, and departmental programs. The document is organized into seven sections:

Introduction

This section provides general information about the city, including its history, demographics, economy, community profile, vision, mission, strategic initiatives, organizational structure, and elected and appointed officials. It also features the City Manager's Budget Message, offering a comprehensive summary of the factors shaping the budget and highlighting program successes from prior years. Together, these elements provide context for the Annual Budget and the priorities guiding its implementation.



Budget Overview

This section provides a snapshot of the city's total budget, including revenues and expenditures across all funds. It explains the sources of funding that support city operations and capital needs, along with summaries of the budget process, fund structure, and forecasting methods. Key highlights include revenue and expenditure overviews, budget summaries by fund and department, staffing information, debt service obligations, and the alignment of financial resources with city council goals.

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.

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

This section shows how each city department uses its resources to provide services to the community. It includes an overview of department programs, staffing, budgets, and goals, as well as details on what each program does, its expected outcomes, and how it is funded. Each city department provides the data for inclusion into the operating summary.

Five-Year Capital Improvement and Preservation Plan

This section presents the city's Five-Year Capital Improvement and Preservation Plan, which is updated annually and adopted alongside the Annual Budget. It outlines the city's investments in facilities and infrastructure, including buildings, streets, parks, open space, and utilities. The plan prioritizes projects based on citizen needs, available funding sources, and project costs.

Appendix

The Appendix provides supplemental information to support the budget, including schedules of capital purchases and fund transfers, the 2025 Revised and 2026 Budget Appropriation and Mill Levy Ordinances, as well as a glossary of terms and a list of acronyms used throughout the document.



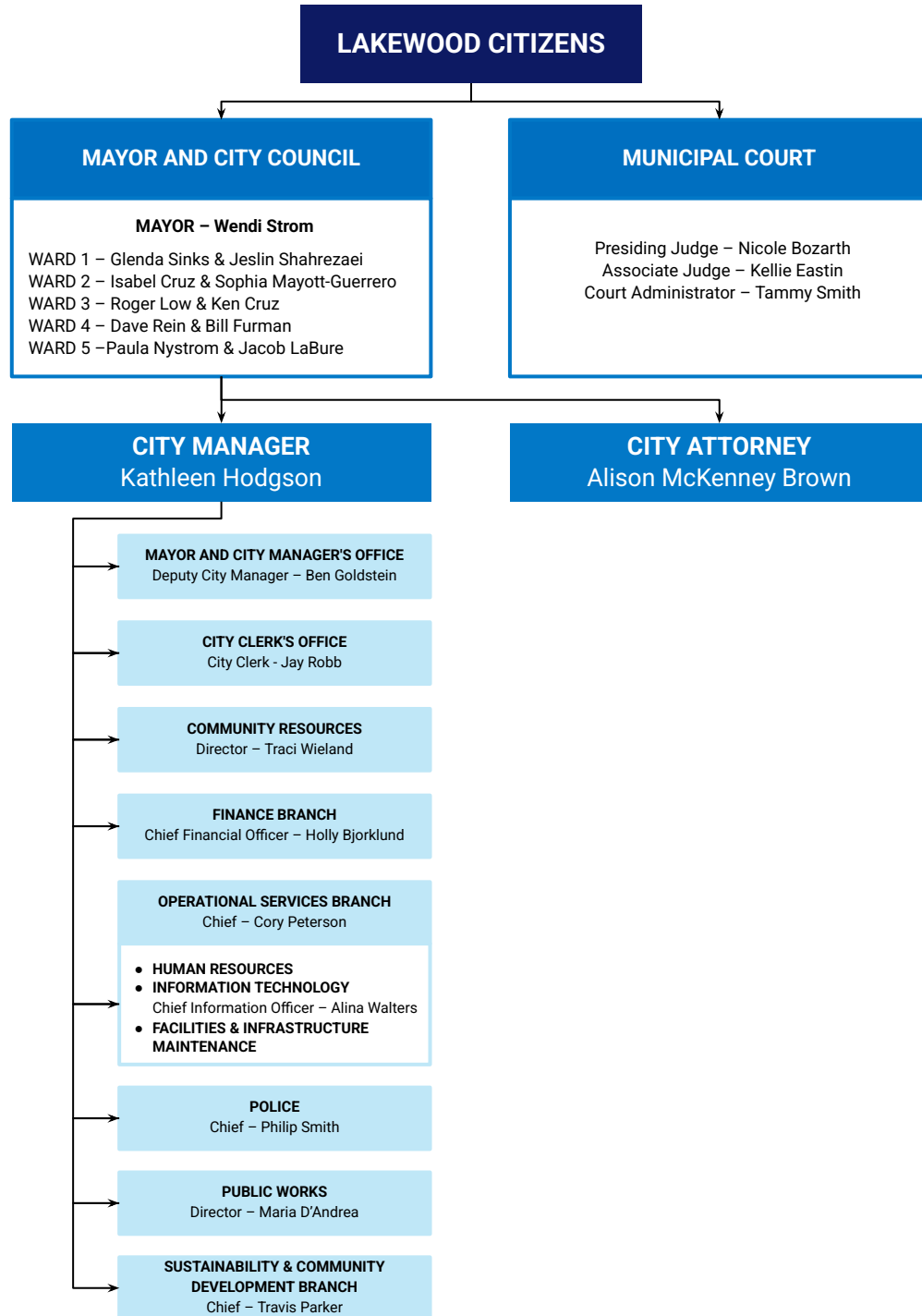
FISCAL YEAR 2026

Introduction

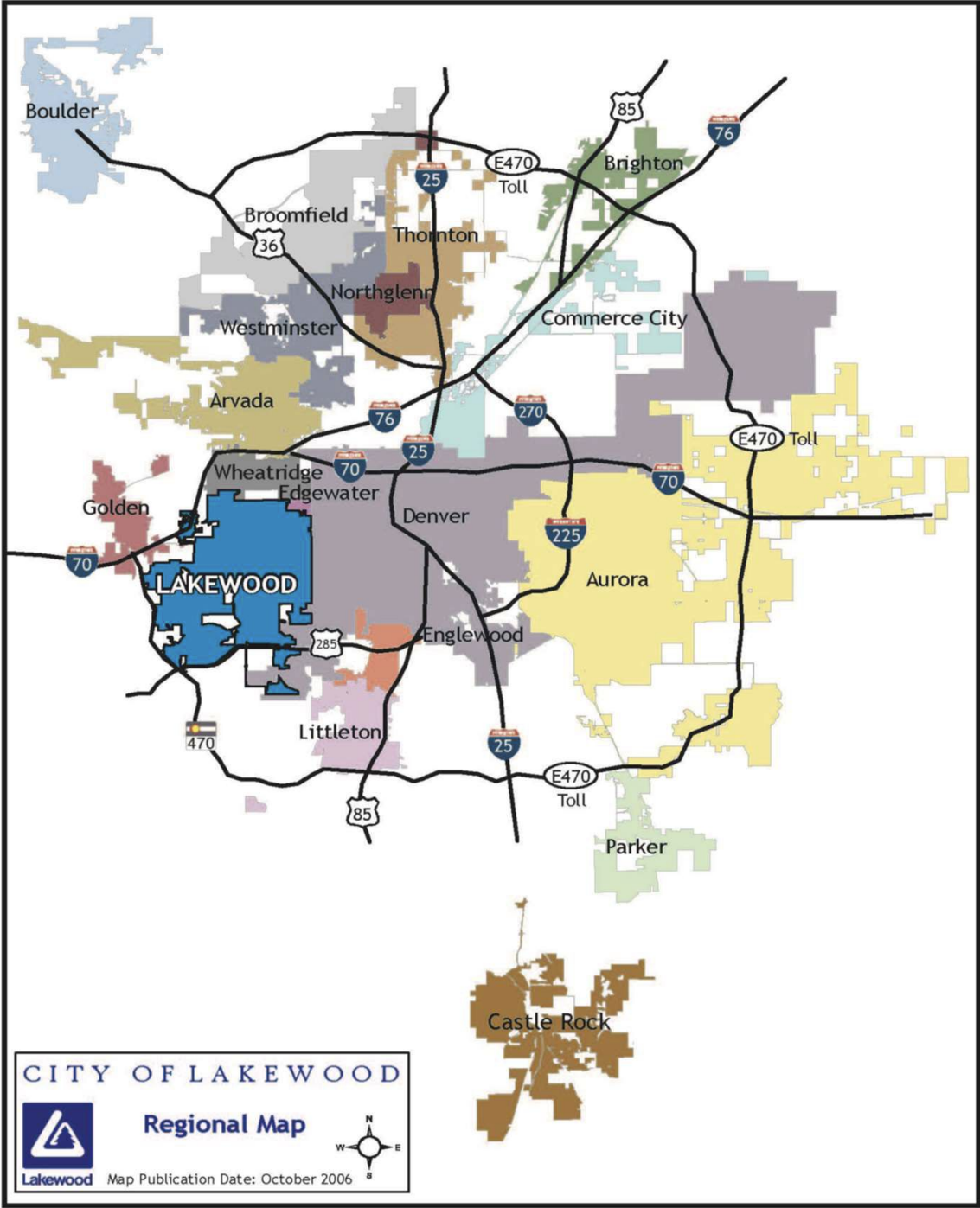


Lakewood
Colorado

City Organizational Chart



State and Metro Area Map



City Government

City of Lakewood Elected Officials



Wendi Strom
(303) 987-7040
wstrom@lakewood.org

Wendi Strom was elected to a four-year term as mayor in November 2023, after serving a previous term on City Council from Ward 5.

WARD 1



Glenda Sinks
(303) 233-7729
gsinks@lakewood.org



Jeslin Shahrezaei
(303) 987-7728
jshahrezaei@lakewood.org

Council member Glenda Sinks was elected to a four-year term in November 2023.

Council member Jeslin Shahrezaei was elected to a four-year term in November 2021.

WARD 2



Isabel Cruz
(303) 987-7739
icruz@lakewood.org



Sophia Mayott-Guerrero
(303) 987-7738
squerrero@lakewood.org

Council member Isabel Cruz was elected to a four-year term in November 2023.

Council member Sophia Mayott-Guerrero was elected to a four-year term in November 2021.

WARD 3



Roger Low
(303) 987-7743
rlow@lakewood.org



Ken Cruz
(303) 987-7740
kcruz@lakewood.org

Council member Roger Low was elected to a four-year term in November 2023.

Council member Ken Cruz was elected in a special election to fill a vacant seat. His term runs April 2025 to November 2025.

WARD 4



David Rein
(303) 987-7766
drein@lakewood.org

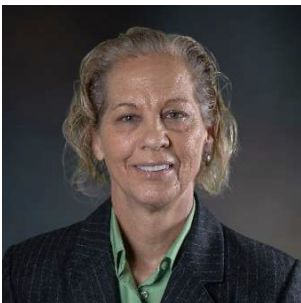


Bill Furman
(303) 987-7748
bfurman@lakewood.org

Council member David Rein was elected to a four-year term in November 2023.

Council member Bill Furman was elected in a special election to fill a vacant seat. His term runs April 2025 to November 2025.

WARD 5



Paula Nystrom
(303) 987-7767
pnystrom@lakewood.org



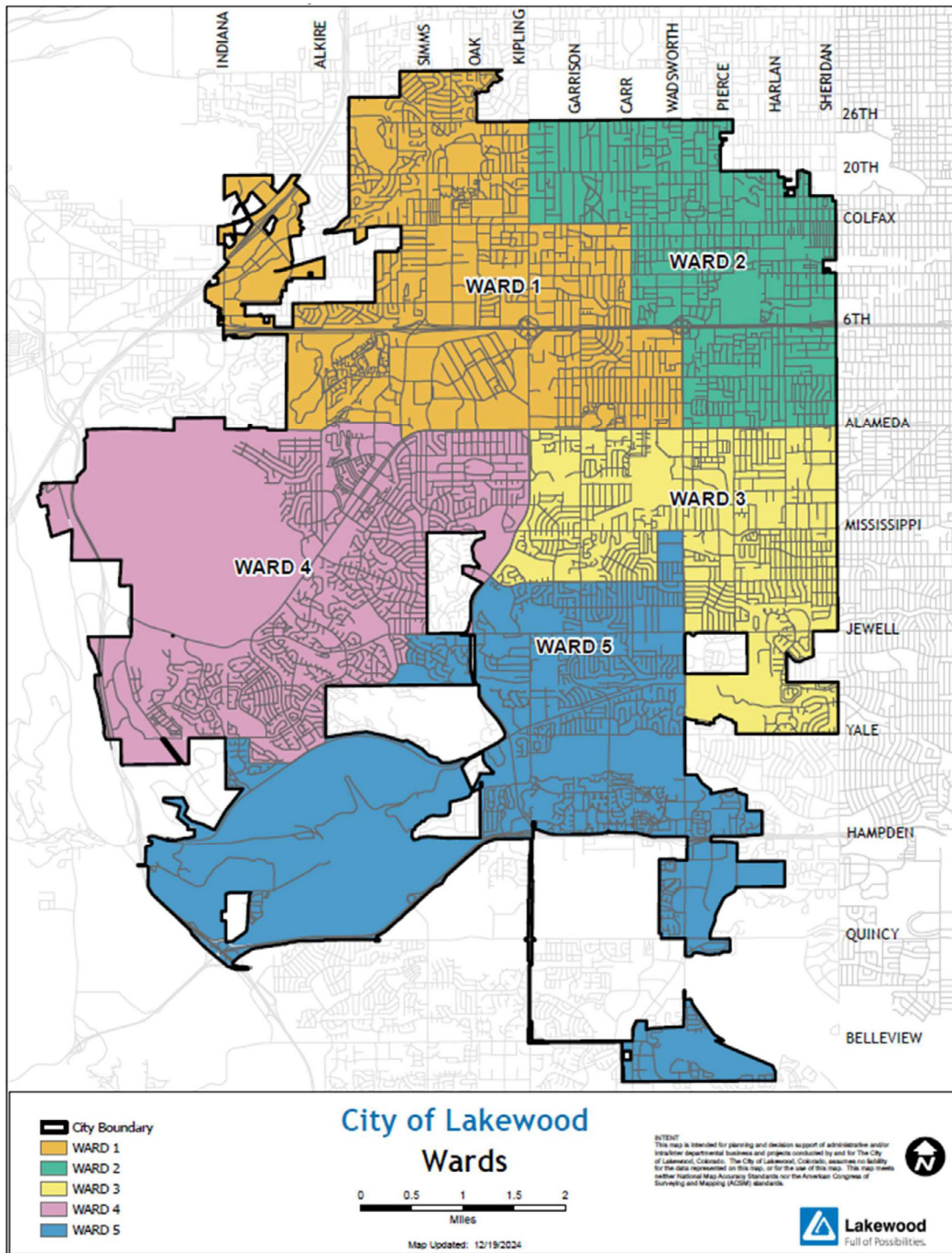
Jacob LaBure
(303) 987-7776
jlabure@lakewood.org

Council member Paula Nystrom was elected to A partial term from February 2024 to November 2025.

Council member Jacob LaBure was elected to a four-year term in November 2023.

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

City of Lakewood Ward Map



Budget & Audit Board

City Council adopted Ordinance O-2018-12 establishing the Budget & Audit Board effective July 9, 2018. The Board consists of three Council Members and three residents 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. Resident members serve three-year terms and may serve no more than two terms.

City Council Members:



Isabel Cruz
Ward 2
(303) 987-7739
icruz@lakewood.org



Jeslin Shahrezaei
Ward 1
(303) 987-7728
jshahrezaei@lakewood.org



David Rein
Ward 4
(303) 987-7766
drein@lakewood.org

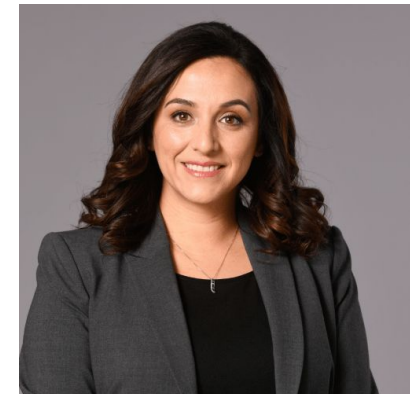
Community Member Representatives:



David Engle
Term Ending
December 31, 2025



Bobbie Wolfe
Term Ending
December 31, 2026



Lauren Sisneros
Term Ending
December 31, 2027

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 forecasts 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 community member representatives are to work together with the City Council.



City Manager's 2026 Budget Message



Honorable Mayor and City Council members:

The 2025 Revised Budget and 2026 Annual Budget have been developed as the economic conditions have begun to shift, causing revenue to be lower than originally projected. Revenue growth, particularly from sales tax and lodging tax, is slowing as the post-pandemic rebound moderates, inflation persists, and national policy changes exacerbate economic unpredictability. Additionally, labor and construction costs continue to rise, providing challenges for operating services and capital improvements. Even with these economic issues, Lakewood continues to take a conservative and responsible approach to budgeting, preserving healthy reserves and ensuring essential services remain stable.

This budget reflects a collaborative effort across all city departments, guided by strong fiscal stewardship and informed by community input. City staff in each department have thoroughly reviewed expenses to ensure that the annual budget remains balanced while also moving forward on the City Council's priorities. These include the city's continuing efforts to provide long-term solutions to homelessness, to complete the public improvements the city has saved up to fund, and to support critically important sustainability and climate resiliency projects. Public engagement remains a vital part of this process, helping to shape decisions and ensure that the budget reflects the values and needs of Lakewood residents.

Infrastructure

Building stronger from the ground up along West Colfax Avenue continues, with the North Dry Gulch Improvement Project moving into Phase 3 during 2026 and the Colfax Safety Project working toward completion of Phase 1 of the project in 2025 and moving into construction of Phase 2 in 2026. These two improvements account for the largest infrastructure investment in the city's history. Combined, these projects will remove 150 properties from the floodplain and remake the deadliest stretch of roadway in the city into one with safer pedestrian crossings, easier bus travel and more predictable driving for motorists. By investing in these projects, the city is not only enhancing safety and infrastructure, but it is also supporting the long-term growth and vitality of this important corridor.

With City Council's approval of the updated Bike Plan in 2025, the city is prepared to create a safer, healthier and more connected Lakewood. With more than 150 improvements outlined in the plan including on-street bike lanes, separated bike lanes, neighborhood bikeways, and paths, the updated plan allows the city to make these improvements during its annual street repaving program, developments and other projects. The 2026 budget has \$200,000 allocated for installing these bicycle improvements, with additional dollars allocated to street repaving and resurfacing to prepare new roads for future bicycle and pedestrian infrastructure.

To accomplish another important safety goal for City Council, the city implemented a new 20 mph speed limit for residential streets throughout Lakewood in 2025, making neighborhoods more livable and safer. The city also launched enhanced parking enforcement and the first residential parking permit program in 2025. Residents have been alerted to these programs through a public awareness campaign including providing free "Slow Down" yard signs that residents could pick up at the Civic Center for installing in their yards. These campaigns resulted in numerous stories appearing in Denver media outlets. For 2026, the focus on safety will continue with sidewalk improvements around Stober Elementary School in part through Safe Routes to School funds.

Additional improvements will focus on parks and recreational needs that support Lakewood residents' passion for the city's parks and open spaces. Since 2020, Lakewood has invested an average of \$12.4 million annually in park acquisition, maintenance, conservation, and preservation. This funding is supported by Lakewood's share of state lottery proceeds, the Jefferson County Open Space Tax, and voter-approved retained Taxpayer's Bill of Rights funds designated specifically for parks. The newest addition to parkland is 9 acres at Quail Street Park in Ward 1 in northwest Lakewood. As a result, Lakewood has 47 acres of park and open space for every 1,000 residents in the city, which far exceeds the 11 acres for every 1,000 residents that recreation experts call for providing in cities. In fact, 89 percent of Lakewood residents are within a 10-minute walk to a park.

For 2026, the Community Resources Department has several design and construction projects in the works. Staff will be completing a comprehensive planning process for William F. Hayden Park on Green Mountain, the city's second largest open space park in Lakewood with more than 2,400 acres. It is a regional destination popular with cyclists, hikers, wildflower lovers, equestrians and others, and this important planning will assess park visitor needs, evaluate park trails and infrastructure, conduct an environmental review, gauge recreation management, and provide design work for future park and trail improvements. Morse Park Pool is another crucial planning and design project beginning in 2026. Work on the new Porter Park will begin, and park improvements at Two Creeks and Wright Street parks will be completed. The 2026 budget continues an annual allocation for improving playgrounds throughout the city's parks.

Support Services for Residents without Housing

In 2025, the city programed almost \$15 million and 18 staff to support projects and services addressing homelessness issues. This included renovation of the city's Navigation Center at 8000 W. Colfax Ave. to remake the facility into a center better equipped to provide more comprehensive, housing-focused support to help individuals transition out of homelessness. With 103-beds, the renovated center will be able to serve a larger number of residents, with the goal of providing each enrolled participant a transition to stable housing. Shifting away from walk-up services available only during limited daytime hours, the center will operate 24 hours a day all year long and is designed to have a lasting impact on reducing homelessness in the community.

This center will serve as a one-stop location, providing essential services directly to the enrolled individuals experiencing homelessness. It is also one of several navigation centers opening throughout the metro area that are funded by the state through the same grant Lakewood received for its Navigation Center. The 2026 budget includes funds to complete the renovations, and the Navigation Center will be fully operational in 2026, with \$3 million budgeted for staffing, program costs, operations and maintenance.

The city also offers crisis intervention and mental health support through the Police Department's co-responders, along with short-term housing solutions through the Police's homeless navigators and the Housing and Thriving Communities Division's housing navigators. Lakewood also contracts with multiple vendors to conduct homeless encampment cleanups, and a cross-departmental team meets weekly to address this issue. Additionally, the Police Department conducted focused outreach and enforcement efforts in areas with a surge in encampments in 2025. The Economic Development Division also began offering grants in 2025 to businesses in areas with repeated encampments to pay for security measures to prevent these encampments. The goal of these efforts is to maintain a safe and clean environment.

Attainable Housing

Following the 2024 and 2025 budgets using \$1.3 million in funds for attainable housing for teachers, firefighters and others through the Bring It Home Fund, the 2026 budget proposes to contribute another \$800,000 to this fund to increase the supply of housing for our residents.

Next year's budget also includes \$150,000 in economic development funding for an eviction prevention program. Keeping residents from losing their housing is a critical part of ending homelessness in Lakewood because 46 percent of those who are unhoused in Jefferson County were newly homeless in 2025. An additional \$85k will be spent on renovating and upgrading currently affordable apartments to keep and improve them as attainable options.

The city is also adding a full-time affordable housing planner to manage the development and permitting process for affordable housing project under the state's voter-approved Proposition 123's Affordable Housing Fund. A grant from the Colorado Department of Local Affairs is funding the position.

Sustainability Initiatives

The city continues to make headway on expanding its sustainability efforts. The number of electric vehicles in the city's fleet increased to 43 units in 2025. Planning and construction bids are underway to add publicly accessible electric vehicle chargers at recreation centers. The first stage of construction for installing solar panels at the Whitlock Recreation also began in 2025 to install roof-top and parking-canopy solar panels that will offset 100 percent of Whitlock's electricity use. This project has been funded through a nearly \$1 million state grant program, and it is expected to save the city \$2 million over its lifespan, freeing up funds for other city services. It's also the equivalent to planting 170,000 trees while helping to cut air pollution and provide shaded parking.

These projects are helping Lakewood work toward its goal of generating 45 percent of municipal energy needs from renewables in the current years, and the Sustainability and Community Development Department continues to explore additional on-site solar options. In 2025, the department launched a new program providing free Home Energy Squad Plus visits to eligible homeowners and renters. This free program helps make Lakewood residents' homes more comfortable and energy efficient through a comprehensive assessment valued at \$600. This program complements the Community Sustainability, Climate, and Zero Waste Division's outdoor water conservation programs that help residents reduce the amount of water they use on lawns, with deep discounts for these programs provided to income-qualified residents.

To address inequalities in environmental impacts in marginalized communities, the division also conducted a Climate Hazard and Social Vulnerability Study in 2025 to understand which hazards pose the greatest risks and who in the community is most vulnerable. The study assessed 10 climate-related hazards and identified five top priorities: hailstorms, extreme heat, extreme cold, flooding, and wildfires. It also incorporated a detailed Equity Index to understand how social factors such as age, income, language, and disability affect residents' ability to respond to climate events. The study found that areas in eastern Lakewood face higher social vulnerability and might need targeted support.

The 2026 budget also has funds from the Denver Regional Council of Governments to begin the city's Building Performance and Benchmarking program that is designed to help the largest commercial buildings in Lakewood reduce their emission as part of the city's goal for net zero greenhouse gas emissions from buildings in 2050. The proposed budget also includes an additional staff person to support waste diversion, climate protection and other existing sustainability programs. The city will also make improvements to the Civic Center's roof and heating and cooling systems to advance the city's carbon neutral goals.

The following sections provide greater detail about the 2026 Annual Budget in multiple funds.

All Funds Overview

The city's budgeted funds include the General Fund, TABOR Fund, Capital Improvement Fund, enterprise funds such as Water, Sewer, Stormwater, and Golf, and various other internal and special revenue funds. The 2025 Revised Budget includes a total of \$345.3 million in appropriations for all funds. This is a \$28.5 million increase (9.0 percent) from the 2025 Original Budget primarily related to the carryforward appropriation of large capital projects begun in 2024. These carryforward projects consist of the solar installation on Whitlock Recreation Center, the Colfax Safety Project, various sidewalk improvements, and traffic signal and intersection improvements including major work for the Wadsworth and Morrison Road intersection. Also included in this amount are grant funded projects being completed in 2025 such as the Colorado Department of Local Affairs funded Navigation Center. In between budget cycles, City Council approved supplemental budget appropriations for design work for the West Sixth Avenue and Wadsworth interchange and the Two Creeks Park improvements.

The 2026 Proposed Budget is \$313.4 million across all funds. Compared to the 2025 Original Budget, this amount is \$3.4 million (1.0 percent) less as capital related projects and discretionary spending were reduced due to declining revenue and fewer federal grant opportunities. Personnel costs continue to increase due to compensation adjustments for city employees and a modest increase of 8.0 FTE (4.0 FTE are grant funded) in the total city full-time employee count to shore up essential services in fleet operations, parks maintenance, and sustainability.

General Fund

The General Fund is the city's primary operating fund, supporting the day-to-day delivery of essential services and programs. It accounts for general operations and is primarily funded through taxes and other general revenue sources like fees for service.

Revenue

Looking ahead to the rest of 2025 and into 2026, broader economic trends that began emerging in late 2024 have continued, including a slowdown in tax revenue growth and increased caution among consumers and businesses. General sales and use tax are flattening, aligning closely with 2024 actual revenue numbers. As a result, the city has reduced its sales and use tax projections for the 2025 Revised Budget by \$4.7 million (4 percent). Despite this, city services like park passes and reservations, recreation center admissions, and fitness classes continue to show strong value, with revenue growth expected from increased attendance. The total General Fund revenue in 2025 is projected to be \$162.9 million, which is \$2.5 million (1.5 percent) less than the 2025 Original Budget.

The 2026 Proposed Budget projects General Fund revenue at \$166.7 million, an increase of \$3.8 million (2.3 percent) compared to the 2025 Revised Budget. This modest growth reflects the continued uncertainty related to federal policy, inflation, and trade conditions, as well as the cautious spending behavior of residents and businesses. Property tax remains the city's second-largest funding source for services provided to the community. These revenues are projected to reach \$16.3 million in 2026, representing an increase of \$935,300 (6.0 percent) from the 2025 Revised Budget. This growth is primarily due to Jefferson County's reassessment of property values, which occurs in odd-numbered years. Unlike previous cycles, the most recent assessment resulted in only modest valuation increases, as elevated interest rates and higher-than-normal housing inventory helped temper market prices. The 2026 Proposed Budget also includes an expected return to the city's historical mill levy rate of 4.711, following several years of temporary relief intended to offset post-pandemic housing cost increases.

Expenditures

Due to declining revenues, expenditures excluding transfers out to other funds, are reduced to \$163.9 million in the 2025 Revised Budget, a decrease of \$2.9 million (1.8 percent). Despite this reduction, the revised budget includes \$32.6 million in planned fund balance use for one-time projects and transfers as part of a multiyear save-and-spend strategy targeting key City Council priorities. Major allocations include a \$19.7 million loan to the Stormwater Enterprise Fund for the North Dry Gulch Floodplain Mitigation Project and \$9.9 million to advance housing support initiatives such as severe weather sheltering, renovation of the Navigation Center, and land acquisition for a new resource center. Remaining uses of the fund balance draw from restricted revenues for targeted purposes, including greenhouse gas emission fees for climate action programs, Google Fiber permitting fees for third-party right-of-way inspections, and proceeds from the 2022 sale of the Denver Broncos for youth programming.

The 2026 Proposed Budget projects an additional \$1.1 million (0.7 percent) decrease in expenditures, excluding transfers out, reflecting continued economic uncertainty. The reduction in operating expenses is designed to avoid impacts to core programs, to maintain competitive merit raises and shield staff from paying for increased benefit costs. While ongoing operations remain balanced, the 2026 plan includes \$4.8 million in fund balance use for one-time priorities such as continued housing support, public art improvements along West Colfax Avenue, and expanded youth programming via grants to local non-profit organizations serving Lakewood youth, which is funded by proceeds from sale of the Denver Broncos.

TABOR Fund

The Taxpayer's Bill of Rights (TABOR) is a Colorado constitutional amendment that limits the amount of revenue governments can collect and spend unless voters approve changes to those limits. In 2018, Lakewood voters approved a ballot measure allowing the city to temporarily retain and spend revenue above the TABOR limit from 2017 through 2025, with spending restricted to police personnel and safety equipment, acquisition and improvements to parkland and open space, and transportation safety infrastructure. On November 5, 2024, voters approved Ballot Issue 2A, extending and expanding this authority beginning in 2026 and continuing indefinitely. The new measure broadened the allowable uses of the fund to include spending on parks, recreation, and open space; public safety-related equipment, services, and personnel; and the maintenance and improvement of streets, sidewalks, paths, and building infrastructure. Due to the timing of collections, TABOR-restricted revenues collected each year are not appropriated until the following year. As a result, transfers for 2024 and 2025 will be appropriated through 2026 under the rules approved in 2018, and the existing TABOR fund balance will also need to be spent according to the original voter-approved restrictions. The expanded uses authorized under Ballot Issue 2A will not be available for appropriation by City Council until the 2027 budget year.

In 2024, revenue retained above the TABOR limit was \$16.4 million due to continued growth in citywide investment income, strong collections in lodgers' tax, and a reclassification of a major grant from a federal award to a state funded grant award. This was a \$2.5 million (18.4 percent) increase from the 2023 TABOR transfer. To more equitably account for the total transfer, the General Fund, Capital Improvement Fund and the Economic Development Fund transferred excess revenue as part of the annual calculation. With a larger than estimated transfer, additional appropriations are included in this budget. The 2025 Revised Budget expenditures are \$20.2 million, an increase of \$16.4 million that includes carryforwards from projects not completed in 2024 as well as new initiatives in public safety, parkland and open space, and transportation safety infrastructure.

For 2025 and 2026, the Police Department will continue to fund its state-mandated body-worn camera program, which has been a major TABOR-funded initiative in past years. In addition, the department launched its Real Time Crime Center and implemented the Axon Report Writing software at the beginning of 2025. The Real Time Crime Center integrates multiple data sources into a centralized platform, providing real-time information to officers in the field, supporting coordinated responses and improving public safety. This technology is expected to reduce response times, strengthen crime prevention, and make more efficient use of resources. The Axon Report Writing software uses data from body-worn cameras to generate draft reports, reducing the amount of time officers spend on documentation. All of these programs will be continued in 2026, with the expansion of the drone program to allow for an additional 40 hours of service per week.

The Community Resources Department has leveraged TABOR funds to expand and enhance the city's park system. Nine total parkland acquisitions have been completed, in addition to trail improvements along the Bear Creek Greenbelt and creation of Peak View Park. In 2025, funds are allocated for future improvements at four additional park locations. The 2026 Proposed Budget includes plans for the Carmody Playground surfacing, Graham Park Improvements, and the development of Porter Park.

Public Works has applied TABOR funding to improve traffic signal operations, construct shared-use paths, fill sidewalk gaps, and upgrade roadway pedestrian infrastructure. In 2025, the department will continue construction on additional sidewalks and roadway improvements identified as high-priority needs. This includes sidewalks on West 20th Avenue and Nelson Street, 20th Avenue and Teller Street, and grant matches for sidewalks on Wadsworth and Sheridan boulevards. In the next two years, the TABOR Fund will also support roughly 40 percent of the total West Colfax Safety Project. That project is also 40 percent funded by grants and the final 10 percent from other city funds and the Lakewood Reinvestment Authority.

Capital Improvement Fund and the Capital Improvement and Preservation Plan

In addition to TABOR-funded capital projects, the City of Lakewood uses the Capital Improvement Fund to finance other capital projects and maintenance needs across the city. These projects are primarily focused on infrastructure repairs and enhancements managed by the Operations Services Branch, as well as transportation infrastructure improvements managed by the Public Works Department. As the city's roadways, facilities, and other assets continue to age, an increasing share of the fund is dedicated to maintaining existing infrastructure.

The Capital Improvement Fund is supported by sales and use tax revenues, transfers from other funds, and grants from local, state, and federal sources. All projects are outlined in the city's Capital Improvement and Preservation Plan (CIPP). The 2026–2030 CIPP prioritizes completing existing projects and funding recurring maintenance essential to preserving city infrastructure. Key projects to note in 2026 include \$2.3 million for the new roof and HVAC units at the Lakewood Civic Center and \$5 million for the West Colfax Water Main Replacement Project, a critical investment to ensure reliable water service and to modernize essential infrastructure.

The Capital Improvement Fund is also utilizing reserves to address aging infrastructure. The 2025 Revised Budget plans to use \$7.4 million in fund balance for one-time projects like the completion of the solar array on Whitlock Recreation Center, Phase I of the Colfax Safety Project, comprehensive planning for the maintenance campus, and completion of the West Sixth Avenue Bridge lighting project. The 2026 Budget forecasts using another \$2.6 million of fund balance for the Civic Center roof and HVAC project and the Colfax water main replacement.

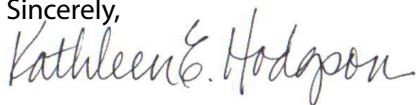
Acknowledgement and Thanks

City staff continue to demonstrate strong fiscal stewardship in the development and daily management of Lakewood's budget. While preparing the annual budget requires months of careful planning, staff also maintain year-round vigilance over revenue and expenditures to ensure the city remains financially stable and capable of delivering high-quality services. This consistent attention to financial responsibility allows Lakewood to adapt to changing conditions while upholding essential community services.

The Budget and Audit Board, made up of residents and council members, provides critical leadership and oversight throughout the budget process and beyond. Their commitment to Lakewood's long-term financial health is reflected in the strength and transparency of Lakewood's finances.

City staff and elected officials remain dedicated to partnering with residents, businesses, and community organizations to meet challenges, strengthen civic pride, and ensure that Lakewood remains a place where all can thrive. Sincere gratitude is extended to the residents of Lakewood for their ongoing engagement, feedback, and support in the development of this budget.

Sincerely,



Kathleen E. Hodgson
City Manager



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


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

Original Letter: August 22, 2025

Mayor and City Council,

The purpose of this memo is to document the use of \$4.8 million in General Fund reserves for 2026. This planned use of fund balance is part of a multi-year strategy of investing prior years' savings into important services and projects such as housing needs, infrastructure, and public safety items. Key projects that make up the \$4.8 million are the Navigation Center renovation and Community Support Programs aimed at residents without housing. In addition, there are several programs spending designated revenue in the General Fund, including Youth Programs associated with the Metropolitan Football Stadium District sale, Climate Protection Initiatives, Opioid Settlement recovery programs, and waste diversion programs paid for by bag fees. At the end of 2026, General Fund reserves are projected to be \$36.8M, which is above the 10% minimum fund balance requirement within the General Fund.

Sincerely,

A handwritten signature in cursive script that reads 'Kathleen E. Hodgson'.

Kathleen E. Hodgson
City Manager

Community Profile

Nestled at the base of the Rocky Mountains and boasting the first mountain, Green Mountain, to rise out of the Colorado plains is Lakewood. 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 7,400 acres of parkland and over 156,000 residents, the city has one of the highest ratios of parks and recreation facilities per capita in the country.



Bear Creek Lake Park

From the Lakewood Civic Center, which is located near the center of the city, residents can see the sun gleaming off the gold dome of the Colorado State Capitol building in nearby Denver to the east, or the year-round snowfields of 14,258-foot Mt. Blue Sky 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 outdoor 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 theatre for local plays and musical events, an art gallery showcasing a variety of exhibits, fine art and dance studios, meeting and event space, art classes and camps.

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 has received national recognition for its environmentally sensitive design. Fox Hollow provides play for golfers of all abilities on 27 challenging holes.

The City also opened the Homestead Golf Course in 2002. This course provides beautiful and fantastic views. The course is short in length but provides championship-style play for golfers of all abilities. The Homestead Gold Course is also handicapped accessible and both courses offer a very enjoyable golfing experience and clubhouse restaurants.

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.



Introduction



Lakewood

Where business meets opportunity at the gateway to the Rockies.

Why Lakewood:

- Dynamic blend of urban accessibility and breathtaking natural beauty
- Thriving economy and a strategic Front Range location
- Ideal destination for businesses looking to grow and innovate
- Highly educated workforce and vibrant cultural scene
- Community dedicated to fostering enterprise and success



TRANSPORTATION



7 Light rail stations
31 Direct international flights
45 Minutes to the slopes

- Colorado's fifth largest city
- Situated at the Rocky Mountain foothills
- 10 minutes from downtown Denver
- 4 major highways (U.S. 6, U.S. 285, C-470, and I-70)
- 7 light rail stations
- 35 minutes from Denver International Airport
- Extensive network of bike paths, walking trails, and multimodal connectivity



2025 Lakewood Colorado COMMUNITY PROFILE



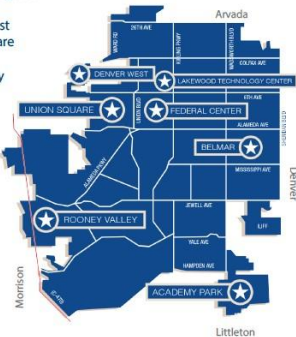
Lakewood Economic Development
303-987-7730
ED@Lakewood.org



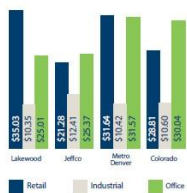
BUSINESS CLIMATE

47 million square feet of office, commercial and retail space

- Denver West
- Union Square
- Lakewood Technology Center
- Federal Center
- Belmar
- Rooney Valley
- Academy Park



Average Monthly Commercial Rent (per square foot)



Lakewood Economic Development

- Support businesses by providing resources for growth, relocation, and startup success.
- Site selection assistance
 - Workforce development
 - Navigation for permitting and licensing processes
 - Leverage for Enterprise Zone and other tax credits
 - Multiple matching grant programs
 - Collaboration with local business associations

DEMOGRAPHICS, EMPLOYMENT & EDUCATION

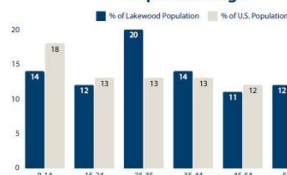
\$114,765 Average household income
69.3% of population above age 16 in the labor force
97.1% Employment rate in Jefferson County

Top Employers

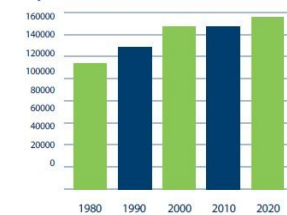
Company	Industry
City of Lakewood	Municipal government
Colorado Christian University	Education
Encore Electric	Electrical contractor
Federal Government	Government
FirstBank	Financial services
Jefferson County Public Schools	Education
Red Rocks Community College	Education
St. Anthony Medical Campus	Health care
State of Colorado	State government
Terumo BCT	Medical devices

Population **156K**
Median Age **38.1**
Land Area **44 SQ MI**
Median Household Income **\$83,987**
Average House Price **\$601,582**
Average Commute **27 minutes**

Population Age



Population Growth



\$1,993 Lakewood
\$2,085 Jefferson County
\$2,155 Metro Denver
Average Monthly Housing Rent

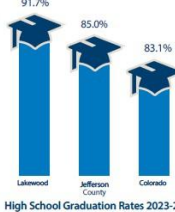


Higher Education

45.6 percent of Lakewood residents have a bachelor's degree or higher.

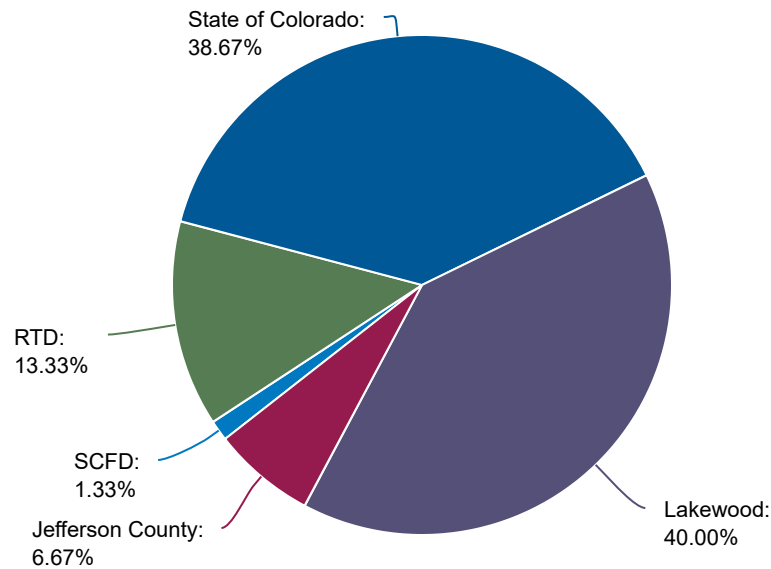
- Higher Education in Lakewood
- Colorado Christian University
 - Rocky Mountain College of Art and Design
 - Red Rocks Community College

+28 higher education entities in the Denver metro area



Sales Tax Rates and Mill Levy Rate

Total Sales Tax Rate = 7.5%



City	Sales Tax Rate
Denver	4.8
Commerce City	4.5
Fort Collins	4.4
Broomfield	4.2
Northglenn	4.0
Boulder	3.9
Westminster	3.9
Thornton	3.8
Morrison	3.8
Littleton	3.8
Aurora	3.8

City	Sales Tax Rate
Englewood	3.8
Edgewater	3.5
Wheat Ridge	3.5
Arvada	3.5
Golden	3.0
Greenwood Village	3.0
Lakewood	3.0
Loveland	3.0
Parker	3.0
Lone Tree	2.5
Centennial	2.5

Source: Colorado Department of Revenue

MILL LEVIES: 2025 Taxes Payable in 2026	
Jefferson County	26.978 mills
Jefferson County Schools	44.526 mills
West Metro Fire District	13.401 mills
Urban Drainage/ Flood Control Dist.	0.900 mills
CITY OF LAKEWOOD	4.711 mills for 2026

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 925.1 authorized regular full-time positions (exempt and non-exempt) for 2026. 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 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 to 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.

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 12 employees that were hired prior to April 1, 1986 that do not participate in the Medicare program in accordance with Section 3121(u)(2)(C) of the Internal Revenue Code.

The City has established social security replacement money-purchase pension plans under provisions of Section 401(a) of the Internal Revenue Code. Regular full-time and regular part-time and provisional civilian employees participate in the Lakewood Employees Money Purchase Pension Plan, which is administered through Empower Retirement. The City contributes 13% of the salary to the plan and employees are required to contribute 11% 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 2021, the City began contributing 3% of salary to the plan for all regular full-time, regular part-time, and provisional employees.

Sworn police personnel participate in the Lakewood Police Pension Fund, which is administered through Empower Retirement. The City's contribution to this pension plan is 13% of base salary. The mandatory employee contribution is 11% of their salary. Employees may voluntarily contribute additional monies.

Voluntary deferred compensation plans are also available to employees as an additional retirement savings plan.

Community Engagement

Lakewood’s budget is developed through a collaborative process that brings together residents, elected officials, boards and commissions, neighborhoods, and city staff. The process is designed to provide transparency and create opportunities for the public to both learn about city operations and share input on how resources are allocated.

Lakewood uses a variety of planning tools to guide decisions, investments, and community priorities. Some of these plans are required to receive federal funding, while others are developed locally to shape the city’s long-term vision. Together, these plans provide a roadmap that links community priorities with funding decisions and ensures Lakewood’s budget reflects both immediate needs and long-term goals.

- The Citizen Participation Plan ensures residents have a voice in how federal housing and community development funds are used.
- Locally shaped plans such as Envision Lakewood 2040 Comprehensive Plan provides a 10-year vision for the city, offering direction on land use, transportation, sustainability, and economic development.
- Lakewood’s Sustainability Plan sets measurable goals for energy, waste, climate, biodiversity, and economic resilience, created in collaboration with residents, experts, and stakeholders.

In addition to these broad frameworks, Lakewood develops topic-specific citywide plans, such as those for public art, parks, historic preservation, or bicycle infrastructure, which include goals, action steps, and priorities shaped with significant community input. More detailed Implementation plans address area-specific issues like design, mobility, and connectivity, often include cost estimates and design standards to guide staff in decision-making.

The city’s digital engagement platform, LakewoodTogether.org, facilitates engagement with residents on many of these plans by providing ways for residents to give feedback and input as well as stay informed about open houses and public meetings to engage in-person on projects. It’s even helped shape ballot questions put to all of Lakewood’s voters. Since LakewoodTogether launched eight years ago, residents have been able to participate in and shape more than 90 projects, garnering more than 500,000 visits to those project pages. More than 7,000 survey responses have been submitted across projects.

Since the start of 2025, there have been more than 30,000 visits to the platform. Below are several of the key engagements and web visits to the project page. This engagement is complemented by numerous in-person interactions with residents on projects through pop-up events, visits to community fairs, open houses and advisory groups that add to the touchpoints for getting community feedback. For a list of the city’s current and past public engagement conversations, visit the [Lakewood Together](#) website.

Key Engagements	LakewoodTogether Visits
Bear Creek Trail Improvements	19,800
Bicycle Plan Update	6,200
Separated Bike Lanes	4,000
Climate Hazard & Social Vulnerability Study	1,600
Envision Lakewood 2040 Comprehensive Plan	16,400
Imagine Tomorrow! Arts, Parks, and Recreation for All	13,200
Lakewood Public Art Plan	3,300

2026 Budget Process

The budget has been structured and prepared using the guidelines of the Government Finance Officers Association (GFOA). Two sources, Governmental Accounting, Auditing, and Financial Reporting (GAAFR) and the Government 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 Preparation

The budget process starts with the City Council goals which are created annually during the City Council retreat. Goals and objectives supporting community values and vision can be found throughout the budget document. In addition, the following are considered for budget preparation.

- The annual draft budget submitted by the City Manager for City Council consideration will be "balanced", i.e. revenues must match or exceed expenditures.
- 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, if any, to the use of General Fund reserves.
- The annual draft budget will include a five-year estimate for costs and revenues for any proposed new program.
- Any proposal for the City of Lakewood to acquire property will include a five-year estimate of maintenance and operation costs.
- All sections of the City's Charter and Municipal code regarding the city's budget and budget process shall be interpreted to comply with Article X, Section 20 of the Colorado Constitution setting forth the Taxpayer's Bill of Rights (TABOR) which supersedes the City of Lakewood charter and municipal code. Thus, any provision of the Lakewood City Charter or Municipal Code that would violate a provision of TABOR cannot be applied.
- The annual draft budget shall reflect a minimum 10% General Fund balance.

Schedule for Preparation of the 2026 Annual Budget

2026 DATE	RESPONSIBLE PARTY	REQUIRED ACTIVITY	REQUIREMENT REFERENCE
Apr 26	City Council	City Council Annual Planning Session	
Feb 15 – Mar 15	Finance	Compile Budget and Staffing Manual	
Apr 1 – May 9	Finance	Salary and Benefit Data calculated	
May 14 – Jun 30	All Departments	Department's Line Item Detail (expenditures and revenues) completed	
Jun 1 – Jul 31	All Departments	Department's Narratives completed	
Aug 1 – Aug 29	Finance	Consolidation and Compilation of Proposed Budget Document	
Sep 15	City Manager / City Council	City Council Study Session to review Proposed 2026 Budget data	City Charter Article XII, 12-2
Sep 23	City Manager / City Council	Budget and Audit Board to Review the 2026 Budget	
Sep 23 – Nov 1	Finance	Compile Final 2025 Budget Document	Colorado Revised Statute Section 29-1-103
Oct 6	City Manager / Finance / City Council	First Reading and Public Hearing on the Proposed 2025 Budget and 2024 Mill Levy Ordinance	City Charter Article XII, 12-4
Oct 20	City Manager / Finance / City Council	Second Reading and Public Hearing on the Proposed 2025 Budget and 2024 Mill Levy Ordinance	City Charter Article XII, 12-4
Dec 4	Finance	Certify 2025 Tax Mill Levy with Jefferson County	Colorado Revised Statute Section 29-1-301
Dec 20	Finance	Submit the 2026 Budget Document to GFOA for Award Program and Certify with the State of Colorado	Colorado Revised Statute Section 29-1-103

Budget Recommendation

This City Manager shall submit the proposed budget for the ensuing fiscal year to the City Council on or before the fifteenth (15th) day of September each 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 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 hearings is made known to the public.

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 following year. The Council appropriates sums of money, as it deems necessary, to finance 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.

2026 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. Occasionally, City Council will adopt, via a resolution, a specific set of budget or financial criteria that is included with the following policies.

Budget Philosophy

The budget is the plan by which financial policy is implemented. The City Charter, Colorado Constitution, and Colorado State statutes provide the basic legal requirements and timelines 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, City municipal code, 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.
- Prepares a multi-year financial plan for capital improvements.
- Staff will manage the operating and capital budgets, with City Council approval.

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 in the same budget year. Unused contingency and project savings will not carry forward into future years. 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.

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.

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 following fiscal year as a reservation of fund balance. All other unencumbered 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 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.

The City's financial and management policies guide the preparation of the budget. A budget team composed of the Council's Budget and Audit Board, City Manager, Budget and Financial Strategy Manager, 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.

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.

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 residents 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. Economic Development has expanded to community resiliency which is intended to use economic development and other resources to improve social conditions in a sustainable way enhancing economic opportunities for the community.

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, Operational Services, Finance, Information Technology, Municipal Court, Sustainability and Community Development, Police, and Public Works.

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.

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

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

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

All sections of the City's Charter and municipal code regarding the City's budget and budget process shall be interpreted to comply with Article X, Section 20 of the Colorado Constitution setting forth the Taxpayer's Bill of Rights (TABOR) which supersedes the City of Lakewood charter and municipal code. Thus, any provision of the Lakewood City Charter or municipal code that would violate a provision of TABOR cannot be applied.

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 non-spendable, restricted, committed, assigned, or unassigned.

Fund Balance Classifications

- Non-spendable 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.
- 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:

- *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.

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 (Chief Financial Officer). 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 Chief Financial Officer 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.
 - 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.

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.



FISCAL YEAR 2026

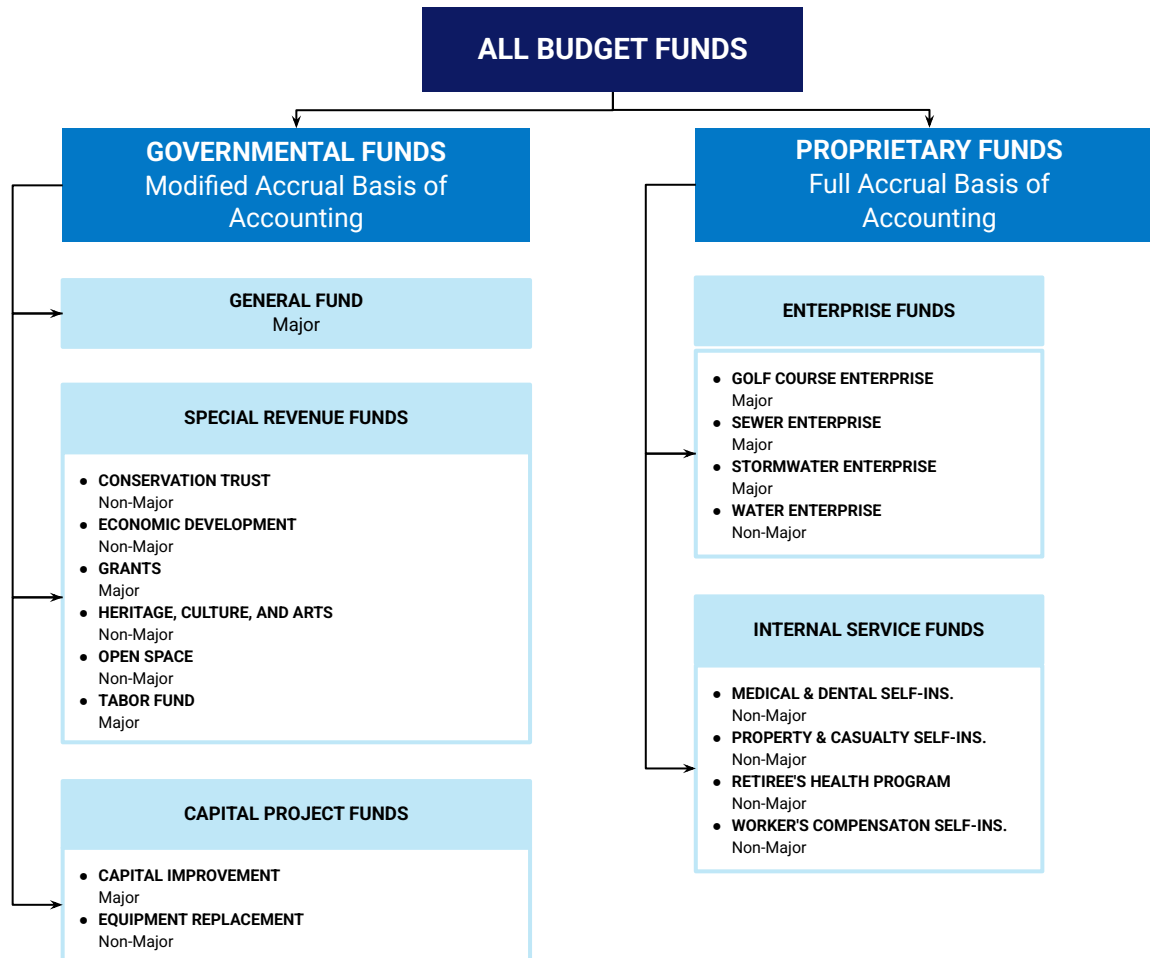
Budget Overview



Lakewood
Colorado

City Funds

Fund Organization for the 2026 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 Reinvestment Authority.

Matrix of City Funds by Department for the 2025 Revised and 2026 Annual Budget

Department	General Fund	Conservation Trust Fund	Economic Development Fund	Grants Fund	Heritage, Culture & Arts Fund	Open Space Fund	TABOR Fund	Capital Improvement Fund	Equipment Replacement Fund	Golf Course Fund	Sewer Fund	Stormwater Fund	Water Fund	Medical & Dental Self Insurance Fund	Property & Casualty Self Insurance Fund	Retiree Health Program Fund	Workers Comp Fund
City Attorney's Office	X																
Mayor and City Manager's Office	X																
City Clerk's Office	X																
Community Resources	X	X		X	X	X	X		X	X							
Finance Branch	X		X														
Municipal Court	X																
Operational Services Branch	X					X		X	X						X		X
Police	X			X			X										
Public Works	X			X			X	X	X		X	X	X				
Sustainability and Community Development Branch	X			X				X									
Non-Departmental	X			X			X	X		X	X	X	X	X		X	

All Fund Types

Summary of Estimated Financial Sources and Uses

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Property Tax	\$14,961,420	\$15,403,757	\$15,338,342	\$16,273,636
General Sales & Use Tax	108,051,900	113,356,481	109,370,288	111,190,966
Other Sales & Use Tax	17,010,914	17,496,400	16,496,882	16,793,693
Other Taxes & Charges	10,005,739	9,213,588	8,216,998	8,401,107
Licenses & Permits	5,116,161	4,548,449	4,467,346	5,351,414
Intergovernmental Revenue	35,382,019	38,018,468	69,598,786	46,682,666
Charges for Services	57,689,738	57,197,550	61,402,670	65,031,799
Fines & Forfeits	668,655	700,826	725,640	745,614
Investment Income	9,838,670	8,377,385	9,620,724	9,069,718
All Other Revenues	1,178,856	1,083,933	980,752	941,287
Total REVENUES	259,904,072	265,396,837	296,218,428	280,481,900
EXPENDITURES				
Personnel Services	128,842,912	138,828,634	138,577,243	141,272,318
Services & Supplies	73,856,053	94,438,274	103,462,539	103,543,761
Capital Outlay	87,063,286	82,853,493	102,358,872	67,468,183
Debt Service	1,670,595	668,469	895,380	1,098,176
Total EXPENDITURES	291,432,846	316,788,870	345,294,034	313,382,438
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	368,613	-	-	-
Adjustments	24,042,835			
Operating Transfers In	34,084,508	27,168,273	35,482,727	15,503,731
Operating Transfers Out	(34,084,508)	(27,168,273)	(35,482,727)	(15,503,731)
Total OTHER FINANCING SOURCES (USES)	24,411,448	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(7,117,326)	(51,392,033)	(49,075,606)	(32,900,538)
FUND BALANCES, BEGINNING OF YEAR	279,505,707	193,048,880	272,388,381	223,312,775
FUND BALANCES, END OF YEAR	\$272,388,381	\$141,656,847	\$223,312,775	\$190,412,237

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

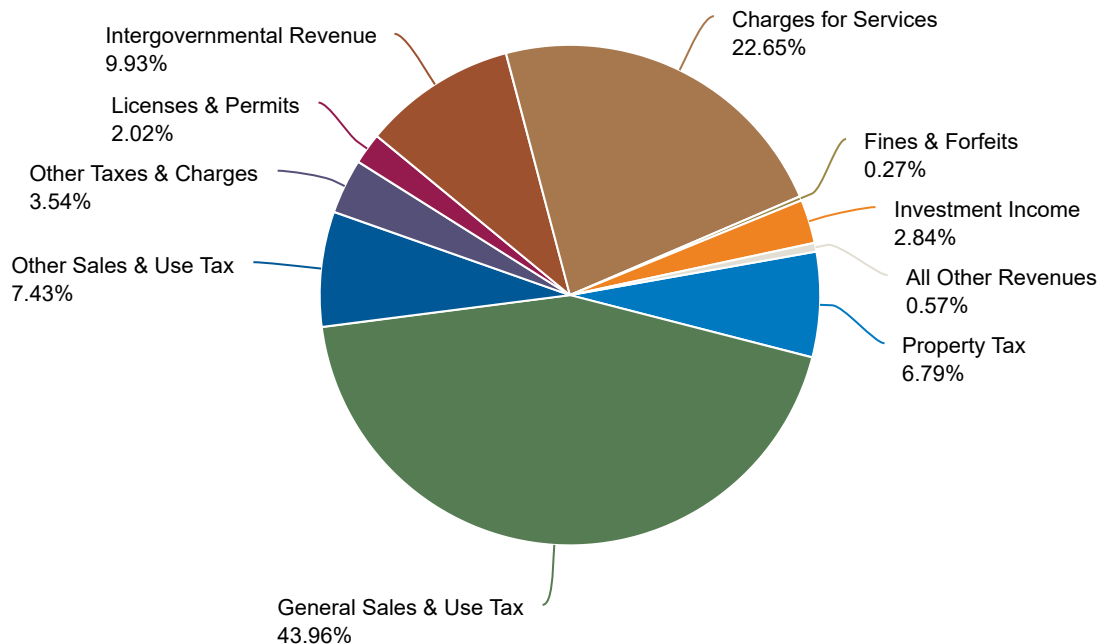
*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

City Revenues Summary

By All Fund Types 2026 Budget

	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
REVENUES						
Property Tax	16,273,636	-	-	-	-	16,273,636
General Sales & Use Tax	93,468,452	-	17,722,514	-	-	111,190,966
Other Sales & Use Tax	14,493,816	-	2,299,877	-	-	16,793,693
Other Taxes & Charges	6,964,790	1,436,317	-	-	-	8,401,107
Licenses & Permits	5,154,590	-	-	196,824	-	5,351,414
Intergovernmental Revenue	6,801,148	37,488,839	2,392,679	-	-	46,682,666
Charges for Services	15,543,042	2,378,715	2,078,403	26,495,179	18,536,459	65,031,798
Fines & Forfeits	745,614	-	-	-	-	745,614
Investment Income	6,351,123	1,081,865	558,054	511,039	567,637	9,069,718
All Other Revenues	863,348	24,180	-	-	53,759	941,287
Total	166,659,559	42,409,916	25,051,527	27,203,042	19,157,855	280,481,900

Revenues by Type



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, reliable revenue base recognizing that a dependence upon any individual revenue source would make revenues more vulnerable to economic cycles. All revenues are realistically projected, monitored and updated as necessary. The city utilizes the Colorado Legislative Council's Economics Staff's "Economic and Revenue Forecast" and the Colorado State Office of State Planning and Budgeting's "Economic and Revenue Forecast", both dated June 2025 as the primary source for forecasted Denver-Aurora-Lakewood Consumer Price Index (CPI). In conjunction with the Economics Staff's report, the City uses historical trends, current trends, judgmental forecasting, and unique adjustments (i.e. new retail, new fees, data from a specific source, etc.). Additionally, the city considers reports published by economists in the Colorado State Office of Planning and Budgeting and The University of Colorado's Leeds School of Business. City staff and the Budget and Audit Board review the various forecasting methods and propose a revenue budget with a rate of change supported by the Economic and Revenue Forecast in conjunction with the city's historical and current trends. The methodology used for each forecasted revenue is further explained under each revenue type. The following table identifies the CPI for 2025 and 2026 used in forecasting:

Year	2025	2026
Colorado Legislative Council	2.3%	2.8%
Governor's Office of State Planning & Budgeting	3.3%	3.4%

TABOR (Taxpayers' Bill of Rights)

Prior to 2017, a substantial portion of the city's revenues were limited by the Taxpayer's Bill of Rights, which restricts revenue growth to inflation plus local growth. Any revenue collected above that amount would have been refunded to taxpayers. In November 2018, Lakewood voters approved a measure allowing the city to keep a \$12.5 million refund from 2017 as well as all additional TABOR refunds through 2025. These dollars have been credited to the city's TABOR Fund and used for police staffing and equipment, parkland and open space, and transportation safety.

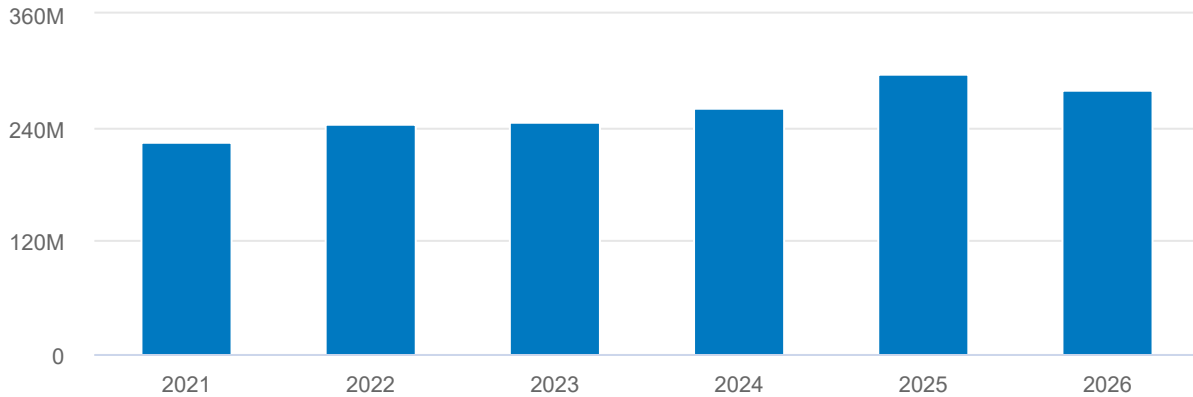
On November 5, 2024, voters approved Ballot Issue 2A, which extended this authority indefinitely beginning in 2026 and broadened how TABOR revenues may be used. Money that would have otherwise been refunded if TABOR were to expire will be credited to the city's TABOR Fund in perpetuity.

Total Revenue for All Funds:

Total revenue for the 2025 Revised Budget is \$296,218,428, a 14 percent increase from 2024 actual revenue. Intergovernmental revenues associated with state and federal grants continue to drive this variance as large grant projects for the DOLA Funded Navigation Center, Whitlock solar installation, and Phase I of the Colfax Safety Project are expected to be completed in 2025.

The 2026 Proposed Budget projects total revenue at \$280,481,900 from various sources. This represents a \$15.7M decrease (5.3 percent) under the total revenues projected for 2025. This decrease is primarily related to intergovernmental revenue, where state and local grant awards are less than the prior years that were heavy in one-time capital projects.

All Revenues



	2021	2022	2023	2024	2025	2026
All Revenues	\$ 223,620,388	\$ 243,624,584	\$ 244,738,907	\$ 259,904,072	\$ 296,218,428	\$ 280,481,900
% Chg.		8.95%	0.46%	6.20%	13.97%	-5.31%

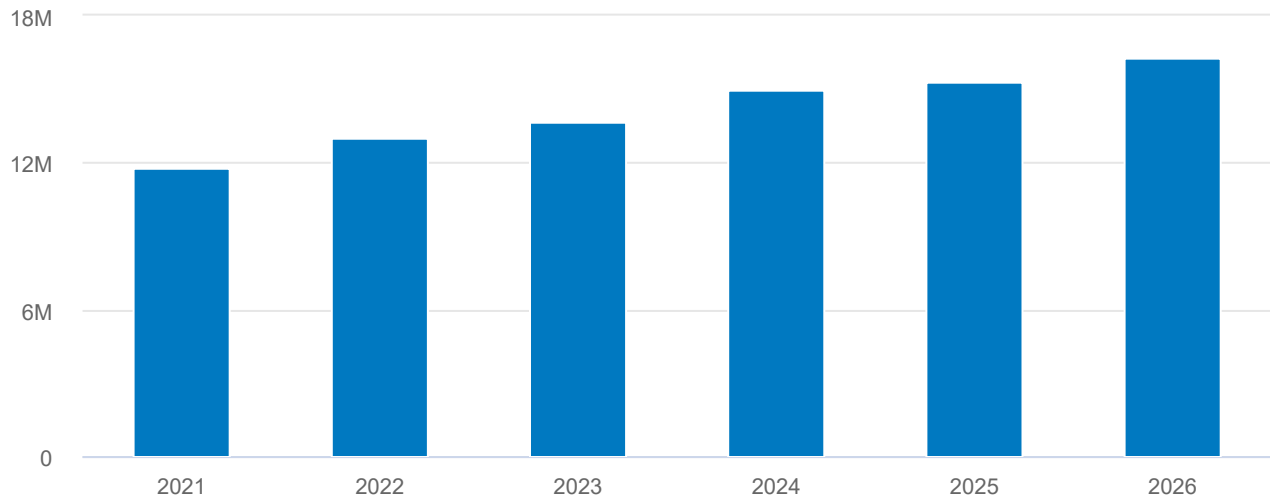
The following sections contain descriptions of the city's revenue resources, associated forecasting assumptions, and revenue trends by type for all funds.

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 historic mill levy rate for Lakewood is 4.711, but the rate was temporarily reduced to 4.28 mills in 2024 and 4.496 mills in 2025 to provide temporary relief after post-pandemic housing cost increases. The 2026 Proposed Budget is expected to return to the city's historical mill levy rate of 4.711. 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.

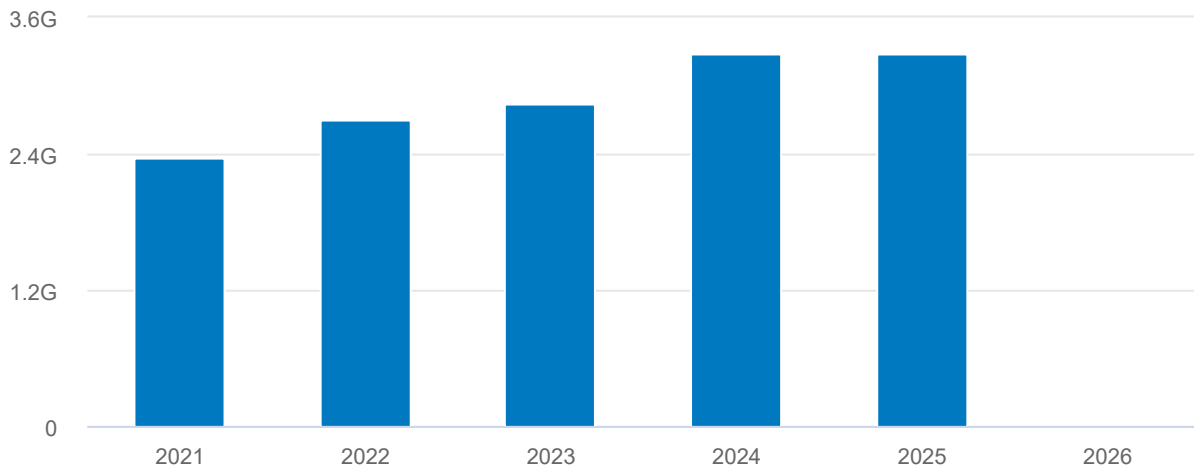
Property taxes are forecasted for 2025 and 2026 based on historical increases for assessed valuations as determined by Jefferson County and applying the city's mill levy rate. The 2026 Proposed Budget projects property tax collections reaching \$16.3 million, representing an increase of \$935,300 (6.0 percent) from the 2025 Revised Budget. Final assessed Information comes in December of 2025 and is adjusted in the 2026 Revised process. Property tax specific forecasting was used to budget the property taxes for 2027 through 2030 using historical data and current economic events and is assumed to grow at a rate of 7.8% bi-annually.

Property Taxes



	2021	2022	2023	2024	2025	2026
Property Tax	\$ 11,816,003	\$ 12,983,236	\$ 13,682,458	\$ 14,961,420	\$ 15,338,342	\$ 16,273,636
% Chg.		9.88%	5.39%	9.35%	2.52%	6.10%

Property Valuations (Property Tax Collected Year)



	2021	2022	2023	2024	2025	2026
Property Assessed Valuations	\$ 2,371,538,875	\$ 2,693,978,011	\$ 2,846,244,419	\$ 3,289,811,085	\$ 3,290,798,028	\$ -
% Chg.		13.60%	5.65%	15.58%	0.03%	-100.00%

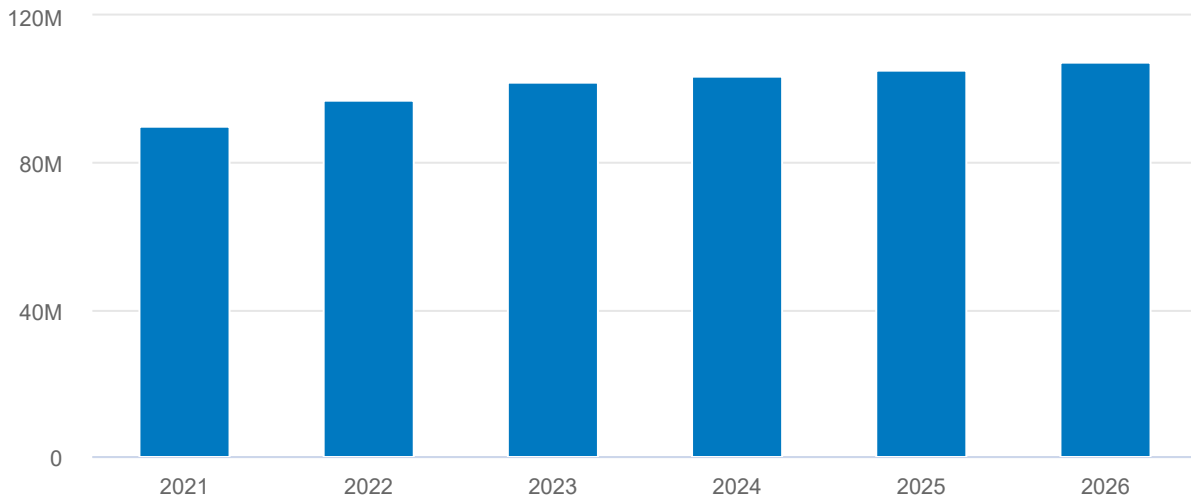
Sales Tax - The City of Lakewood collects a 3% tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the city on a monthly, quarterly, or annual basis.

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 tax represents approximately 38.3 percent of the City's 2026 revenues. This revenue source is highly sensitive to current economic conditions. While Lakewood's retail economy remains diverse, sales tax growth is slowing as the post-pandemic rebound moderates, inflation persists, and national policy changes exacerbate economic unpredictability. As a result, the city has reduced its sales and use tax projections for the 2025 Revised Budget by \$3.7 million (3.4 percent).

Sales tax is forecasted using CPI, local economic conditions, and sales tax specific trend analysis. Beginning in late 2024 and continuing into 2026, sales tax revenue is projected to grow at a slower pace than was seen during the economic recovery and inflation-influenced years of 2022/2023. State forecasts estimate the total inflation rate dropping to as low as 2.3 percent in 2025 but hovering over three percent for 2026 due to new tariffs.. Many households are experiencing deteriorating financial outcomes due to higher consumer debt accumulated during the last few years, increasing housing costs above local CPI, and a slowing jobs market. For 2025, sales taxes are expected to increase from 2024 actuals by 1.9 percent and are expected to grow another 1.7 percent in 2026. Estimated sales tax revenues for 2026 are \$107,249,694.

Sales Tax



	2021	2022	2023	2024	2025	2026
Sales Taxes	\$ 90,157,012	\$ 97,108,969	\$ 101,923,712	\$ 103,549,215	\$ 105,491,505	\$ 107,249,694
% Chg.		7.71%	4.96%	1.59%	1.88%	1.67%

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), Building Material Use Tax on all construction materials used in projects requiring a city building permit, and a Motor Vehicle Use Tax based on the auto purchaser's residence, not the location of the sale.

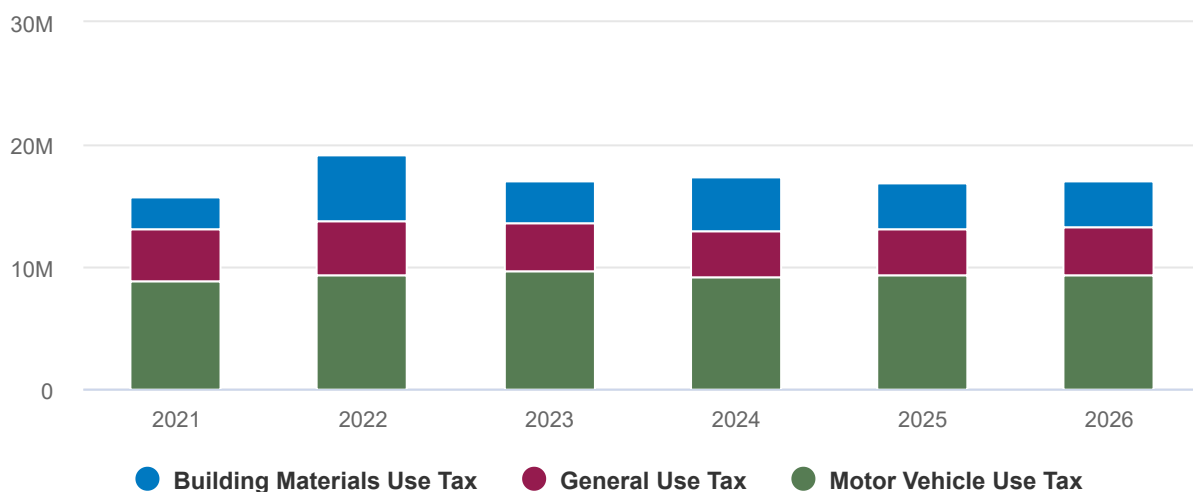
Lakewood use tax totals 3 cents on every dollar and is dispersed between the city's funds in the same manner as the sales tax. Use taxes for 2026 is \$16,974,891 and makes up 6% of the city's total revenues.

General Use Tax for 2026 is forecasted to increase 2% from 2025 Revised revenues collected. The 2025 Revised Budget for general use tax was projected down by \$244,442 (5.4 percent) to \$3,878,783 as consumer spending appears to be slowing as a result of greater economic uncertainty. General Use Tax for 2027 to 2030 is forecasted to grow at 3.4% year over year as the economy improves and consumers continue to spend.

Building Materials Use Tax in the 2025 Revised Budget saw a slight increase of 3.5 percent as projects that were delayed in 2024 saw progress after the city revised development regulations. Total Building Materials use tax in 2026 is \$3,708,020, which is a 2 percent increase over the 2025 Revised Budget based on current year-to-date activity of projects taking place within the city. The building material use tax is typically one of the city's most volatile revenue streams and is dependent on the economic conditions for redevelopment. For 2027 to 2030 Building Materials Use Tax is forecasted to stay relatively flat over that period.

Motor Vehicle Use Tax in the 2025 Revised Budget is projected to decrease by 768,265 (7.6 percent) due to slowing car buying due to tariffs imposed on foreign cars and foreign made car parts. 2026 is forecasted to remain relatively flat to 2025 collections as the consumer delays auto purchases or shifts to lower priced new and used cars to avoid some of the largest tariffs. Motor vehicle use tax for 2027 to 2030 is forecasted to grow at 3.4% year over year.

Use Taxes



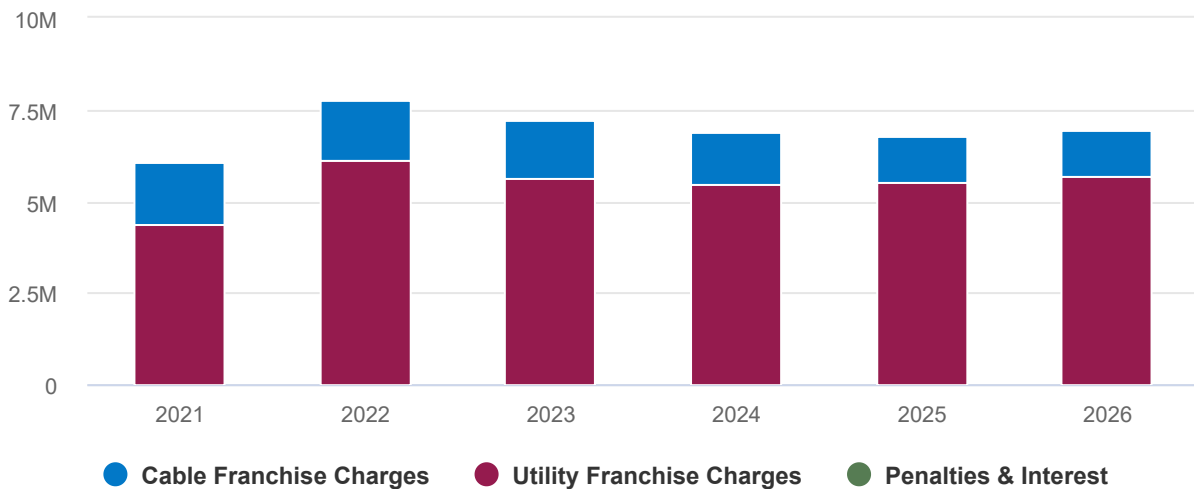
	2021	2022	2023	2024	2025	2026
Use Taxes	\$ 15,808,634	\$ 19,234,168	\$ 16,982,225	\$ 17,365,688	\$ 16,803,615	\$ 16,974,891
% Chg.		21.67%	-11.71%	2.26%	-3.24%	1.02%

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 percent of gross subscriber revenues of which the city currently has approximately 31,000 subscribers. Cable Television Franchise Charges for 2026 are forecasted flat to the 2025 Revised Budget based on current collections and the ongoing consumer trend to move away from cable television services in favor of streaming. This revenue is forecasted to increase 3 percent from 2027 through 2030 due to provider rate increases equal to CPI. Revenues for 2026 are estimated to be \$1,296,593.

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 percent of all revenues received from the sale of natural gas and electricity. Gas/Electric Franchise Charges for 2026 is forecasted to increase 3% from 2025 Revised Budget given current collections and a forecasted increase in electricity and natural gas costs. The revenue is forecast to increase 3 percent from 2027 through 2030. Revenues for 2026 are estimated to be \$5,655,407.

Franchise Charges and Other Taxes



	2021	2022	2023	2024	2025	2026
Franchise	\$ 6,061,139	\$ 7,768,262	\$ 7,219,300	\$ 6,864,019	\$ 6,786,001	\$ 6,952,000
% Chg.		28.17%	-7.07%	-4.92%	-1.14%	2.45%

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.

The specific ownership tax is projected to remain flat in 2026 compared to the revised forecast for 2025. This decline is primarily due to high borrowing costs that have discouraged businesses making investment in fleet vehicles. As interest rates are anticipated to decrease, allowing for more investment, specific ownership tax will increase on average 3.5 percent annually from 2027 to 2030. The Specific Ownership Tax estimate for 2026 is \$923,298.

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

Business and occupation tax for 2026 is forecasted to increase 5% from 2025 Revised based on current year activity and forecasted changes in CPI. Business and occupation tax is expected to increase 3.5 percent from 2027 through 2030. Revenues for 2026 are estimated to be \$3,760,074.

Hotel Accommodation Tax - The city imposes a 3 percent 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.

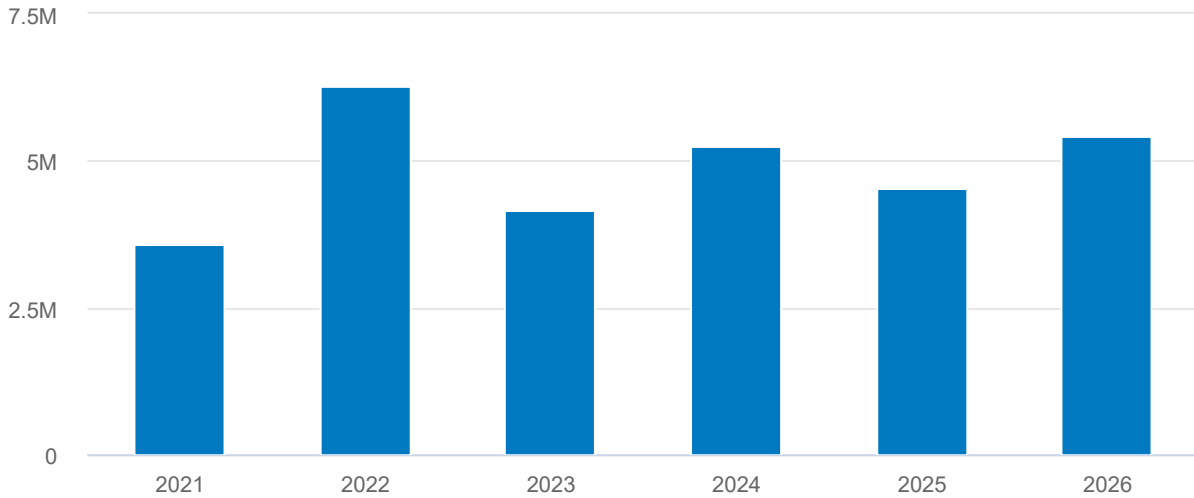
In the 2025 Revised Budget, hotel accommodation tax is projected to be \$1.4M, which is a \$700k (33.9 percent) reduction from the 2025 Original Budget due to decreasing occupancy demand. This decrease is tied to the slowing economic conditions as well decreased federal government activities near the Denver Federal Center. 2026 is forecasted to increase 1.3% from 2025 Revised collections due to limited recovery of federal business operations. The forecast for 2027 to 2030 predicts annual increases around 3.4 percent per year, a forecast more tied to expected CPI than increased demand for hotel rooms. Revenues for 2026 are estimated at \$1,436,317.

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 2026 is forecasted to increase 1.6% over 2025 Revised projections. A 1.5% percent increase is forecasted for 2027 through 2030 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 2026 is \$8,509,103.

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. A permit and fee study was initiated in 2024 with the goals of simplifying the permitting process and evaluating fee increases. The outcome of the study will be presented to city council in Summer 2025. There are several types of licenses and permits required within the city. The following identifies the more significant licenses or permit fees.

Licences & Permits



	2021	2022	2023	2024	2025	2026
Licenses & Permits	\$ 3,595,083	\$ 6,261,967	\$ 4,167,099	\$ 5,258,485	\$ 4,548,449	\$ 5,429,872
% Chg.		74.18%	-33.45%	26.19%	-13.50%	19.38%

Contractor's Registration Fees – This is an annual registration fee for all construction contractors doing business within the boundaries of the city. Contractor's Registrations for 2026 are expected to increase 3% over 2025 Revised based on year to date collections and trends. This revenue is expected to increase by 3 percent from 2027 through 2030 annually. Estimated revenues for 2026 are \$405,794.

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. Building permit fees for 2026 are estimated at \$3,606,326. This is a 30% increase from 2025 Revised collections as building activity is projected to increase as interest rate cuts hit. In addition, the city is forecasting permitting fee increases anticipated as part of the 2024 Permit Fee Study.

Public Way Permits – Public Way Permit collections are projected to increase 3% in 2026 compared to the revised 2025 figures. The budget has been adjusted to align with the actual demand for these permits over the past few years. This revenue is forecasted to increase by 2.9% annually through 2030 due to an expected gradual increase in permit requests. Estimated revenues for 2026 are \$459,900.

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 2026 is forecasted to remain flat from 2025 Revised collection levels as the countywide assessed valuation is anticipated to remain flat or slightly decline. Revenues are forecasted to grow at 3% annually through 2030. 2026 Revenues are estimated at \$1,820,018.

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 2026 is forecasted to increase 2% from 2025 Revised revenues collected. Revenues from 2027 through 2030 are projected to increase 3% annually.

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.

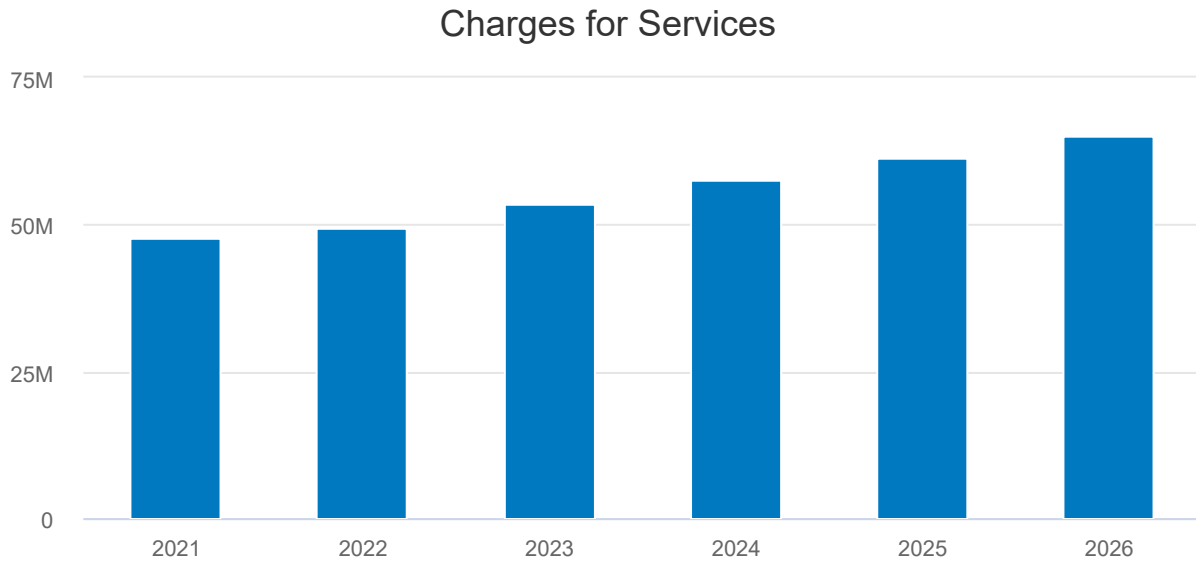
FASTER fees forecasted for 2026 reflect a 0.1% increase from 2025 Revised based on current year activity. Revenues are expected to be \$1,257,784.

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 2026 are expected to increase 3% over 2025 Revised. Fees are expected to grow in 2027 through 2030 by 3% annually. The city anticipates \$579,546 for motor vehicle registration fees for 2026.

Grants – On an annual basis, the city applies for and is awarded significant grants from federal, state and local sources. Grant revenues and expenditures have variability from year to year and the timing of grant completion can change. For the 2025 Revised Budget, revenues are expected to increase 93% over 2024 Actuals; mostly due to carrying forward grant funding for projects still in progress. Due to the timing of grant applications and submissions for grant awards, the 2026 Budget has \$26.6M for expected grant revenue, and contains several State of Colorado awarded grants for programs no longer being offered by the federal government due to shifting administration priorities. Along the same lines, the total number of federal grant opportunities for 2026 has decreased by 28.3 percent and the total available funding has decreased by 48.8% to \$47.7B nationwide. Due to a decreasing supply of funding and increased competition, Lakewood has reduced its projected forecast of grants for 2026 to 2030.

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 in 2026 are forecasted to increase 5.9% from 2025 Revised based on the current year’s activity and relevant business events. Demand for city services is increasing, and departments are taking efforts to ensure that charges for service match market demand and are indexed each year by estimated CPI. In addition, this increase includes a stormwater fee increase approved by City Council in August 2025. Estimated revenues for 2026 are \$65,031,798. For this strategic forecast for 2027 through 2030 the City expects revenues to grow with general inflation as the fees increase for services proportionately.



	2021	2022	2023	2024	2025	2026
Charges for Services	\$ 47,691,030	\$ 49,511,657	\$ 53,470,284	\$ 57,689,738	\$ 61,402,670	\$ 65,031,798
% Chg.		3.82%	8.00%	7.89%	6.44%	5.91%

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 2026 based on current year activity and are forecasted to increase 2.8% in 2026 from 2025 Revised. They are forecasted to grow at 2.7% annually through 2030. For 2026, \$745,614 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 2025 Revised is \$9,620,724 due to the current strong economic conditions related to investments. As interest rates fall and the city depletes its savings on necessary and planned capital projects, investment income is expected to fall in years 2027 to 2030.

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 2027 through 2030. Estimated revenues for 2026 are \$941,287.

Federal, State, and Local Grant Revenues

Grant Title	2025 Revised	2026 Budget	Source
CDBG Block Grant Administration	\$ 403,928	\$ 408,251	Federal
CDBG Covid	21,034	-	Federal
CDBG Homeless Activities	50,000	50,000	Federal
CDBG Housing Rehab	85,000	170,000	Federal
CDBG Public Facilities	600,000	461,105	Federal
Child & Adult Care Food Program	112,000	-	Federal
Early Head Start-Federal	124,089	-	Federal
Emergency Mgmt Perf Grants Federal	12,500	12,500	Federal
FTA 5310 Lakewood Rides Federal	169,343	173,988	Federal
Assisted Transportation OAA Title III	392,226	403,441	Federal
Federal Sheridan Boulevard Sidewalks	2,420,000	-	Federal
HCA Colorado Creative Industries	10,000	10,000	Federal
HCA Federal Grants	10,000	10,000	Federal
Head Start Program	557,483	-	Federal
Internet Crimes Against Children-Federal	22,330	10,000	Federal
Justice Assistance Grant	104,898	-	Federal
Kipling Signals @ 8Th Pl & Fed Ctr Gate 1	379,394	-	Federal
Misc. Police Grants - Chief Of Police	39,000	39,000	Federal
Pending Grants-PW	1,000,000	1,000,000	Federal
Seatbelt Grant Federal	9,000	9,000	Federal
Speed Enforcement	95,794	95,794	Federal
Safe Routes to School FY25- Stober Elementary	-	793,450	Federal
Wadsworth & Morrison Intersection	6,742,726	-	Federal
Wadsworth Sidewalk - TIP	2,573,853	-	Federal
Westaf Federal Grants	2,500	2,500	Federal
Whitlock Solar Grant - EIAF	931,700		Federal
Energy Efficiency & Conservation Block (EECBG)	194,050	194,050	Federal
Zero Energy Code Adoption & Implementation	5,000,000	375,000	Federal
Subtotal of Federal Grant Revenues	\$ 22,062,848	\$ 4,218,079	

Federal, State, and Local Grant Revenues

Grant Title	2025 Revised	2026 Budget	Source
Auto Theft Task Force-State	\$ 3,641,968	\$ 2,732,069	State
BHA Lead-state	224,429	230,942	State
CATPA Supplemental-state	1,465,955	-	State
Colorado Historical Society Grants	75,000	75,000	State
Colfax Safety Project	10,569,139	17,473,574	State
Peace Officers Mental Health-state	164,556	-	State
Post Grant-State	11,000	11,000	State
Turf Replacement Water Conservation	8,169	-	State
SIPA Website Optimization-state	185,000	-	State
SCFD Tier II	525,000	525,000	State
DOLA Affordable Housing Preservation Grant	256,357	-	State
DOLA DOH Navigation Center Acquisition Grant	4,847,945	-	State
DOLA Tenant Support Services	110,917	-	State
DOLA Transformational Homeless Response	243,513	140,195	State
DOLA DOH Emergency Shelter Grant	415,075	-	State
Subtotal of State Grant Revenues	\$ 22,744,023	\$ 21,187,780	
40 West ArtLine Framework plan	106,000	106,000	Lakewood
Colfax Safety Project city match	6,502,663	8,284,872	Lakewood
FTA 5310 Lakewood Rides Federal	16,520	16,520	Lakewood
HCA Federal Grants	10,000	10,000	Lakewood
Misc. Police Grants - Chief Of Police	8,500	8,500	Lakewood
OAA - Title III - Lakewood Rides Assisted Transportation	31,500	31,500	Lakewood
Westaf Grant Match	11,000	11,000	Lakewood
DOLA DOH Navigation Center Acquisition Grant Match	413,954	-	Lakewood
Subtotal of Local Grant Revenues	\$ 7,100,137	\$ 8,468,392	

Notes:

Refer to Glossary for acronym definitions

Grants can require city matched funding.

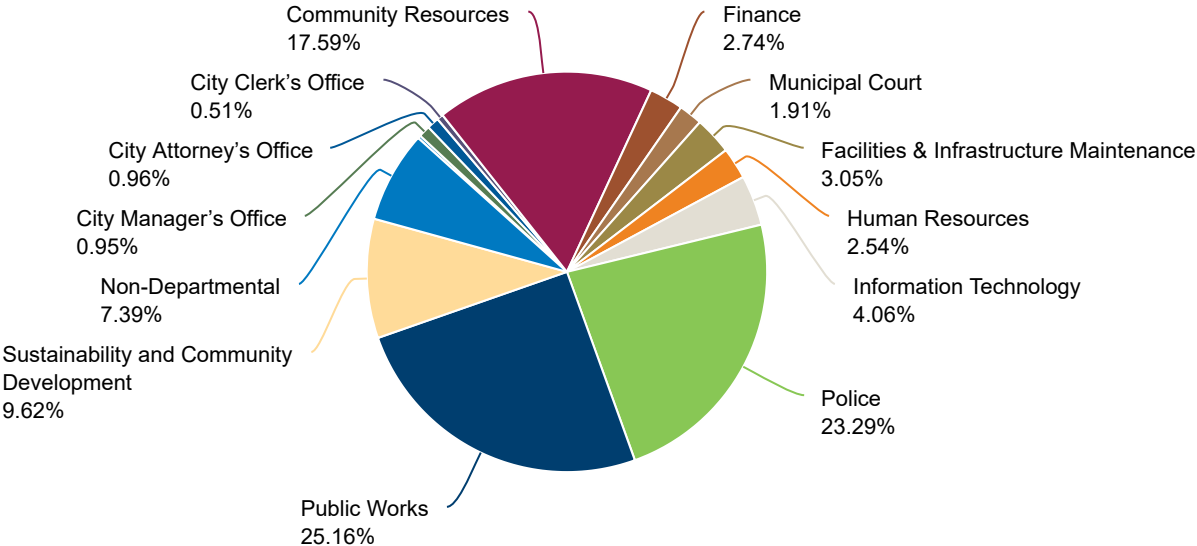
City Expense Budget Summary

By All Fund Types, By Department, And By Program
2026 Budget

City Department by Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
EXPENDITURES						
Mayor and City Council	745,452	-	-	-	-	745,452
City Manager's Office						
CMO - City Management	1,706,553	-	-	-	-	1,706,553
CMO - Communications	1,176,895	-	100,000	-	-	1,276,895
Total City Manager's Office	2,883,448	-	100,000	-	-	2,983,448
City Attorney's Office	3,004,009	-	-	-	-	3,004,009
City Clerk's Office	1,601,852	-	-	-	-	1,601,852
Community Resources						
CR - Administration	2,617,357	-	-	-	-	2,617,357
CR - Recreation - Golf	-	-	-	14,053,624	-	14,053,624
CR - Heritage, Culture & the Arts	-	4,026,305	-	-	-	4,026,305
CR - Planning, Construction & Maintenance	400,649	11,159,115	-	-	-	11,559,764
CR - Recreation	9,528,988	577,428	100,000	-	-	10,206,416
CR - Park Operations	6,303,353	6,415,851	-	-	-	12,719,204
Total Community Resources	18,850,347	22,178,699	100,000	14,053,624	-	55,182,670
Finance						
FIN - Administration	760,650	-	-	-	-	760,650
FIN - Budget and Financial Strategy	1,127,612	-	-	-	-	1,127,612
FIN - Operations	2,367,037	-	-	-	-	2,367,037
FIN - Economic Development	-	2,623,899	-	-	-	2,623,899
FIN - Revenue Division	1,711,113	-	-	-	-	1,711,113
Total Finance	5,966,412	2,623,899	-	-	-	8,590,311
Municipal Court						
MC - Administration	611,590	-	-	-	-	611,590
MC - Judicial	854,309	-	-	-	-	854,309
MC - Court Marshal	1,250,359	-	-	-	-	1,250,359
MC - Violation Bureau	1,812,368	-	-	-	-	1,812,368
MC - Probation Services	1,458,322	-	-	-	-	1,458,322
Total Municipal Court	5,986,948	-	-	-	-	5,986,948
Operational Services	19,167,590	352,811	5,450,000	-	5,280,692	30,251,093
Facilities & Infrastructure Maintenance						
FIO - Planning, Construction & Maintenance	5,901,758	352,810	3,300,000	-	-	9,554,568
Total Facilities & Infrastructure Maintenance	5,901,758	352,810	3,300,000	-	-	9,554,568

City Department by Program	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Internal Service Funds	Total
Human Resources						
HR - Employee Relations	2,683,113	-	-	-	-	2,683,113
HR - Risk	-	-	-	-	5,280,693	5,280,693
Total Human Resources	2,683,113	-	-	-	5,280,693	7,963,806
Information Technology						
IT - Administration	825,275	-	-	-	-	825,275
IT - Business Transformation	5,323,094	-	-	-	-	5,323,094
IT - Operations	4,434,350	-	2,150,000	-	-	6,584,350
Total Information Technology	10,582,719	-	2,150,000	-	-	12,732,719
Police						
PD - Office of the Chief	6,163,143	340,454	-	-	-	6,503,597
PD - Investigations	16,553,595	2,742,069	-	-	-	19,295,664
PD - Patrol Services	34,320,131	1,843,745	-	-	-	36,163,876
PD - Support Services	10,589,107	500,648	-	-	-	11,089,755
Total Police	67,625,976	5,426,916	-	-	-	73,052,892
Public Works						
PW - Engineering/Capital Projects & Utilities	1,215,615	2,191,648	7,981,493	-	-	11,388,756
PW - Engineering/Development Services	4,476,438	-	3,500	-	-	4,479,938
PW - Fleet	5,415,966	-	5,158,301	-	-	10,574,267
PW - Administration	280,061	1,000,000	-	-	-	1,280,061
PW - Street Maintenance	5,281,807	-	8,240,484	-	-	13,522,291
PW - Sewer Utility	-	-	-	7,766,984	-	7,766,984
PW - Stormwater Management Utility	-	-	-	12,013,830	-	12,013,830
PW - Traffic Engineering	5,741,359	8,284,872	2,320,720	-	-	16,346,951
PW - Water Utility	-	-	-	1,548,721	-	1,548,721
Total Public Works	22,411,246	11,476,520	23,704,498	21,329,535	-	78,921,799
Sustainability and Community Development						
SCD - Housing and Thriving Communities	3,742,843	1,276,895	-	-	-	5,019,738
SCD - Administration	625,816	-	60,000	-	-	685,816
SCD - Comprehensive Planning	2,220,599	18,083,574	15,000	-	-	20,319,173
SCD - Development Assistance	1,509,056	-	-	-	-	1,509,056
SCD - Sustainability	1,958,152	393,594	-	-	-	2,351,746
Total Sustainability and Community Development	10,056,466	19,754,063	75,000	-	-	29,885,529
Non-Departmental						
ND - Citywide Employee Benefits	978,000	-	-	80,500	160,000	1,218,500
ND - Debt Obligations & Special Projects	3,652,742	-	2,095,139	-	-	5,747,881
ND - Non-Specific	(1,468,241)	500,000	(2,000,000)	590,811	-	(2,377,430)
ND - Self-Insurance Funding	1,200,000	20,000	-	-	17,367,490	18,587,490
Total Non-Departmental	4,362,501	520,000	95,139	671,311	17,527,490	23,176,441
Total	162,662,245	62,332,906	29,524,636	36,054,469	22,808,182	313,382,438

Expenditures by Department



Functional Units By Fund

2026 Budget

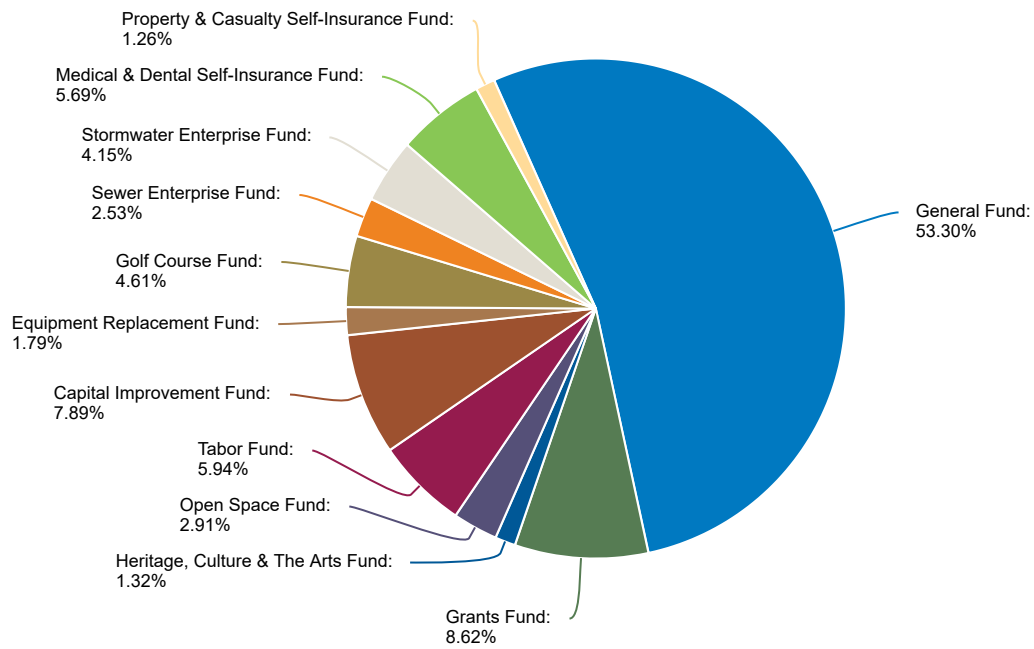
	Mayor and City Council	City Manager's Office	City Attorney's Office	City Clerk's Office	Community Resources	Finance
EXPENDITURES						
General Fund	745,452	2,883,448	3,004,008	1,601,851	18,850,346	5,966,412
Conservation Trust Fund	-	-	-	-	2,645,000	-
Economic Development Fund	-	-	-	-	-	2,623,899
Grants Fund	-	-	-	-	577,428	-
Heritage, Culture & The Arts Fund	-	-	-	-	4,026,303	-
Open Space Fund	-	-	-	-	8,513,966	-
Tabor Fund	-	-	-	-	6,416,000	-
Equipment Replacement Fund	-	100,000	-	-	100,000	-
Golf Course Fund	-	-	-	-	14,053,624	-
Total	745,452	2,983,448	3,004,008	1,601,851	55,182,667	8,590,311

Functional Units By Fund

2026 Budget

	Municipal Court	Operational Services	Police	Public Works	Sustainability and Community Development	Non-Dept	Total
EXPENDITURES							
General Fund	5,986,950	19,167,590	67,625,968	22,411,250	10,056,465	4,362,501	162,662,245
Conservation Trust Fund	-	-	-	-	-	-	2,645,000
Economic Development Fund	-	-	-	-	-	-	2,623,899
Grants Fund	-	-	3,418,259	1,791,813	19,754,064	500,000	26,041,564
Heritage, Culture & The Arts Fund	-	-	-	-	-	-	4,026,303
Open Space Fund	-	352,810	-	-	-	-	8,866,777
Tabor Fund	-	-	2,008,658	9,684,707	-	20,000	18,129,365
Capital Improvement Fund	-	3,300,000	-	20,604,497	75,000	95,139	24,074,636
Equipment Replacement Fund	-	2,150,000	-	3,100,000	-	-	5,450,000
Golf Course Fund	-	-	-	-	-	21,000	14,074,624
Sewer Enterprise Fund	-	-	-	7,691,682	-	15,000	7,706,682
Stormwater Enterprise Fund	-	-	-	12,089,134	-	584,079	12,673,210
Water Enterprise Fund	-	-	-	1,548,721	-	51,232	1,599,953
Medical & Dental Self-Insurance Fund	-	-	-	-	-	17,367,489	17,367,490
Property & Casualty Self-Insurance Fund	-	3,845,142	-	-	-	-	3,845,142
Retiree's Health Program Fund	-	-	-	-	-	160,000	160,000
Worker's Compensation Self-Insurance Fund	-	1,435,551	-	-	-	-	1,435,550
Total	5,986,950	30,251,093	73,052,885	78,921,804	29,885,531	23,176,440	313,382,438

Expenditures by Fund*



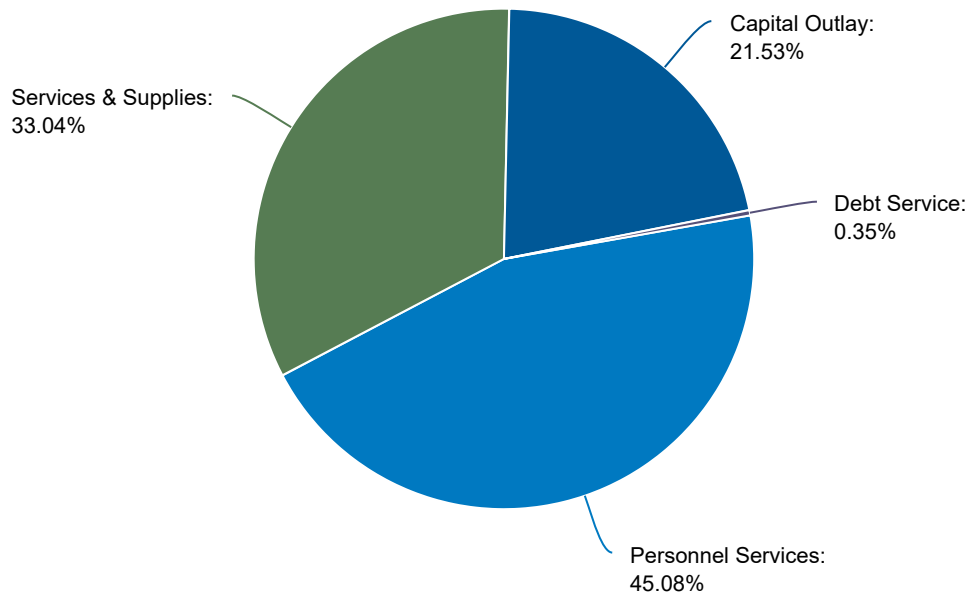
*Any fund >1% is not displayed.

All Funds - Summary Of Expenditures By Classification

2026 Budget

	Personnel Services	Services & Supplies	Capital Outlay	Debt Service	Total
EXPENDITURES					
Mayor and City Council	454,369	291,083	-		745,452
City Manager's Office	2,261,771	646,677	75,000		2,983,448
City Attorney's Office	2,726,350	277,658	-		3,004,008
City Clerk's Office	1,345,579	256,272	-		1,601,851
Community Resources	26,349,613	10,480,890	17,710,617	641,546	55,182,666
Finance	5,406,817	2,906,994	1,500	275,000	8,590,311
Municipal Court	5,432,870	554,078	-		5,986,948
Facilities & Infrastructure Maintenance	2,969,225	3,347,344	3,238,000		9,554,569
Human Resources	3,002,834	4,960,970	-		7,963,804
Information Technology	5,651,019	7,081,700	-		12,732,719
Police	62,658,950	10,132,942	261,000		73,052,892
Public Works	18,744,270	34,459,382	25,718,145		78,921,797
Sustainability and Community Development	4,707,687	5,399,874	19,777,971		29,885,532
Non-Departmental	(439,035)	22,747,896	685,950	181,630	23,176,441
Total	141,272,319	103,543,760	67,468,183	1,098,176	313,382,438

Expenditures by Classification (Pie Chart)

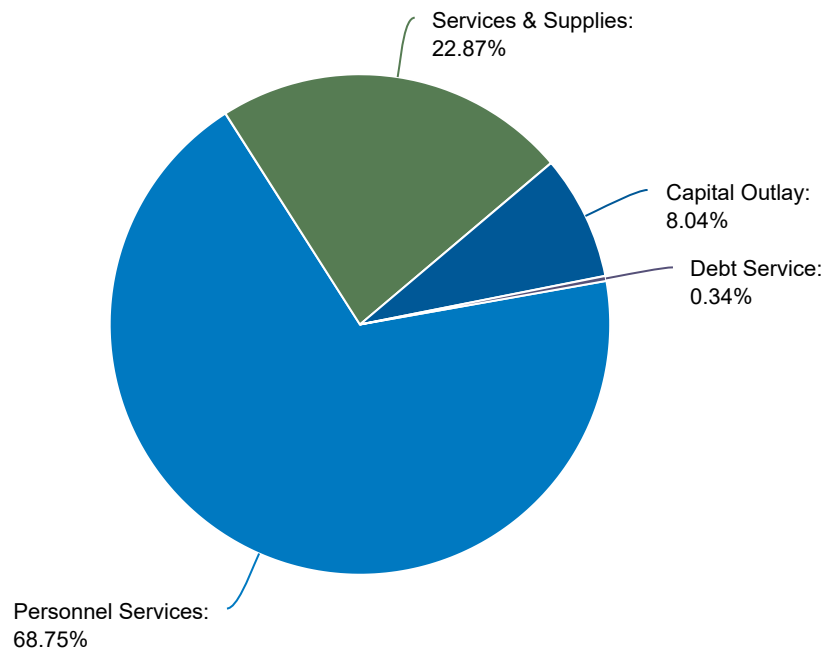


Summary Of Expenditures By Classification And By Department

General Fund Only

2026 Budget

	Personnel Services	Services & Supplies	Capital Outlay	Debt Service	Total
EXPENDITURES					
Mayor and City Council	454,369	291,083	-	-	745,452
City Manager's Office	2,261,770	621,677	-	-	2,883,447
City Attorney's Office	2,726,350	277,658	-	-	3,004,008
City Clerk's Office	1,345,579	256,272	-	-	1,601,851
Community Resources	13,649,771	5,175,590	24,985	-	18,850,346
Finance	4,694,718	996,694	-	275,000	5,966,412
Municipal Court	5,432,870	554,078	-	-	5,986,948
Facilities & Infrastructure Maintenance	2,732,134	3,069,624	100,000	-	5,901,758
Human Resources	2,485,262	197,850	-	-	2,683,112
Information Technology	5,651,019	4,931,700	-	-	10,582,719
Police	60,396,281	7,179,695	50,000	-	67,625,976
Public Works	12,635,996	9,438,389	336,862	-	22,411,247
Sustainability and Community Development	4,147,402	4,655,774	1,253,292	-	10,056,468
Non-Departmental	(736,241)	4,917,112	-	181,630	4,362,501
Total	117,877,280	42,563,196	1,765,139	456,630	162,662,245

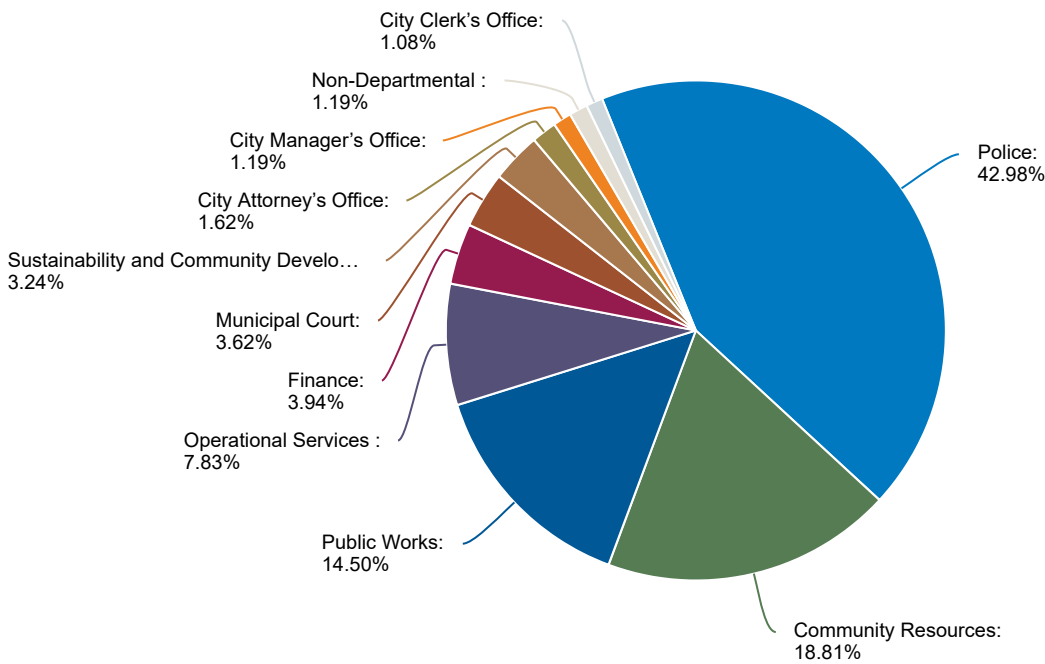


Note: The above schedule does not include any operating transfers out.

Staffing Overview

A significant part, 49.2%, 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).

2026 Staffing by Department



Staffing Comparisons of Full-Time Positions by Department

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

	2024 Revised	2025 Budget	2025 Revised	2026 Budget
City Manager's Office	11.00	11.00	11.00	11.00
City Attorney's Office	14.00	15.00	15.00	15.00
City Clerk's Office	10.00	10.00	10.00	10.00
Community Resources	170.00	173.00	173.00	174.00
Finance	32.42	33.42	36.42	36.42
Municipal Court	31.00	31.00	33.50	33.50
Operational Services	72.40	72.40	72.40	72.40
Police	393.60	393.60	393.60	397.60
Public Works	134.18	134.18	133.18	134.18
Sustainability and Community Development	29.00	31.00	28.00	30.00
Non-Departmental	11.00	11.00	11.00	11.00
Total	908.60	915.60	917.10	925.10
Police Recruits	24	24	24	24

(1) A detailed list of positions by Department is located in the Department Operating Summaries

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

(3) FTE counts have changed due to an updated methodology and may differ from previous reports

Staffing Summary

**By Fund Type, By Department
By Full-Time And Part-Time Employees (Stated As FTE)
2026 Budget**

Financial Sources	Governmental Funds			Proprietary Funds	Total
	General Fund	Special Revenue Funds	Capital Projects Funds		
City Attorney	15.00				15.00
City Clerk	10.00				10.00
City Manager	11.00				11.00
Community Resources	90.00	67.00		17.00	174.00
Finance	30.67	5.75			36.42
Municipal Court	33.50				33.50
Non-Departmental	10.00			1.00	11.00
Operational Services	68.40	1.00		3.00	72.40
Police Department	388.60	9.00		-	397.60
Public Works	89.94	8.70	13.36	22.18	134.18
Sustainability and Community Development	24.00	6.00			30.00
Total	771.11	97.45	13.36	43.18	925.10

Lakewood City Council Goals

The City Council Goals were created and refined during the April 26, 2025 Council retreat, where members worked together to review the existing work plan, clarify the intent of tasks, and sequence priorities to match available resources. The process emphasized moving to a two-year planning cycle aligned with elections and focused on the council's role in setting strategic direction.

By design, these goals guide the development of the city's budget as both a policy document and a funding plan, ensuring that resources are allocated to advance community priorities while maintaining flexibility to respond to emerging needs. Quarterly status updates are available on the City Council Goals website. In addition, the budget document includes detailed summaries for each of the council goals below that have funding requests for this budget cycle.

Affordable Housing

The aim is to ensure that residents have access to safe, attainable, and diverse housing options. Efforts include developing and growing an Affordable Housing Fund, updating zoning to remove barriers to development, collaborating regionally to increase affordable housing supply, and implementing strategies to expedited permitting of affordable housing projects.

Homelessness

The city is committed to addressing both immediate needs and long-term solutions for individuals experiencing homelessness. Current work includes operating the Lakewood Navigation Center, offering dedicated CAT, navigator, and co-responder services to address homelessness, expanding access to supportive and transitional housing, improving sanitation and water facilities, and providing more eviction and foreclosure support.

Public Safety, Transportation, and Infrastructure

This goal centers on creating a safe, well-maintained, and connected community. Focus areas include enhancing public safety through data-driven approaches, investing in infrastructure maintenance, advancing traffic safety through Vision Zero strategies, expanding bike and pedestrian facilities, and creative placemaking including art and public green. Due to the complexity of this goal, the following summary sheet addresses alternative transportation and placemaking and public art as components of this goal.

Sustainability

The city seeks to protect natural resources and build a resilient future. Efforts include incentivizing sustainable development, expanding recycling and waste diversion programs, investing in parks and open spaces, supporting clean energy projects, and educating the community on ways to reduce environmental impact.

Thriving Economy

The goal is to foster a vibrant and inclusive local economy where businesses and residents can prosper. Current initiatives focus on reducing barriers for entrepreneurs, revitalizing key commercial areas, supporting women- and minority-owned businesses, strengthening workforce development partnerships, and promoting livable wage growth to support long-term economic stability.

Trust and Accountability in Government

This goal focuses on fostering transparency, equity, and public confidence in city decision-making. The city is working to expand opportunities for residents to engage in policy discussions, increase representation of diverse voices on boards and commissions, and make information more accessible through technology and improved communication tools.

The table below indicates which departments are responsible for the implementation of the City Council Goals. The Operating Summary section of this document details the Department's specific activities supporting the City Council Goals..

Matrix of Community Core Values by Department

Department	Affordable Housing	Homelessness	Public Safety, Transportation, and Infrastructure	Sustainability	Thriving Economy	Trust and Accountability in Government
City Manager's Office	X	X	X	X	X	X
City Attorney's Office						X
City Clerk's Office						X
Community Resources			X			X
Finance	X		X		X	X
Operational Services			X			X
Municipal Court			X			X
Police		X	X			X
Public Works			X		X	X
Sustainability and Community Development	X	X	X	X	X	X
Non-Departmental						X

Affordable Housing Goal Summary

Program History and Accomplishments

Affordable Housing needs to be addressed with short- and long-term solutions. Several city departments contribute staff time toward advancing affordable housing solutions. The Sustainability and Community Development Department includes multiple planners who work to update city planning codes that support affordable housing development, as well as staff in the Housing and Thriving Communities Division who assist low-income families through projects and services aimed at maintaining housing affordability during challenging economic times. Within the Finance Department, the Economic Development Division provides support through the administration of funding contributions dedicated to affordable housing initiatives.

Short Term Solutions – Rental Assistance and Home Renovation Support

From 2020 to 2024, the city administered \$480,000 in federal funding to help low-income families with housing rehabilitation. Working with partners such as Foothills Regional Housing, Jefferson County Housing Authority, Brothers Redevelopment, and Mile High Youth Corps, families received support for essential projects like painting, window and door replacement, and sewer line repairs. Some recent accomplishments in 2022-2023:

- 13 homeowners received critical repairs through the Single-Family Housing Rehabilitation program.
- 5 elderly and low-income homeowners had exterior painting and yardwork completed through Brothers Redevelopment Help for Homes program.
- 4 low-income homeowners received energy assessments and water-efficient toilets through a new Lakewood program operated by Mile High Youth Corps.
- 22 children were awarded child-care scholarships to attend Lakewood's Head Start program which allows low-income families to remain in the workforce and/or pursue an education while their children attend Head Start.
- 3,596 households were invited to participate in a free neighborhood clean-up event, which filled 16 dumpsters, recycled 557 tires, 65 appliances, and 9,970 pounds of electronics, and generated food and cash donations for the Action Center.
- 168 low-income residents engaged in self-sufficiency and support programs offered through Metro West Housing Solutions.

Long Term Solutions – Increasing supply of affordable housing through new construction, preservation of existing units, and supportive housing development.

In 2024, the city started a partnership with Colorado Gives Foundation for the Bring it Home Fund, a donor advised fund, to secure housing for teachers, firefighters and others making incomes from \$52,000 to \$125,000. The city appropriated \$500,000 in 2024 and \$800,000 in 2025 to the existing \$15 million fund for projects that preserve or increase the supply of housing. By contributing to this fund, Lakewood is reaping the benefits of the \$15 million and the considerable relationships Colorado Gives has with many other organizations involved in the same mission of addressing the need for affordable housing. Colorado Gives currently has two potential projects located in Lakewood that are being explored to be funded by the Bring it Home Fund: Robinson Place Senior Housing Equity Investment and Conversion of Class-C office building, Harlan NP Center, into affordable housing units.

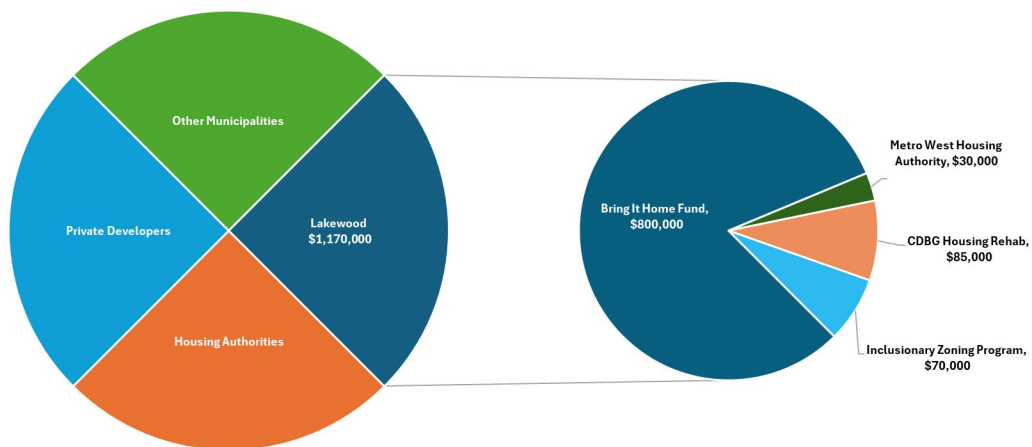
2025 Budget Commitment

New for 2025 is the creation of a ‘Housing Fund’—a dedicated cost center established to track the revenue and expenses associated with affordable housing initiatives more effectively. The Housing Policy Commission, with recommendations from Housing and Thriving Communities staff, are determining how best to expand internal affordable housing programs and increase support to the housing fund. The following items are included in the 2025 Original and Revised Budgets:

- Conversion of Class-C office building, Harlan NP Center, into affordable housing units
- \$50k of Federal CDBG funds are being partially used for eviction prevention and rental assistance for qualifying individuals and families as well as other services supporting vulnerable individuals.
- \$85k is budgeted for renovation or upgrading existing affordable apartment communities to keep existing affordable options available.
- The city provides Metro West Housing Solutions with funding totaling \$30k to support affordable housing operations as well as designating \$10M for the city’s Private Activity Bond allocation distributed by the state to MWHS.
- Among other initiatives, staff are redesigning the development review process to include a 90-day expedited review process for developments with attainable housing.
- The Housing Policy Commission has been advancing ideas toward an Inclusionary Housing Policy for residential development. This could require permitted residential developments to create a certain number of units at a designated affordability point, pay a fee-in-lieu of the requirement, or work with other developers to support the development of affordable units.

2025 Affordable Housing Budget

(Figure 1)



Estimated 2026 Budget Allocation

- \$800k annual donation from the Economic Development Fund to the Colorado Gives Bring It Home Fund
- Add 1.0 FTE Affordable Housing Planner as a grant funded position to manage pre-application processes and fast-track permitting for affordable housing projects under Proposition 123
- \$150k for citywide eviction prevention services funded by the Economic Development Fund

Homelessness Response Goal Summary

Program History and Accomplishments

The Continuum of Care (CoC) for homelessness generally spans three stages: short-term, mid-term, and long-term. Each stage addresses different needs to help individuals or families move from crisis to stability and ultimately to independence.

Short-Term Care (Immediate Needs)

Emergency Shelters – Temporary overnight or short-term stays.

- Prior to 2024, the city authorized the use of City-owned recreation centers to serve as emergency shelters during extreme weather. These shelters along with churches and other community buildings helped provide a short-term solution for our most vulnerable community members during extreme weather events. Beginning in 2024, the city partnered with Recovery Works to launch the first regional Navigation Center in Lakewood. The former Harley-Davidson building was retrofitted to provide shelter during extreme weather events. In 2025, construction is underway to further retrofit the facility to include 103 beds, along with showers and restrooms, supporting short-term stays and enhancing the City's capacity to provide emergency shelter when needed.

Street Outreach – Engagement, assessment, and connection to services.

- Since 2020, the Police Department has realigned sworn staff and added non-sworn staff in a coordinated effort to help address homelessness issues. The Police Department established the Community Action Team, now composed of:
 - Six Agents and Two Sergeants (realigned in 2024), to form a specialized team whose focus is to provide crisis intervention for our homeless residents.
 - Two Homeless Navigators (added in 2020), to collaborate with first responders and service providers. The Homeless Navigators focus on connecting unhoused individuals and families with short-to-long-term housing solutions.
 - Two Case Managers (added in 2021) in the Law Enforcement Assisted Diversion (LEAD) program. LEAD is designed to provide resources for individuals committing low-level crimes, addressing the underlying causes of their actions
 - Two Mental Health Co-Responders (added in 2024) to assist with behavioral health-related calls. These professionals respond alongside Lakewood PD agents to provide crisis intervention, clinical assessments, evaluations, and referrals to appropriate care for individuals experiencing mental health crises.
- In addition to offering crisis intervention, mental health support, and short-term housing solutions, the City contracts with multiple vendors to conduct homeless encampment cleanups. The goal is to maintain a safe and clean environment for all residents. The City of Lakewood also coordinates with other governing entities to address encampment-related debris and uphold community cleanliness.

Mid-Term Care (Connection to services)

Coordinated Case Management – mental health care, substance use treatment, employment services

Within the Sustainability and Community Development Department, Housing and Thriving Communities, was established in 2024 to enhance the city's homelessness response and housing efforts. This division has added two staff members and aligned two existing staff to the division.

- A Manager of Housing & Thriving Communities (realigned in 2024), responsible for leading and growing the division's work and managing division staff
- A Homeless Response Coordinator (added in 2023), responsible for coordinating the city's approach to homeless encampments, collaborating with code enforcement, homeless navigators, police, and other departments to mitigate homelessness impacts.
- A Community Development Block Grant (CDBG) Coordinator (realigned in 2024), overseeing all aspects of the CDBG program, including financial planning, application review, program implementation, monitoring and compliance, and reporting.
- A grant-funded Housing Resource Navigator (added in 2025), working directly with individuals and families experiencing homelessness to develop action plans for securing stable housing and accessing necessary resources.

In addition to increased staffing; the city has implemented numerous programs and projects to address homelessness. Some recent accomplishments from 2020-2024

- \$100,000 from 2020-2021 of the federal relief funds available to Lakewood provided rent and utility assistance through Metro West Housing Solutions, the housing authority that serves Lakewood.
- \$150,000 in 2021 from federal relief funds available to Lakewood helped pay for hotel rooms for individuals who are experiencing homelessness with COVID-19 symptoms to quarantine and recover through a partnership with Jefferson County Human Services.
- \$100,000/yr from 2020-2024 of the federal relief funds available to Lakewood provided rental and mortgage assistance, eviction prevention and utility assistance to Lakewood residents in need, and the Action Center, the nonprofit in Lakewood that provides food and other support, served as the agency distributing that housing assistance.
- \$72,000/yr from 2020-2024 of the federal COVID relief funds available to Lakewood provided rental assistance/motel vouchers for low income and unhoused individuals and families administered by city staff.
- \$60,000/yr of CDBG funds used to provide motel vouchers and rental/mortgage assistance for low income and unhoused individuals and families.

Long-Term Care (Transitional Housing)

Day Centers – Access to showers, meals, hygiene, storage, and case management.

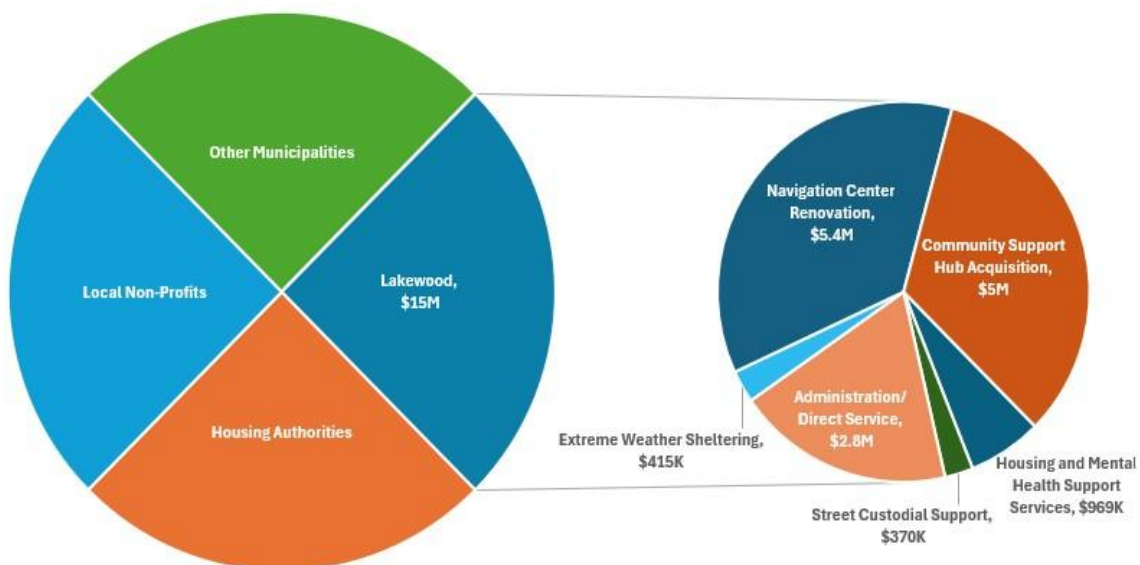
- In 2024, City Council approved the use of a \$8.9M state grant to provide a long-term stable location for the city's first Navigation Center, which upon renovation will allow it to provide sheltering and services in a 24 hour/365 day per year capacity to those who are unhoused. \$4.5M of that grant was used to acquire the property in 2024 and starting in 2025, \$4.4M will be used to renovate the building, adding 103 beds to be used for overnight shelter. Additionally, City Council approved the use of two

state grants totaling \$526k supporting the operations of the Navigation center. This center serves as a one-stop location, providing essential services directly to individuals experiencing homelessness. It is also one of several navigation centers opening throughout the metro area that are funded by the state. City Council's action also creates a stable and more appropriate location for the city's extreme weather shelter which the city helps fund the operations/rehabilitation at \$466k annually.

2025 Budget Commitment

In addition to the items listed above, the city plans to acquire a second property in 2025, at an estimated cost of \$4 million, aiming to provide resources and support to vulnerable residents. The new facility will be located at the former Emory Elementary School near Wadsworth and Mississippi. Operated by The Action Center, this site will offer some similar services to those provided at the existing Navigation Center near Colfax and Allison Street.

2025 Homelessness Support Budget



Estimated 2026 Budget Allocation

- \$3.0M annual appropriation for Navigation Center Operations
- \$545k additional renovations at the Navigation Center not funded by the DOLA Grant
- Add 3.0 FTE Mental Health Co-responders that are funded by regional opioid addiction reduction grants

PSTI - Public Art and Placemaking Goal Summary

Program History and Accomplishments

With the recent adoption of the Comprehensive and Public Art Plans, Lakewood is undergoing a transformative period with a focus on creative placemaking, community-building, and enhancing public spaces through art installations. A collaborative partnership between several organizations, including the Lakewood Heritage, Culture & Arts Division (HCA) within Community Resources, Sustainability and Community Development (SDC), Public Works, Lakewood Reinvestment Authority (LRA), Alameda Corridor Business Improvement District (ACBID), 40W Arts District (40W), West Colfax Business Improvement District, and local property owners, has been pivotal in supporting the development and maintenance of the city's streetscape and aesthetic improvements. In 2025, the city's public art and placemaking budget represents 7% of the Capital Improvement Fund (CIF) (See Figure 1). This share increases to 9% in 2026.

Citywide Public Art Coordination

The City of Lakewood's HCA Department plays a central role in managing and executing public art projects that are managed and coordinated between multiple departments, including Community Resources, Public Works, Sustainability and Community Development, and Economic Development, to oversee art installations across the city. Current and future public art projects include:

- **Electrical Box-Wrap Art Projects:** 10 new installations across the city, in partnership with Public Works.
- **Storm Drain Art Project:** Led by Public Works and ACBID with support from HCA.
- **Developer-Driven Art Projects:** Coordinated through the 40W Artline Framework, City development, and public art guidelines, with four new public art projects underway.
- **Colfax Safety Improvement Project Pedestrian Art and Placemaking:** Led by Public Works in partnership with Sustainability and Community Development, 40W, and HCA.

These initiatives align with Lakewood's commitment to enhancing its public spaces, supporting community identity, and fostering economic growth through creative placemaking. The ongoing collaboration between city departments, local businesses, and residents ensures that art and beautification remain central to the city's development plans.

Key Placemaking Initiatives

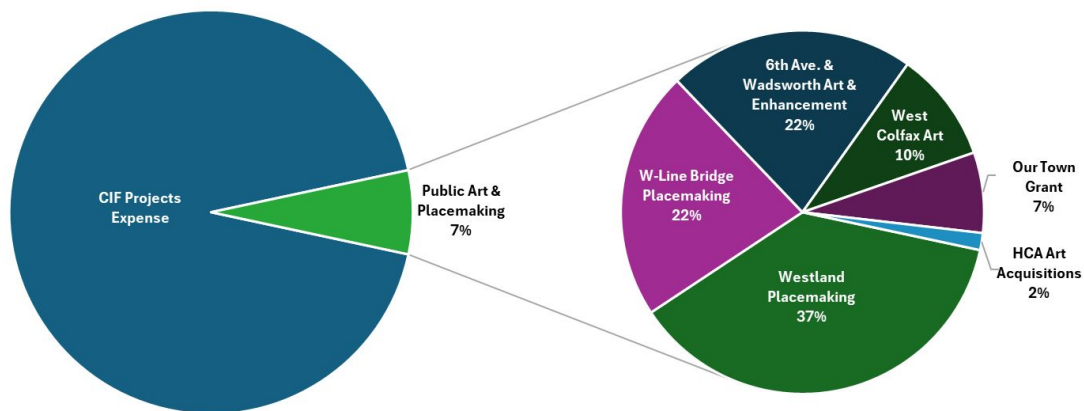
- **Alameda Streetscape Improvements:** This ongoing project, supported by the LRA and ACBID, aims to elevate the area's visual appeal and foster community pride. The ACBID will continue maintaining and evolving these improvements following the transfer of the LRA's tax funding.
- **Part-Time Placemaking Installations Coordinator:** Funded partially by the West Colfax LRA, this position oversees art installations and site improvements related to the 40 West Artline, Sculpture Walk, and other public art projects along the West Colfax Corridor.
- **West Colfax Business Improvement District Funding:** This fund supports beautification efforts, focusing on safety and landscaping improvements to benefit the West Colfax corridor. The budget varies annually based on specific project needs.

2025 Budget Commitment

The city has initiated several public art projects aimed at enhancing community spaces through creative placemaking. The **Colfax Transportation Safety Project** includes a budget of \$275,000 for public art, such as ground murals, sculptures, and art on fences and medians at five key pedestrian crossings. Ongoing design work of **6th Avenue and Wadsworth Boulevard Interchange Art & Enhancement** project, funded at \$460,000, includes artistic installations under and around the bridge. The **West Colfax Streetscape and Art Improvements** project, funded at \$694,000, seeks to stimulate economic development and celebrate local culture in underserved areas of Wards 1 and 2 through a variety of murals, sculptures, and installations. Notable features include the restoration of the Bellows Park art walk, the 'Connected' sculpture, and the addition of a new iconic sculpture at the 40W Colfax Hub. The **Westland Area Proposed Improvements**, with a budget of \$928,000, aim to elevate the visual identity of the West Colfax corridor and ensure equitable enhancements citywide. This includes the installation of district markers, entry features, banners, benches, and utility box wraps. Additionally, the city has applied for the **Our Town Grant**, a \$80,000 matching grant from National Endowment for the Arts (NEA), to fund community-driven art initiatives such as artistic placemaking elements on Lamar Street, and a pop-up block festival to foster public engagement.

2025 Public Art & Placemaking Budgets

(Figure 1)



Estimated 2026 Budget Allocation

- The Colfax Transportation Safety Project includes a budget of \$275,000 for public art, such as ground murals, sculptures, and art on fences and medians at five key pedestrian crossings.
- \$530k for the Art Line Revitalizing Main Street Grant

PSTI - Alternative Transportation Goal Summary

Program History and Accomplishments

The City of Lakewood is actively investing in infrastructure improvements to enhance safety, sustainability, and economic vitality. Key areas of focus include transportation, stormwater management, and renewable energy initiatives. The city also updated its comprehensive plan to guide long range development and infrastructure decisions.

Between 2020 and 2024, the city invested nearly \$59 million in parkland and open space acquisitions, recreation center upgrades, public facility renovations, and trail improvements, as well as nearly \$110 million in streets and roadways, stormwater drainage improvements, maintaining and building sidewalks and multi-modal paths, replacing aging fleet vehicles, and traffic safety enhancements.

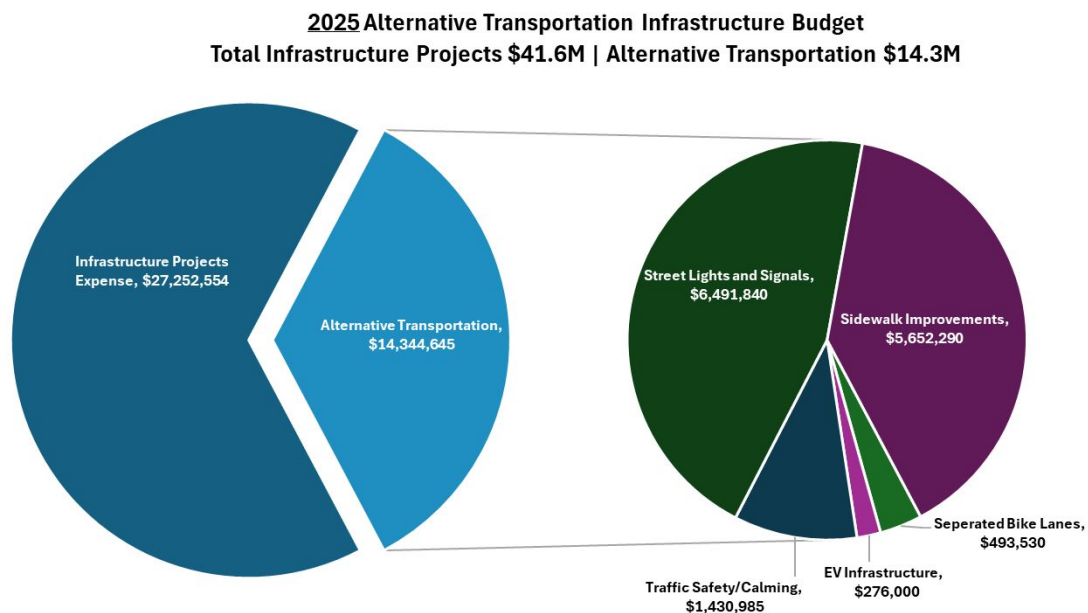
Expanding alternative transportation infrastructure—such as separated bike lanes, additional sidewalks and multi-modal paths, and traffic safety and calming projects—has been a recent council priority. Below are recent achievements and upcoming initiatives supporting this goal.

- Road resurfacing/reconstruction
 - The Streets Maintenance Division spends about \$10M/annually on asphalt and concrete upgrades on over 150 miles of streets each year.
- Bicycle and pedestrian improvements
 - From 2020 through 2024, the city has invested about \$4,200,000 in sidewalk projects. \$2,000,000 from CIF and \$2,200,000 from Tabor.
 - In the summer of 2024, Lakewood invested \$500,000 to install its first separated bike lanes on Denver West Parkway, Garrison Street (between Jewell and Alameda avenues), and a short segment of Harlan Street near Alameda Avenue. The 2025 budget includes \$493,000 for additional separated bike lane infrastructure on Alameda and Garrison, with \$200,000 allocated annually from 2026–2030 for ongoing infrastructure and maintenance.
 - The Colfax Safety Project will improve safety through a continuous center median, enhanced lighting, landscaping, and mid-block “Z” crossings between signalized intersections. These crossings create visible, protected areas for pedestrians, addressing the eastern segment of West Colfax—Lakewood’s most injury- and fatality-prone corridor. Years in the making, the \$29 million project—funded with \$18 million from City funds and \$11 million from state and federal grants—is expected to take three years to complete
- Transit-supportive infrastructure
 - The city has approximately 8,000 streetlights, most of which are owned and operated by Xcel Energy. Annually, the city spends about \$1.6 million on electricity and \$500K on maintenance for repairs and part replacements.
 - From 2020-2024, the city spent about \$3.4M on replacing traffic signals across the city with \$2.5M from the Capital Improvement Fund and \$875K from the Tabor Fund.

- Between 2020 - 2024, the city invested approximately \$3M in traffic safety improvements. These enhancements include installing and maintaining pedestrian crossing signals, school zone flasher assemblies, heated visors for traffic signals, and updating speed limit signs throughout the city.
- Technology & Energy
 - Electric vehicle charging infrastructure

Since 2023, the city has installed 12 EV charging stations to support city fleet electric vehicles—six at the Public Safety Center parking garage and six in the Civic Center underground parking—at an estimated cost of \$214,000. Additionally, Lakewood has been awarded a \$194,050 grant from the U.S. Department of Energy and a \$87K grant from the Colorado Energy Office to install publicly accessible electric vehicle chargers at the Carmody, Link, and Whitlock recreation centers. Construction is expected to begin in 2025.

2025 Budget Commitment



Estimated 2026 Budget Allocation

- Increase bicycle plan implementation spending to \$200k annually
- \$582K annually for Traffic Safety Improvements, including signal modifications, medians, guardrails, traffic calming, and pedestrian crossing modifications
- \$1.0M construction of new sidewalks and shared use paths
- \$992K Safe Routes to School grant for a sidewalks on Urban Street to Stober Elementary
- \$17.5M to complete Phase II of the Colfax Safety Program

Sustainability Goal Summary

Program History and Accomplishments

Municipalities play a critical role in advancing sustainability within their communities. Lakewood created the Sustainability division in 2012 to work towards balancing environmental stewardship, economic development, and social well-being within the community. The division began with two full-time employees (FTEs) and has expanded to five FTEs in 2025, supported by an operational budget of nearly \$2 million. Lakewood developed its first Sustainability Plan in 2015 and provided annual updates on goals through 2024. In 2024, the division was rebranded to Community Sustainability, Climate and Zero Waste to reflect the priorities of City Council, and the ongoing work of the sustainability plan is now fully integrated into Envision Lakewood 2040, the city's Comprehensive Plan approved in 2025. Below are key sustainability goals established by the City and the actions being taken to achieve them.

Environmental

Implement energy efficiency programs

- In early 2021, city council implemented the Greenhouse Gas Mitigation Program (GHGMP). The program consists of a performance standard (maximum allowed emissions), mitigation opportunities to reduce a proposed project's estimated emissions, and a fee-in-lieu of compliance option where the estimated emissions exceed the performance standard. From 2022-2024; this program has earned \$226,381 with another \$150,000 expected in 2025.
- In 2025, there is \$100,000 budgeted for Climate Protection Programs including free residential energy audits to reduce energy use and utility bills, and mini grants for kids to complete sustainability projects. For 2026, there is \$250,000 budgeted for a Municipal Decarbonization Program and \$100,000 for sustainability incentives.

Promote renewable energy sources for municipal buildings and community

- In 2024, the city was granted a \$5M Department of Energy grant which was for a new energy benchmarking program for mid-size commercial, multifamily, and institutional buildings. With the new presidential administration in 2025, this grant has remained frozen in conditional status. In replacement, the city has been awarded an EPA / DRCOG funded grant that will support a similar benchmarking program at a reduced budget of \$375k annually for four years for a total of \$1.5M.

Support low emission transportation

- The city has put 10 electric vehicles into service in 2024 and added 12 EV fleet charging stations near the civic center buildings. Lakewood has been awarded a \$194,050 grant from the U.S. Department of Energy and a \$87,000 grant from the Colorado Energy Office to install publicly accessible electric vehicle chargers at the Carmody, Link, and Whitlock recreation centers. Construction is expected to begin in 2025. The city is also working to transition parks maintenance equipment from gas-powered to electric models.

Renewable Energy

- The City of Lakewood uses a significant amount of solar energy for its operations, with many city facilities powered by renewable sources.

- In 2024, Lakewood used 65% of electricity from renewable sources, exceeding its goal of 45% renewably sourced energy by 2025. The City continues to explore additional onsite solar options from its Solar Feasibility Study. The city participates in off-site solar garden programs which provide 2 million kWh of solar energy each year to power its facilities and operations, reducing emissions by over 2 million pounds of CO₂.
- With the help of a \$931k DOLA grant and city investment of \$1.7M, Whitlock Recreation Center is expected to have a full solar array installed on the roof and new parking canopies by the end of 2025. The project will offset 100% of anticipated electricity use at the Whitlock facility with an estimated annual utility savings of \$84,000.

Enhance Waste Management

Increase recycling, composting, and minimize landfill use through zero-waste initiatives

- The city provides funding for two recycling facilities; Rooney Road Recycling Center, which focuses on hard-to-recycle items like household chemicals and electronics. as well as the Quail St. recycling center which focuses on basics like cardboard, paper, aluminum, etc.
 - The Rooney Road Recycling Center is a partnership between 9 local municipalities with Lakewood's annual contribution at \$80k for 2025. In 2024, the Rooney Road Recycling Center serviced 4,905 Jefferson County residents, of which 1,009 were from the City of Lakewood. In 2024, residents and businesses utilized this program to properly recycle and dispose of 502,229 pounds of household hazardous chemicals and waste.
 - The Quail St recycling center is owned and operated by the city of Lakewood with an annual budget of \$336k in 2025. In 2024, customers recycled 2,187,980 pounds of material at the Quail Street Recycling Center, diverted from landfills.
- The city provides resources and incentives for organics composting and offers drop-off locations for tree limbs and yard waste, including five new yard waste collection events coming in fall 2025.
- The Construction & Demolition Waste Recycling program aims to divert used building materials from landfills, with new procedures in place for tracking and compliance.
- In 2025, the city is completing the planning and operational groundwork for Lakewood's first residential food scrap drop-off program, launching in early 2026. This program will provide residents with a convenient, low-barrier option to divert kitchen organic waste from the landfill and reduce community greenhouse gas emissions.

Enhance Waste Management

Protect parks, green spaces and habitats through land-use planning and conservation efforts

- Since 2020, the city has invested an average of \$12.4 million annually in park acquisition, maintenance, conservation, and preservation. This funding is supported by Lakewood's share of state lottery proceeds, the Jefferson County Open Space Tax, and retained TABOR funds designated specifically for parks.
- Beginning in 2023, the city allocates \$100,000 annually to the Tree Canopy Program, which provides Lakewood residents with discounted trees for purchase to help expand the urban canopy each year. In addition to the annual tree canopy program, there were more than 500 trees planted across the city's parks system throughout 2024.

Economic

Promote green jobs and businesses

- The city is conducting research on the capacity needed to join the Colorado Green Business Network, which is a program that encourages and rewards organizations adopting sustainable practices.
- In partnership with Xcel Energy, the City has run a small business energy campaign for several years, offering free energy assessments and LED retrofits to help business owners increase energy efficiency and reduce utility bills. Since 2021, the program has helped Lakewood businesses save over 2 million kwh of electricity resulting in \$300,000 of utility bill savings.

Encourage sustainable development

- Integrate sustainability into zoning, construction and urban planning to reduce sprawl and improve efficiency. A recent example is the Two Creeks Park Project
 - This project will introduce 111 new trees to the park, enhancing the natural beauty and environment of the area.
- The Zoning Ordinance includes Sustainable Development Standards to ensure new development is reflective of the community's sustainability priorities.

Support Local Food Systems

- Encourage community gardens, urban farming, and local food markets to strengthen food security and reduce carbon footprints
- With an annual budget of \$5,000; there are three community gardens located and maintained on Lakewood park property; Ute Trail Community Garden, Gray Street Community Garden and Jefferson Green Park Community Garden. Many more are located on school and assisted living properties.
- The City's Sustainable Development Standards incentivize new multifamily projects to include community gardens to increase local food production.

Social

Ensure Environmental Justice

- Address inequalities in environmental impacts and access to resources, particularly for marginalized communities
- In 2023, Lakewood was awarded a \$135,000 FEMA Hazard Mitigation Planning Grant to assess the impacts of anticipated climate change on the city's natural hazards, with particular attention to the inequitable distribution of these impacts on socially vulnerable populations. The final report was completed in 2025 and includes numerous suggestions for us to consider to reduce climate hazards and social vulnerability. This work will continue in 2026.

Increase Community Engagement

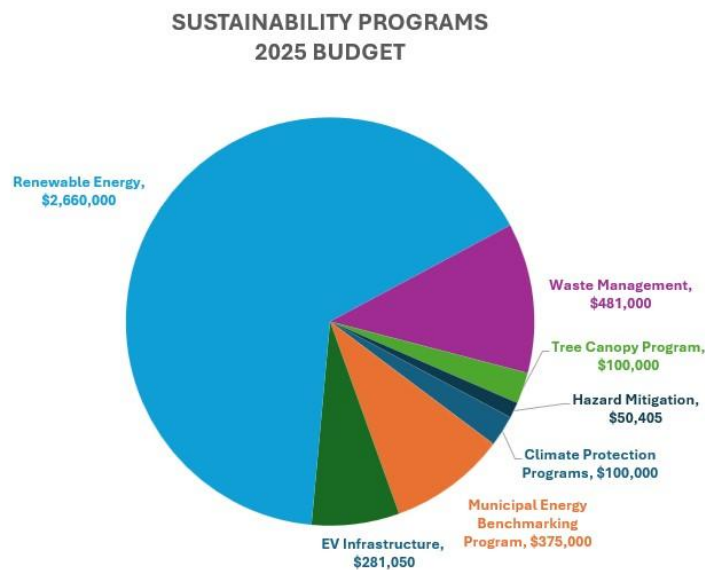
- Educate and involve residents in sustainability planning and initiatives

- Starting in 2023, with a budget of \$220k, the Outdoor Water Efficiency Incentive Program was started in an effort to promote overall water conservation across the city. In 2024, the Outdoor Water Efficiency Incentive Program had over 400 participants, resulting in more than 1.4 million gallons of water saved.
- With a budget of \$20,000, The City's award-winning Sustainable Neighborhoods Program gives residents the opportunity to lead their own neighborhood level sustainability projects. It helps build community-level action, strengthens neighborhood resilience, and supports the City's climate action goals.

Increase Public Health

- Promote active transportation (walking, biking), clean air and water, and access to green spaces
- City Council authorized \$900k in the 2024 Revised Budget as well as \$100k/annually to implement a separated bike lane program. In the Summer of 2024, Lakewood installed the city's first separated bike lanes on Denver West Parkway, Garrison Street between Jewell and Alameda avenues, and a small section of Harlan Street near Alameda Avenue. The recurring annual budget from 2026-2030 has been proposed to increase to \$200k/annually.

2025 Budget Commitment



Estimated 2026 Budget Allocation

- DRCOG Building Benchmarking Grant is a \$1.4M grant over four years providing 2.0 FTE and programming
- \$275K continued EV infrastructure
- \$345K waste diversion programs and single hauler evaluation
- \$2.3M Roof and HVAC project for Civic Center North/South to reduce energy usage and evaluate renewable sources
- \$250k Municipal Decarbonization Program and \$100k for additional climate protection programs
- \$100k Tree Canopy Program
- Add 1.0 FTE Sustainability Planner in the General Fund at \$160k annually

Thriving Economy Goal Summary

Program History and Accomplishments

As an established function, Economic Development (ED) is continuously evolving and seeking new ways to connect with businesses and the community. The following will review what is happening in 2025 and 2026.

Assisting New Business Owners

- **How to Start a Business** – An 8-step process is now outlined on the ED website. The ED team has historically provided support to new business owners to navigate through the city processes and steps that need to be taken to start a new business in Lakewood. Staff are focusing on creating more structure for this process. Besides these steps, staff are also creating structure through improvements in the business licensing and permits process for new business owners, tax requirements education and exploring the possibility of a mentor program.

Engaging Minority & Woman-Owned Businesses

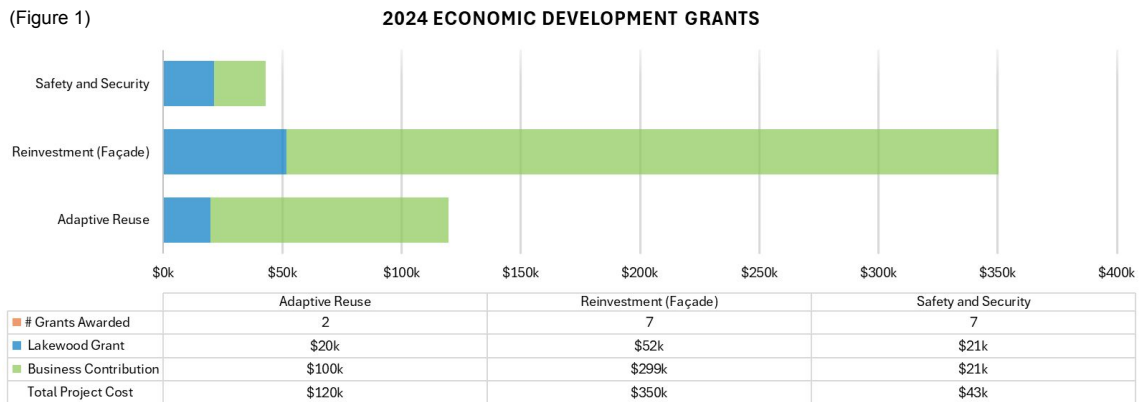
- **Minority-Owned Businesses Lunch and Chat** - March 2025. This event featured presentations from guest speakers, including Colorado's Office of Economic Development & International Trade's Minority Business Office, Mountain Plains Minority Supplier Development Council and the City of Lakewood's Purchasing Department. Topics included resources for minority-owned businesses and strategies for enhancing competitiveness in securing large corporate and government contracts. Approximately 40 businesses participated spanning a diverse range of businesses with a minority-owned restaurant catering for the event.
- **Woman-Owned Businesses Lunch and Chat** - September 2025: This event will focus on connecting woman-owned businesses to support and resources.
- **Certification** - The City of Lakewood became a corporate member of Mountain Plains Minority Supplier Development Council (MPMSDC), a nonprofit committed to connecting corporate and government buyers with certified minority-owned businesses. The City of Lakewood's bid opportunities through Rocky Mountain BidNet will now link directly to MPMSDC's database where minority-business suppliers will be able to view City business opportunities.
- **Lakewood Sponsorships** - Union Corridor Professionals meetings plus monthly lunches and partners with the West Metro Chamber to provide services to Lakewood businesses, including a Women in Business group that provides networking opportunities and a Minorities in Business Roundtable group which is actively shaping what resources and value-add the group will provide to minority-owned businesses in the future.

Latino and Black Communities

- Developing relationships with and highlighting what **Adelante and the Economic Development Association of Black Communities (EDABC)** has to offer through City media, events, and awards to highlight collaborative entrepreneurship efforts, enhance visibility and align Lakewood's success with trackable outcomes such as MWBE growth, job creation, and vendor participation rates. The City of Lakewood hosted an Adelante Connects event in July 2025.

Business Retention Vital to a Thriving Economy

- Grants
 - 15 businesses received Commercial Reinvestment & Façade, Business Safety & Security, and Adaptive Reuse Grants in 2024. These grants continued in 2025 and are proposed for 2026. You can see in the schedule below the significant business investment with the grants.
 - The Colfax Security Enhancement Pilot grant launched July 2025, providing businesses on and around West Colfax Ave with access to no-match grants for safety and security improvements, up to \$5,000. The grant has generated positive business feedback and community interest.



- Business Community Engagement
 - The City contributes to Lakewood Business Association, West Colfax Community Association, and Alameda Connects Business Association to support programing, grants, and continued education for Lakewood businesses.
 - The Lunch & Chats in 2025 thus far have been for minority-owned businesses, beverage industry businesses, and small businesses, which featured internal and external subject matter experts to provide local businesses with resources and build relationships between the City and the business community. The City of Lakewood plans to host three more Lunch & Chats in 2025 for woman-owned businesses, real estate and development businesses, and nonprofits.
 - Tax education is provided by the Revenue Division through Taxpayer Compliance Guides that provide clear, easy-to-understand details on business owner tax responsibilities. The division also offers quarterly tax workshops, accessible both in person and online. Taxpayer specialists and auditors are readily available for personalized assistance in multiple languages to provide wrap around services.
 - **#ShopLakewood**, a campaign to encourage residents to shop locally. There are different themes such as Valentine's day, dog friendly businesses, West Colfax, etc. Highlighting local businesses in new ways.
 - The City is exploring plans to host a 2026 Small Business Summit aimed at connecting local businesses and entrepreneurs to valuable resources, partners, and support networks. The event would also

focus on encouraging investment in vacant and underutilized commercial spaces to foster economic growth and community revitalization.

- Creative Placemaking
 - The **Alameda Streetscape** improvements have been long supported by a collaborative partnership between the Lakewood Reinvestment Authority (LRA), Alameda Corridor Business Improvement District (ACBID), and adjacent property owners. These investments helped elevate the visual character of the area, supported business attraction and retention, and reinforced community pride. As the 25 years of the Alameda I LRA has expired, the taxes this LRA was receiving are now going to the ACBID. There is commitment from the ACBID to continue maintaining and evolving the aesthetics sustainably and maintaining the partnership with the city and business owners.
 - A part-time Placemaking Installations Coordinator is partly funded by the West Colfax LRA to oversee art installations, site amenities, and landscape improvements related to the 40 West Artline and West Colfax Sculpture Walk, and other installations, upgrades and related projects along the West Colfax Corridor.
 - The West Colfax Business Improvement District receives funding from West Colfax LRA to support beautification activities that will benefit Lakewood's West Colfax corridor by enhancing safety and landscaping improvements of the area. Funding for this varies from year to year based on projects and needs.

Revitalization

- There are multiple fronts on the horizon for Lakewood revitalization in 2025 and 2026.
 - In the first half of 2025, staff focused on the Bend project. City Council approved the creation of a Metropolitan District and a new Lakewood Reinvestment Authority located in the southeastern quadrant of West 6th Avenue (U.S. Highway 6) and Union Boulevard.
 - The Sheridan Corridor is also being explored for another new LRA location.
 - Staff will be developing a comprehensive revitalization plan.

Estimated 2026 Budget Allocation

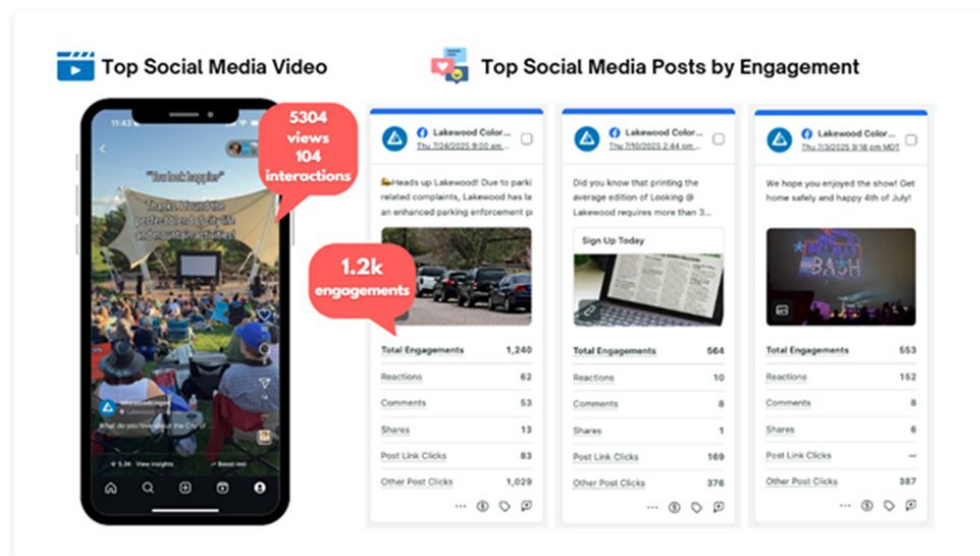
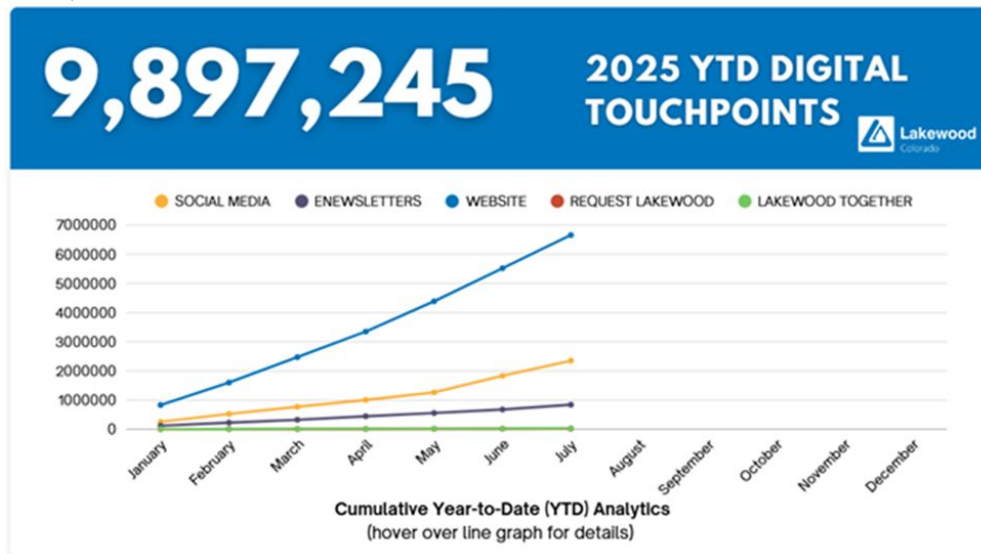
- \$200k for small business grants for Commercial reinvestment, Safety & Security and Adaptive reuse projects
- \$100k for Colfax corridor small businesses Safety & Security grants
- \$75k for local community business associations
- \$1.1M in contributions for local charities

Trust and Accountability in Government Goal Summary

Program History and Accomplishments

The City Council goal of Trust and Accountability in Government encompasses many areas of focus, though the overall theme is centered on improved communication. Throughout 2024 and 2025, substantial progress was made in accomplishing the tasks associated with this goal.

A new dashboard was created that highlights the city's engagement on social media. This was one of the highest priorities identified by the City Council during the initial establishment of the goals. During the first year of increased infuses (2024), social media impressions increased by 545.8%, allowing residents to be informed via the social media app of their choice. Additional budget resources were allocated to this area, including the reprioritization of existing FTE. The graphics below are examples of the type of information staff tracks and then shares with the City Council.



Staff utilized new tools to inform the community, such as GIS story maps.

A few examples include:

- [Development Highlights Map](#) - Provides the most up-to-date information on all development projects in the City of Lakewood.
- [Capital Projects Map](#) - This map allows the community to see where public improvements for city roads, traffic lights, and similar projects have been completed or are scheduled.
- [Bike Facilities Web Experience](#) - This map shows where bike facilities are located throughout the city, including bike lanes, shared-use paths, soft surfaces, and more. Community members can use this map to plan their commutes.

2026 Budget Plan

In 2026, staff will continue to focus on the growth of its social media engagement and an overall communication strategy. The strategy will still include the use of traditional tools such as the mailed hardcopy publication produced by the city, Looking@Lakewood. Based on preliminary findings from the 2025 Community Survey, staff are proposing to return to five printed editions, after experimenting with four print and one digital-only edition in 2025. This is because the Looking@Lakewood publication was rated as one of the top sources respondents selected for how they get their news about the city.

Additionally, in 2026, staff anticipated assisting the City Council with their work around a charter commission, the launch of a new city website, and greater utilization of key performance indicators.

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 of Lakewood's current financial obligations are as follows:

The following table is a list of outstanding Certificates of Participation as of December 31, 2024.

Interest Rate	Obligation	Maturity Date	Balance
1.95%	Certificates of Participation, 2020A	6/1/2026	\$360,000
2.15%	Certificates of Participation, 2020B	6/1/2039	\$4,500,000
Total			\$4,860,000

The following table is a list of notes/lease purchases as of December 31, 2024:

Long-Term Debt / Lease Payments	Balance
Police Facility Capital Lease	783,762
Copiers and Printers Lease	187,804
Total	\$971,566

Certificates of Participation, Series 2020A/B - Golf Course Irrigation Project

On September 1, 2020, the LPBA, issues certificates of participation in the amount of \$4,500,000 to finance the irrigation system project at Fox Hollow Golf Course. Series 2020A certificates of participation bear interest rates of 1.95%, per annum, and mature on June 1, 2026. The certificates of participation not redeemable prior to maturity. 2020B certificates of participation bear interest rates of 2.15%, per annum, and mature on June 1, 2039. 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. The agreement contains a provision that in the event of a default, the city must vacate the premises.

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 2.22%, are due on December 31, through 2029.

Frontier Business Products - Printers and Copiers

The City entered into a lease agreement with Frontier Business Products for printers and copiers. The lease commenced on October 1, 2024. As a result of the implementation of GASB Statement No. 87 (GASB 87), Leases, the City will be recognizing this lease as a lease liability and right-to-use lease asset in the government-wide statement of net position. An incremental borrowing rate of 3% per annum was used for each lease. The lease term is 48 months. Monthly payments of \$4,443, including principal and interest, are made at the first of each calendar month, through 2028.

Budget Overview

The following table is a list of principal and interest payments by Fund for 2025 through to maturity from the primary sources.

Primary Source/Fund	Year	Principal	Interest	Total
General	2025	201,664	18,999	220,663
	2026	204,992	15,671	220,663
	2027	208,395	12,268	220,663
	2028	192,805	8,189	200,994
	2029	163,710	3,634	167,344
General Total		\$971,566	\$58,761	\$1,030,327
Primary Source/Fund	Year	Principal	Interest	Total
Golf Course Enterprise	2025	280,000	101,040	381,040
	2026	285,000	95,326	380,326
	2027	290,000	89,225	379,225
	2028	295,000	82,936	377,936
	2029	300,000	76,540	376,540
	2030	310,000	69,983	379,983
	2031	315,000	63,264	378,264
	2032	325,000	56,384	381,384
	2033	330,000	49,343	379,343
	2034	335,000	42,194	377,194
	2035	345,000	34,884	379,884
	2036	350,000	27,413	377,413
	2037	360,000	19,780	379,780
	2038	365,000	11,986	376,986
	2039	375,000	4,030	379,030
Golf Course Enterprise Total		\$4,860,000	\$824,328	\$5,684,328
Total All Funds by Year	2025	481,664	120,039	601,703
	2026	489,992	110,997	600,989
	2027	498,395	101,493	599,888
	2028	487,805	91,125	578,930
	2029	463,710	80,174	543,884
	2030	310,000	69,983	379,983
	2031	315,000	63,264	378,264
	2032	325,000	56,384	381,384
	2033	330,000	49,343	379,343
	2034	335,000	42,194	377,194
	2035	345,000	34,884	379,884
	2036	350,000	27,413	377,413
	2037	360,000	19,780	379,780
	2038	365,000	11,986	376,986
	2039	375,000	4,030	379,030
Grand Total		\$5,831,566	\$883,089	\$6,714,655

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.

*Schedule varies from future schedule due to payment schedule from City of Lakewood to Lakewood Public Building Authority



The following table is a list of principal and interest payments of the city listed by Financial Obligation for 2025 through to maturity.

Financial Obligations	Year	Principal	Interest	Total
2020A Certificate of Participation	2025	280,000	4,290	284,290
	2026	80,000	780	80,780
2020A Certificate of Participation Total		\$360,000	\$5,070	\$365,070
2020B Certificate of Participation	2025	-	96,750	96,750
	2026-2030	1,400,000	413,230	1,813,230
	2031-2035	1,650,000	246,068	1,896,068
	2036-2039	1,450,000	63,210	1,513,210
2020B Certificate of Participation Total		\$4,500,000	\$819,258	\$5,319,258
Financial Obligations	Year	Principal	Interest	Total
Total All Financial Obligations by Year	2025	\$541,954	\$121,520	\$663,474
	2026-2030	1,633,274	428,081	2,061,355
	2031-2035	1,650,000	246,068	1,896,068
	2036-2039	1,450,000	63,210	1,513,210
Grand Total		\$5,808,926	\$989,065	\$6,797,991

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 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, 2021, 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:

Legal Debt Limit	
Assessed Value	\$3,194,664,921
Actual Value	\$35,337,146,267
Debt Limit: 3 Percent of Actual Value	\$1,060,114,388
Legal Debt Margin	\$1,060,114,388



FISCAL YEAR 2026

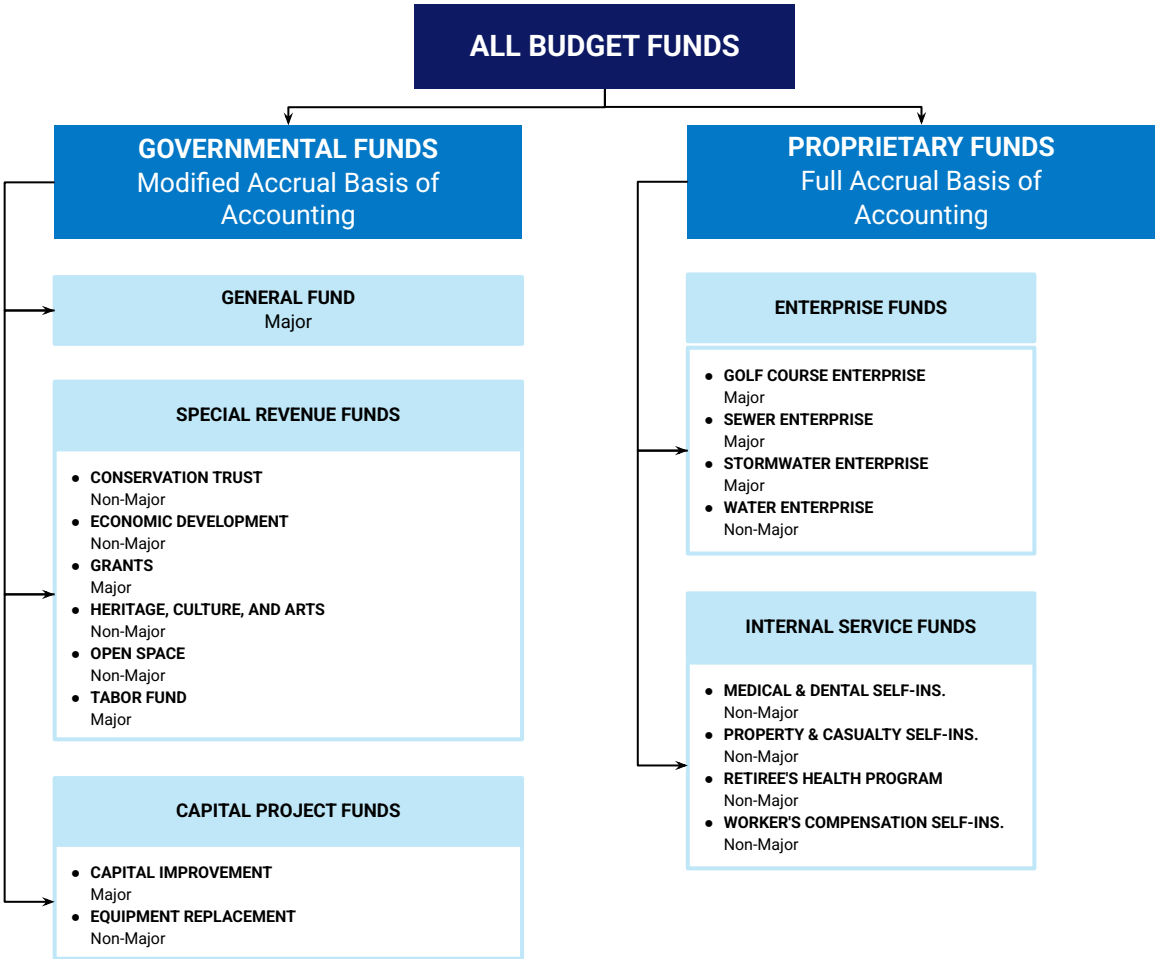
Fund Summaries



Lakewood
Colorado

City Funds

Fund Organization for the 2026 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 Reinvestment Authority.

Notes and Assumptions

The fund summaries present the financial position of each city fund by outlining revenues, expenditures, and available ending balances. 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. Therefore, these summaries serve as a planning tool, ensuring that spending is aligned with projected revenues and fund balances. In addition, they highlight the sources and uses of funds, helping illustrate how resources are allocated and managed.

The following notes and assumptions were used to build the 2025 Revised Budget and the 2026 Budget for revenues and expenditures. These assumptions apply to all funds, except in cases where specifically noted. The overall driving factors were established through joint efforts with the City Council, the City Manager's Office, the Finance Department, and the Human Resources Department.

Governmental Funds

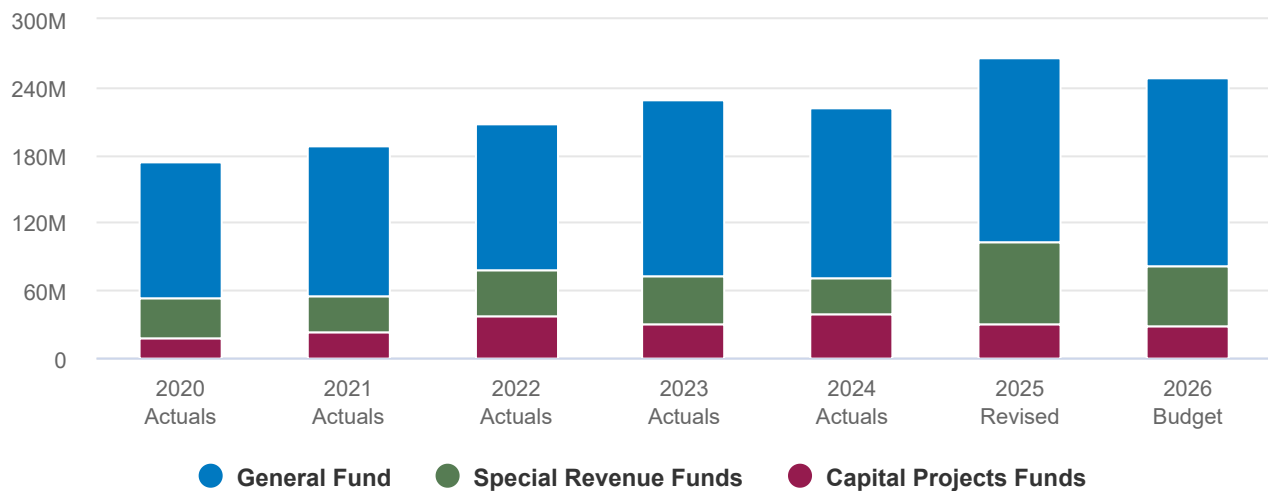
Revenues and Transfers In:

	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Governmental Funds				
General Fund	160,770,086	162,863,828	167,863,290	4,999,462
Conservation Trust Fund	1,926,701	1,848,869	1,888,347	39,478
Economic Development Fund	3,571,956	1,661,279	1,663,048	1,769
Grants Fund	15,342,274	49,340,163	27,085,266	(22,254,897)
Heritage, Culture & The Arts Fund	3,656,430	3,719,362	3,947,084	227,722
Open Space Fund	9,314,662	9,405,307	8,703,212	(702,095)
Tabor Fund	17,214,890	10,803,287	10,722,959	(80,328)
Capital Improvement Fund	33,018,554	23,253,422	22,973,124	(280,298)
Equipment Replacement Fund	5,762,349	4,580,828	2,178,403	(2,402,425)
Total	250,577,902	267,476,345	247,024,733	(20,451,612)

- The city utilized the Colorado Legislative Council Staff's *Economic and Revenue Forecast* (June 2025) as the primary reference for projecting the Denver-Aurora-Lakewood Consumer Price Index (CPI). Supplementary methodologies incorporated historical trend analysis, professional judgment, current-year operational factors, and unique adjustments (e.g., new retail establishments, revised fee structures, or source-specific data). In addition, the city reviewed publications issued by economists from the Colorado Office of State Planning and Budgeting to inform its projections.
- Sales and use tax revenues for the General Fund, Capital Improvement Fund, Open Space Fund, and Economic Development Fund are projected using a combination of quantitative and qualitative methodologies. These include applying the Denver-Aurora-Lakewood Consumer Price Index (CPI) to account for inflationary effects, analyzing long-term historical collection trends, and incorporating unique adjustments based on current-year activity, significant one-time events, and known retail or commercial developments. The city applies a conservative forecasting philosophy by recognizing revenues from new development only when projects have reached a stage of high certainty—such as finalized approvals, confirmed construction, or imminent opening—thereby minimizing the risk of overstating future revenue.

- Sales tax projections are based on the Consumer Price Index (CPI), local economic conditions, and sales tax-specific trend analysis. Sales tax revenue is expected to grow at a more moderate rate compared to the accelerated growth experienced during the post-recovery and inflation-driven period immediately following the pandemic. For 2025, sales taxes are expected to increase from 2024 actuals by 1.9 percent and are expected to grow another 1.7 percent in 2026.
- For 2025, the city's general use tax is forecasted to increase 1% from 2024 actual collections based on current year to date collections. General use tax is expected to increase 2% in 2026. Motor Vehicle Use Tax for 2025 is forecast to decrease 7.6 percent from 2024 actuals and is forecasted to remain relatively flat in 2026.
- Despite only modest increases forecasted for Sales and Use Taxes in 2026, General Fund revenues are projected to increase by \$5.0M in 2026 due to strong growth for charges for service, permitting fees, and a loan payment beginning in 2026 from the Stormwater Enterprise Fund in the amount of \$1.2M.
- Due to the slowing economy, total revenues are projected to be relatively flat in 2026 compared to 2025 revenues for the Conservation Trust Fund, Open Space Fund, and Economic Development Fund. This is primarily due to limited consumer economic activity for the goods and services taxed by these funds.
- With total TABOR eligible revenue increase projected to be lower than CPI, the 2026 TABOR Fund Transfer is budgeted at \$10M, which is relatively flat compared to the 2025 estimate.
- In an effort to balance General Fund expenditures, IT funding in the Equipment Replacement Fund (ERF) is shifting away from General Fund support, with 2026 transfers eliminated and 2027 transfers limited to police radios and employee equipment.

Governmental Revenues and Other Financing Sources

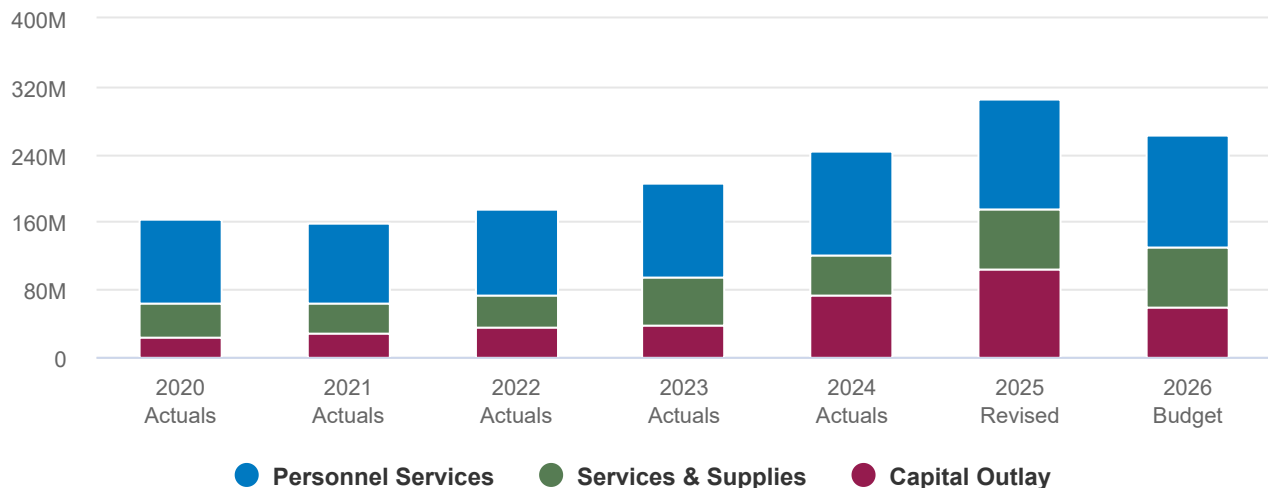


Expenditures and Transfers Out:

	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Governmental Funds				
General Fund	168,945,157	195,435,196	172,662,245	(22,772,951)
Conservation Trust Fund	1,228,110	3,350,000	2,645,000	(705,000)
Economic Development Fund	4,088,355	2,939,601	2,623,899	(315,702)
Grants Fund	14,387,654	49,329,960	26,041,564	(23,288,396)
Heritage, Culture & The Arts Fund	4,184,776	4,009,874	4,026,303	16,429
Open Space Fund	11,877,254	15,210,030	8,866,777	(6,343,253)
Tabor Fund	7,970,015	20,233,078	18,129,363	(2,103,715)
Capital Improvement Fund	42,659,831	30,701,064	25,574,636	(5,126,428)
Equipment Replacement Fund	9,122,078	6,896,200	5,450,000	(1,446,200)
Total	264,463,230	328,105,003	266,019,787	(62,085,216)

- Expenditures are built from the lowest accounting level up to the fund summaries, this detail is incorporated into the financial data and reports in the budget. All expenditures are categorized as either Personnel Services, Services & Supplies, or Capital Outlay.
- Personnel Services costs are modeled for the revised budget and proposed budget based on each individual employee's actual data for salary, retirement, benefits, and cost allocations between funds. Governmental personnel service costs are projected to increase \$2.6M (2 percent) in 2026 primarily due to salary increases. Benefit costs for 2026 are being held at 2025 rates to keep expenditures lower.
- 2026 Governmental Funds Services & Supplies are \$1.2M lower than 2025 Revised Budget due to cost reductions in the fund associated with slowing sales and use tax collections.
- Capital Outlay in all Governmental Funds sees the largest decrease in expenditures as capital projects were delayed or scaled back due to declining revenues. At the same time, staff is working on several large capital projects appropriated in past years that are carrying forward to the 2025 Revised Budget.

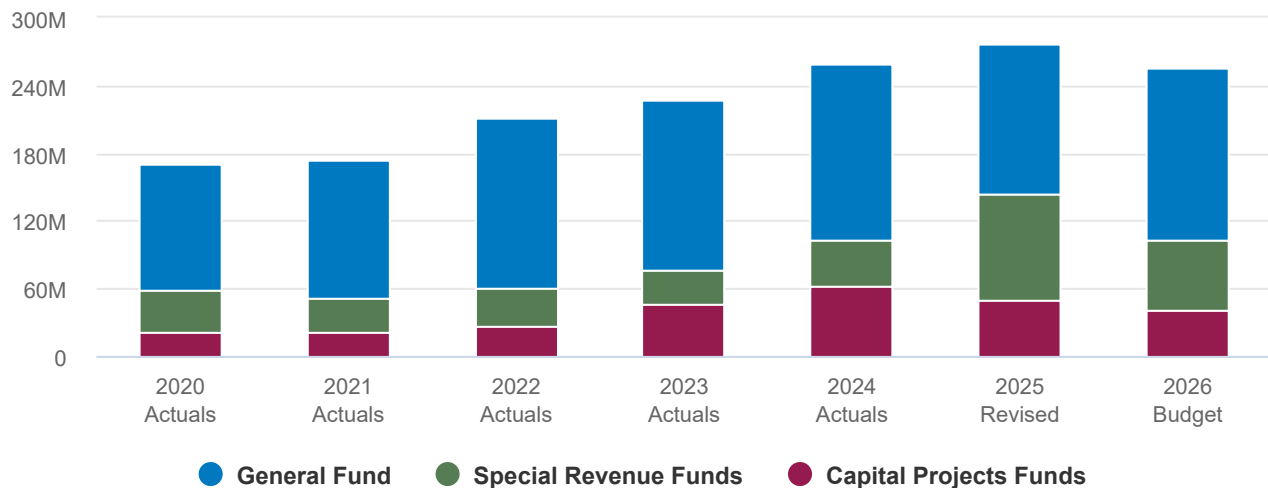
Governmental Expenditures by Category



Fund Summaries

- The Economic Development Fund, Capital Improvement Fund and the Open Space Fund were impacted by the sales and use tax slowdown associated with the economic uncertainty starting in late 2024. As a result, expenditures related to capital projects were scaled back or delayed, allowing staff to continue to focus on projects already appropriated in past years and nearing completion in 2025.
- Due to declining revenues in the General Fund, expenditures excluding transfers out to other funds, are reduced to \$163.9 million in the 2025 Revised Budget, a decrease of \$2.9 million (1.8 percent). The 2026 Proposed Budget projects an additional \$1.1 million (0.7 percent) decrease in expenditures, excluding transfers out, reflecting continued economic uncertainty.
- Grants for 2024 Actuals did not come in as expected due to partially awarded or unawarded grants as well as project delays for Colfax Safety Project and the Navigation Center carrying forward into future years. 2025 Revised expenditures are 245% over the 2024 Actuals. Grants for 2026 are expected to decrease 46% due to large capital project funding being appropriated in 2025 only. These funds may carry forward into 2026 depending on progress.

Governmental Expenditures and Transfers Out



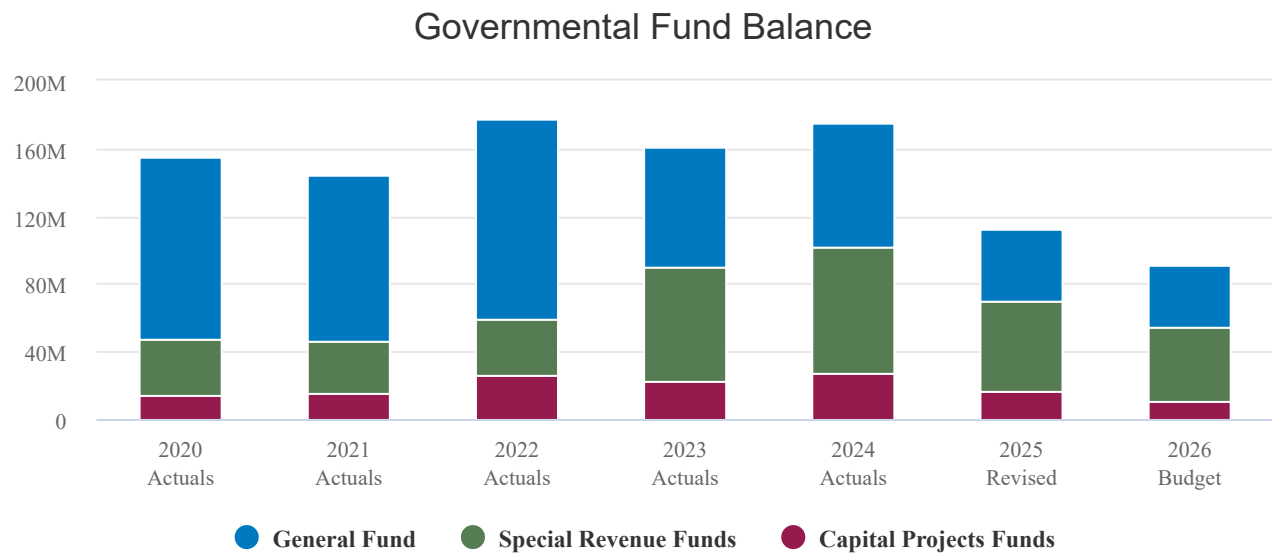
Changes in Fund Balance:

Fund Balances	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Governmental Funds				
General Fund	74,163,753	41,592,385	36,793,429	(4,798,956)
Conservation Trust Fund	2,872,384	1,371,253	614,600	(756,653)
Economic Development Fund	14,335,264	12,856,941	11,696,090	(1,160,851)
Grants Fund	(1,231,905)	(1,221,703)	(178,000)	1,043,703
Heritage, Culture & The Arts Fund	642,576	352,063	272,844	(79,219)
Open Space Fund	8,783,322	2,978,599	2,815,034	(163,565)
Tabor Fund	49,257,765	39,827,974	32,421,570	(7,406,404)
Capital Improvement Fund	19,891,311	12,443,669	9,842,157	(2,601,512)
Equipment Replacement Fund	6,827,109	4,511,737	1,240,140	(3,271,597)
Total	175,541,579	114,712,918	95,517,864	(19,195,054)

Changes in Fund Balance (Continued):

Fund Balances	2025 Revised Ending Fund Balance	2026 Budgeted Revenues & Transfers In	2026 Budgeted Expenses & Transfers Out	2026 Revised Ending Fund Balance
Governmental Funds				
General Fund	41,592,385	167,863,290	172,662,245	36,793,430
Conservation Trust Fund	1,371,253	1,888,347	2,645,000	614,600
Economic Development Fund	12,856,941	1,663,048	2,823,899	11,696,090
Grants Fund	(1,221,703)	27,085,266	26,041,563	(178,000)
Heritage, Culture & The Arts Fund	352,063	3,947,084	4,026,303	272,844
Open Space Fund	2,978,599	8,703,212	8,866,777	2,815,034
Tabor Fund	39,827,974	10,722,959	18,129,363	32,421,570
Capital Improvement Fund	12,443,669	22,973,124	25,574,636	9,842,157
Equipment Replacement Fund	4,511,737	2,178,403	5,450,000	1,240,140
Total	114,712,918	247,024,733	266,219,786	95,517,865

- The Fund Balance for all Governmental Funds shows a decrease of \$19.2M (16.7 percent) from 2025 to 2026 due to continued investments in infrastructure.
- The General Fund has a planned use of \$4.8 million in funds available for 2026. This is part of a multi-year strategy of investing prior years' savings into important services and projects such as housing needs, infrastructure, and public safety items. Key projects that make up the \$4.8 million are the Navigation Center
- Special Revenue funds, which are restricted funds, project an \$8.5M use of fund balance across all special revenue funds, as these funds continue to make planned investments in open space development and maintenance, parks acquisition, affordable housing support, and vehicle and pedestrian safety improvements.
- Capital Projects fund balance shows a decrease in 2025 over 2024 of \$5.8M. In the Capital Improvement Fund, this use of fund balance is related to planned projects carrying forward from prior years. IT funding in the Equipment Replacement Fund is shifting away from General Fund support, with 2026 transfers eliminated. A robust IT equipment replacement program is still planned for 2026, which includes Police Mobile Radios, Enterprise Technology Management System development, and city network improvements. However, these projects are being completed with fund balance, and not new transfers in.



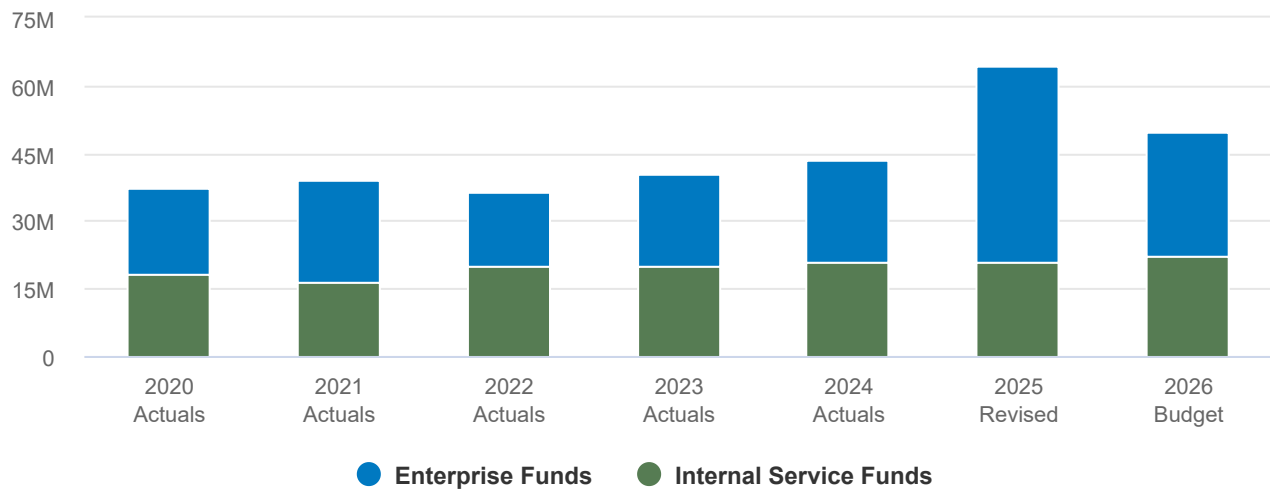
Proprietary Funds

Revenues and Transfers In:

	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Proprietary Funds				
Golf Course Fund	9,286,608	9,710,821	10,175,389	464,568
Sewer Enterprise Fund	5,361,867	5,749,025	5,887,571	138,546
Stormwater Enterprise Fund	6,480,722	26,177,727	9,576,250	(16,601,477)
Water Enterprise Fund	1,586,196	1,522,727	1,563,832	41,105
Medical & Dental Self-Insurance Fund	16,967,410	17,347,326	17,672,391	325,065
Property & Casualty Self-Insurance Fund	2,331,434	2,325,562	3,313,005	987,443
Retiree's Health Program Fund	104,617	102,525	92,272	(10,253)
Worker's Compensation Self-Insurance Fund	1,291,825	1,289,098	680,188	(608,910)
Total	43,410,679	64,224,811	48,960,898	(15,263,913)

- 2026 projected revenue excluding transfers in for all Proprietary Funds will increase \$4.0M (9.5 percent), primarily due to charge for service increases.
- The Golf, Sewer, Stormwater, and Water Enterprise Funds are fully funded through user fees and charges. The revenues herein are based on customer demographics and usage and have been trended accordingly. City Council approved substantial rate increases starting in 2026 for the Sewer and Stormwater Enterprise Funds after several years of negligible increases at or below CPI.
- The Stormwater Fund total revenues including transfers in will decrease from 2025 Revised to 2026 Adopted Budget as this chart includes the \$19.7M transfer in 2025 for the North Dry Gulch project. This transfer was one-time in 2025 only.
- For the last few years, the city's Internal Service Funds had accumulated large fund balances as charges for service exceeded expenditures. In a planned approach to utilize these fund balances for operating costs, 2026 charges for service in the Medical and Dental Fund have been held at the same rate as 2025. Transfers in have also been adjusted into these funds to utilize the drawing down of fund balance to cover operating expenditures.

Proprietary Revenues and Transfers In

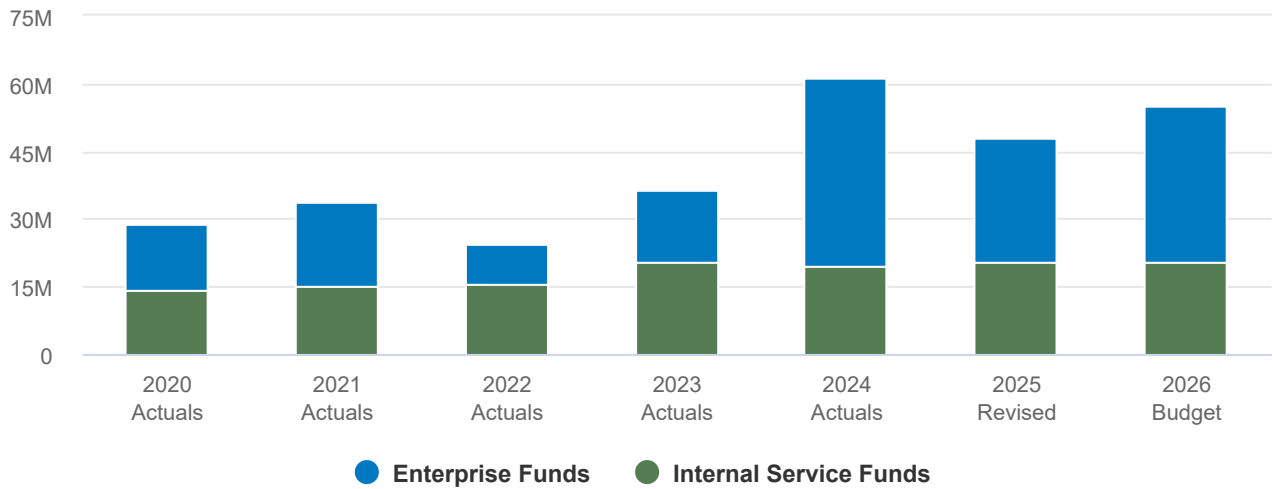


Expenditures and Transfers Out:

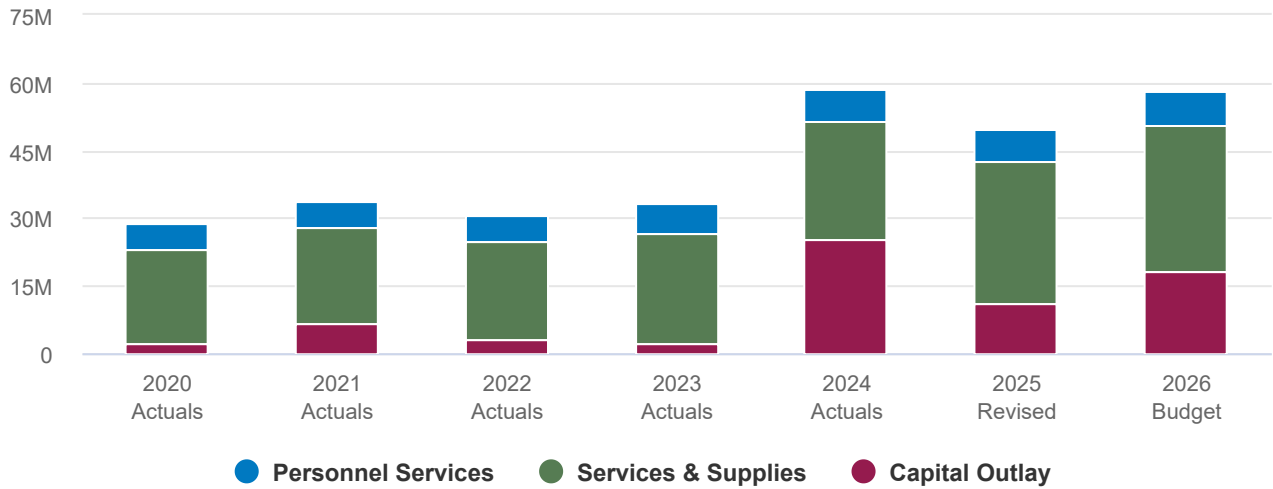
	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Proprietary Funds				
Golf Course Fund	7,166,131	7,963,060	14,074,624	6,111,564
Sewer Enterprise Fund	5,258,383	7,534,267	7,706,682	172,415
Stormwater Enterprise Fund	27,487,206	10,015,531	11,469,479	1,453,948
Water Enterprise Fund	1,532,495	2,272,906	1,599,953	(672,953)
Medical & Dental Self-Insurance Fund	16,951,659	18,843,068	19,967,490	1,124,422
Property & Casualty Self-Insurance Fund	2,198,412	4,310,397	3,845,142	(465,255)
Retiree's Health Program Fund	67,237	160,000	160,000	-
Worker's Compensation Self-Insurance Fund	392,600	1,372,528	1,435,550	63,022
Total	61,054,123	52,471,757	60,258,920	7,787,163

- Despite Proprietary Funds not relying on general taxes for revenue, these funds followed similar guidance given to the city's Governmental Funds and reduced expenditures where appropriate. In 2026, most of these funds see modest increases in expenses related to personnel cost increases or mandated costs associated with existing operating contracts. Capital projects, where appropriate, were postponed or scaled back.
- Golf Fund expenses will increase \$6.1M in 2026 related to increasing construction costs of Fox Hollow Club House remodel.
- Total expenses in 2026 for the Stormwater Fund will increase \$1.5M (14.5 percent). The Stormwater Fund will continue payments to Mile High Flood District for the North Dry Gulch project as well as begin several long-planned capital projects associated with the recent rate hike.

Proprietary Expenditures and Transfers Out



Proprietary Expenditures by Category



Changes in Fund Balance:

Fund balances	2024 Actual	2025 Revised	2026 Budget	2026 Budgeted over (under) 2025 Revised
Proprietary Funds				
Golf Course Fund	15,803,190	17,550,951	13,651,717	(3,899,234)
Sewer Enterprise Fund	16,770,868	14,985,626	13,166,515	(1,819,111)
Stormwater Enterprise Fund	34,637,075	50,799,271	46,498,580	(4,300,691)
Water Enterprise Fund	3,180,797	2,430,618	2,394,497	(36,121)
Medical & Dental Self-Insurance Fund	12,284,314	10,788,571	8,493,472	(2,295,099)
Property & Casualty Self-Insurance Fund	5,504,668	3,519,834	2,987,697	(532,137)
Retiree's Health Program Fund	4,709,922	4,652,447	4,584,719	(67,728)
Worker's Compensation Self-Insurance Fund	3,955,970	3,872,540	3,117,178	(755,362)
Total	96,846,804	108,599,855	94,894,372	(13,705,483)

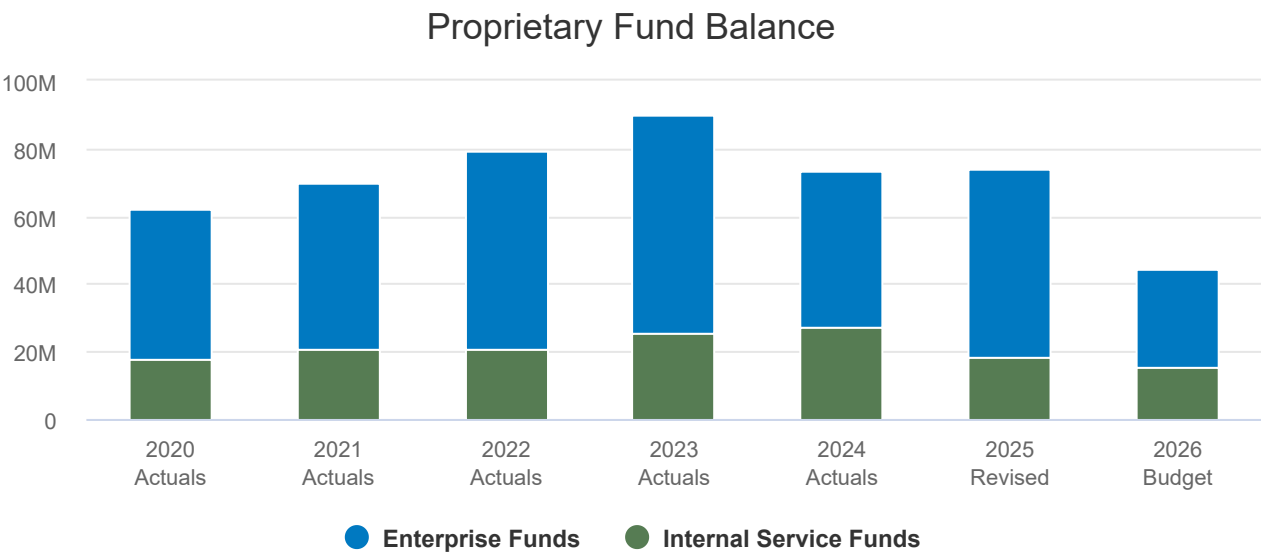
*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Changes in Fund Balance (Continued):

Fund balances	2025 Revised Ending Fund Balance	2026 Budgeted Revenues & Transfers In	2026 Budgeted Revenues & Transfers Out	2026 Revised Ending Fund Balance
Proprietary Funds				
Golf Course Fund	17,550,951	10,175,389	14,074,623	13,651,717
Sewer Enterprise Fund	14,985,626	5,887,571	7,706,682	13,166,515
Stormwater Enterprise Fund	50,799,271	9,576,250	13,876,941	46,498,580
Water Enterprise Fund	2,430,618	1,563,832	1,599,953	2,394,497
Medical & Dental Self-Insurance Fund	10,788,571	17,672,391	19,967,490	8,493,472
Property & Casualty Self-Insurance Fund	3,519,834	3,313,005	3,845,142	2,987,697
Retiree's Health Program Fund	4,652,447	92,272	160,000	4,584,719
Worker's Compensation Self-Insurance Fund	3,872,540	680,188	1,435,550	3,117,178
Total	108,599,858	48,960,898	62,666,381	94,894,372

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

- Fund Balance within the Proprietary Funds anticipates an increase of \$632,294 or 0.9% The Fund Balance for 2026 is projected to decrease \$29,847,481 or 40.3%
- The Medical and Dental Self Insurance Fund is expected to utilize \$2.3M in fund balance. This is part of a one-year benefits strategy to hold employer paid premiums to 2025 levels to alleviate personnel costs in the governmental operating funds.





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

2024-2026 Summary Of Estimated Financial Sources And Uses

	General Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Property Tax	\$ 14,961,420	\$ 15,403,757	\$ 15,338,342	\$ 16,273,636
General Sales & Use Tax	90,682,941	95,275,309	91,826,249	93,468,452
Other Sales & Use Tax	14,756,918	15,189,394	14,220,166	14,493,816
Other Taxes & Charges	6,865,526	7,066,031	6,798,419	6,964,790
Licenses & Permits	4,873,201	4,273,449	4,273,891	5,154,590
Intergovernmental Revenue	6,659,013	6,263,733	6,826,310	6,801,148
Charges for Services	14,166,173	13,406,317	15,260,520	15,543,042
Fines & Forfeits	668,655	700,826	725,640	745,614
Investment Income	6,600,913	6,977,035	6,685,391	6,351,122
All Other Revenues	535,325	822,581	908,900	863,348
Total REVENUES	160,770,086	165,378,432	162,863,828	166,659,559
EXPENDITURES				
Personnel Services	107,465,386	114,982,485	114,044,070	117,877,280
Services & Supplies	31,888,441	39,452,546	38,375,630	42,563,196
Capital Outlay	644,818	11,783,430	10,976,139	1,765,139
Debt Service	852,662	571,719	456,630	456,630
Total EXPENDITURES	140,851,307	166,790,179	163,852,469	162,662,245
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	1,203,731		1,203,731
Operating Transfers Out	(28,093,850)	(23,764,542)	(31,582,727)	(10,000,000)
Total OTHER FINANCING SOURCES (USES)	(28,093,850)	(22,560,811)	(31,582,727)	(8,796,269)
Excess (Deficiency) of Financial Sources over Financial Uses	(8,175,071)	(23,972,558)	(32,571,368)	(4,798,955)
FUND BALANCES, BEGINNING OF YEAR	82,338,826	57,830,921	74,163,753	41,592,385
FUND BALANCES, END OF YEAR	\$ 74,163,753	\$ 33,858,363	\$ 41,592,385	\$ 36,793,429

Governmental Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	2024 Actual	Special Revenue Funds		2026 Budget
		2025 Budget	2025 Revised	
REVENUES				
Other Taxes & Charges	\$ 3,140,213	\$ 2,147,557	\$ 1,418,579	\$ 1,436,317
Intergovernmental Revenue	26,351,059	29,747,403	60,403,893	37,488,839
Charges for Services	2,104,701	2,033,804	2,149,412	2,378,715
Investment Income	1,408,739	425,350	1,183,403	1,081,865
All Other Revenues	26,992	12,480	22,980	24,180
Total REVENUES	33,031,705	34,366,594	65,178,268	42,409,915
EXPENDITURES				
Personnel Services	12,455,468	14,363,792	15,235,225	13,949,975
Services & Supplies	9,798,140	14,966,989	24,304,349	17,860,939
Capital Outlay	19,251,059	22,195,999	55,532,970	30,521,992
Total EXPENDITURES	41,504,667	51,526,779	95,072,543	62,332,906
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	17,995,208	10,264,542	11,600,000	11,600,000
Operating Transfers Out	(2,231,498)	-	(200,000)	(200,000)
Total OTHER FINANCING SOURCES (USES)	15,763,710	10,264,542	11,400,000	11,400,000
Excess (Deficiency) of Financial Sources over Financial Uses	7,290,748	(6,895,643)	(18,494,275)	(8,522,991)
FUND BALANCES, BEGINNING OF YEAR	67,368,654	39,563,275	74,659,404	56,165,129
FUND BALANCES, END OF YEAR	\$ 74,659,404	\$ 32,667,632	\$ 56,165,129	\$ 47,642,139

Governmental Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	2024 Actual	Capital Projects Funds		2026 Budget
		2025 Budget	2025 Revised	
REVENUES				
General Sales & Use Tax	\$ 17,368,960	\$ 18,081,172	\$ 17,544,039	\$ 17,722,514
Other Sales & Use Tax	2,253,996	2,307,006	2,276,716	2,299,877
Intergovernmental Revenue	2,344,947	2,007,332	2,368,583	2,392,679
Charges for Services	2,353,349	2,985,000	3,080,828	2,078,403
Investment Income	570,352	393,750	564,084	558,054
All Other Revenues	-	200,000	-	-
Total REVENUES	24,891,602	25,974,260	25,834,250	25,051,527
EXPENDITURES				
Personnel Services	1,758,946	2,007,469	1,981,989	2,035,562
Services & Supplies	6,200,866	9,053,845	9,470,824	10,526,465
Capital Outlay	41,753,936	23,839,725	24,644,451	16,962,609
Debt Service	509,000	-	-	-
Total EXPENDITURES	50,222,749	34,901,039	36,097,264	29,524,636
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	368,613	-	-	-
Operating Transfers In	13,889,300	3,500,000	2,000,000	100,000
Operating Transfers Out	(1,559,160)	-	(1,500,000)	(1,500,000)
Total OTHER FINANCING SOURCES (USES)	12,698,753	3,500,000	500,000	(1,400,000)
Excess (Deficiency) of Financial Sources over Financial Uses	(12,632,394)	(5,426,779)	(9,763,014)	(5,873,109)
FUND BALANCES, BEGINNING OF YEAR	39,350,813	24,905,380	26,718,420	16,955,406
FUND BALANCES, END OF YEAR	\$ 26,718,420	\$ 19,478,601	\$ 16,955,406	\$ 11,082,297

Governmental Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Governmental Funds			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Property Tax	\$ 14,961,420	\$ 15,403,757	\$ 15,338,342	\$ 16,273,636
General Sales & Use Tax	108,051,900	113,356,481	109,370,288	111,190,966
Other Sales & Use Tax	17,010,914	17,496,400	16,496,882	16,793,693
Other Taxes & Charges	10,005,739	9,213,588	8,216,998	8,401,107
Licenses & Permits	4,873,201	4,273,449	4,273,891	5,154,590
Intergovernmental Revenue	35,355,019	38,018,468	69,598,786	46,682,666
Charges for Services	18,624,223	18,425,121	20,490,760	20,000,160
Fines & Forfeits	668,655	700,826	725,640	745,614
Investment Income	8,580,004	7,796,135	8,432,878	7,991,041
All Other Revenues	562,318	1,035,061	931,880	887,528
Total REVENUES	218,693,393	225,719,286	253,876,346	234,121,001
EXPENDITURES				
Personnel Services	121,679,800	131,353,746	131,261,283	133,862,818
Services & Supplies	47,887,447	63,473,379	72,150,803	70,950,600
Capital Outlay	61,649,813	57,819,154	91,153,559	49,249,739
Debt Service	1,361,662	571,719	456,630	456,630
Total EXPENDITURES	232,578,722	253,217,998	295,022,275	254,519,787
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	368,613	-	-	-
Operating Transfers In	31,884,508	14,968,273	13,600,000	12,903,731
Operating Transfers Out	(31,884,508)	(23,764,542)	(33,282,727)	(11,700,000)
Total OTHER FINANCING SOURCES (USES)	368,613	(8,796,269)	(19,682,727)	1,203,731
Excess (Deficiency) of Financial Sources over Financial Uses	(13,516,716)	(36,294,981)	(60,828,656)	(19,195,055)
FUND BALANCES, BEGINNING OF YEAR	189,058,293	122,299,576	175,541,577	114,712,921
FUND BALANCES, END OF YEAR	\$ 175,541,577	\$ 86,004,595	\$ 114,712,921	\$ 95,517,866

Special Revenue Funds

Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood from specific revenue sources that are restricted or committed to expenditures for specified purposes. The City's Special Revenue Funds account for the following:

Conservation Trust Fund

The Conservation Trust Fund was established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) and restricted for the purposes of planning, acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on public sites.

Economic Development Fund

The Economic Development Fund was established by Ordinance 85-54 to account for the City's hotel accommodation taxes which were approved by the voters in 1987 and restricted for the purpose of promoting economic development within the City.

Grants Fund

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

Heritage, Culture & The Arts Fund

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

Open Space Fund

The Open Space Fund was established in 1987 to account for intergovernmental funds received from Jefferson County related to its Open Space Sales Tax Resolution approved by voters in 1980 and which restricts the use to open space purposes. Open space purposes include planning, development, construction, acquisition, and maintenance of park and recreation capital improvements.

TABOR Fund

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

Special Revenue Funds

2024-2026 Summary Of Estimated Financial Sources And Uses

	Conservation Trust Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Intergovernmental Revenue	\$ 1,861,298	\$ 1,950,000	\$ 1,800,000	\$ 1,840,000
Investment Income	65,404	8,500	48,869	48,347
Total REVENUES	1,926,702	1,958,500	1,848,869	1,888,347
EXPENDITURES				
Personnel Services	48	-	-	-
Services & Supplies	21,882	-	-	-
Capital Outlay	1,206,181	2,045,000	3,350,000	2,645,000
Total EXPENDITURES	1,228,111	2,045,000	3,350,000	2,645,000
Excess (Deficiency) of Financial Sources over Financial Uses	698,591	(86,500)	(1,501,131)	(756,653)
FUND BALANCES, BEGINNING OF YEAR	2,173,793	1,046,293	2,872,384	1,371,253
FUND BALANCES, END OF YEAR	\$ 2,872,384	\$ 959,793	\$ 1,371,253	\$ 614,600

Special Revenue Funds (continued)
2024-2026 Summary Of Estimated Financial Sources And Uses

	Economic Development Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Other Taxes & Charges	\$ 3,140,213	\$ 2,147,557	\$ 1,418,579	\$ 1,436,317
Charges for Services	93,706	92,700	92,700	95,481
Investment Income	338,037	150,000	150,000	131,250
Total REVENUES	3,571,956	2,390,257	1,661,279	1,663,048
EXPENDITURES				
Personnel Services	480,877	937,671	690,602	712,099
Services & Supplies	1,300,976	2,216,300	1,865,300	1,910,300
Capital Outlay	75,004	9,883,699	383,699	1,500
Total EXPENDITURES	1,856,857	13,037,670	2,939,601	2,623,899
OTHER FINANCING SOURCES (USES)				
Operating Transfers Out	(2,231,498)	-	(200,000)	(200,000)
Total OTHER FINANCING SOURCES (USES)	(2,231,498)	-	(200,000)	(200,000)
Excess (Deficiency) of Financial Sources over Financial Uses	(516,399)	(10,647,413)	(1,478,322)	(1,160,851)
FUND BALANCES, BEGINNING OF YEAR	14,851,662	14,307,150	14,335,263	12,856,941
FUND BALANCES, END OF YEAR	\$ 14,335,263	\$ 3,659,737	\$ 12,856,941	\$ 11,696,090

Special Revenue Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Grants Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Intergovernmental Revenue	\$ 14,835,550	\$ 18,699,003	\$ 48,839,633	\$ 26,584,736
Investment Income	2,356	-	-	-
All Other Revenues	4,368	530	530	530
Total REVENUES	14,842,274	18,699,533	48,840,163	26,585,266
EXPENDITURES				
Personnel Services	3,100,123	4,066,334	4,422,075	2,663,464
Services & Supplies	3,166,891	7,937,654	11,819,273	2,910,607
Capital Outlay	8,120,640	6,671,000	33,088,612	20,467,492
Total EXPENDITURES	14,387,654	18,674,988	49,329,960	26,041,563
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	500,000	500,000	500,000	500,000
Total OTHER FINANCING SOURCES (USES)	500,000	500,000	500,000	500,000
Excess (Deficiency) of Financial Sources over Financial Uses	954,620	524,545	10,203	1,043,703
FUND BALANCES, BEGINNING OF YEAR	(2,186,526)	(526,100)	(1,231,906)	(1,221,703)
FUND BALANCES, END OF YEAR	\$ (1,231,906)	\$ (1,555)	\$ (1,221,703)	\$ (178,000)

Special Revenue Funds (continued)
2024-2026 Summary Of Estimated Financial Sources And Uses

	Heritage, Culture & The Arts Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Intergovernmental Revenue	\$ 539,310	\$ 720,000	\$ 555,000	\$ 555,000
Charges for Services	2,000,996	1,926,304	2,045,412	2,271,934
All Other Revenues	16,124	11,950	18,950	20,150
Total REVENUES	2,556,430	2,658,254	2,619,362	2,847,084
EXPENDITURES				
Personnel Services	2,780,825	2,699,999	2,887,325	2,965,441
Services & Supplies	1,186,761	1,188,221	1,082,534	1,046,862
Capital Outlay	217,190	56,500	40,015	14,000
Total EXPENDITURES	4,184,776	3,944,720	4,009,874	4,026,303
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,100,000	1,100,000	1,100,000	1,100,000
Total OTHER FINANCING SOURCES (USES)	1,100,000	1,100,000	1,100,000	1,100,000
Excess (Deficiency) of Financial Sources over Financial Uses	(528,346)	(186,466)	(290,512)	(79,219)
FUND BALANCES, BEGINNING OF YEAR	1,170,921	941,902	642,575	352,063
FUND BALANCES, END OF YEAR	\$ 642,575	\$ 755,436	\$ 352,063	\$ 272,844

Special Revenue Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Open Space Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Intergovernmental Revenue	\$ 9,114,901	\$ 8,378,400	\$ 9,209,260	\$ 8,509,103
Charges for Services	10,000	14,800	11,300	11,300
Investment Income	183,261	23,000	181,247	179,309
All Other Revenues	6,500	-	3,500	3,500
Total REVENUES	9,314,662	8,416,200	9,405,307	8,703,212
EXPENDITURES				
Personnel Services	4,855,104	5,508,789	5,546,039	5,722,219
Services & Supplies	3,436,900	2,353,207	2,413,991	2,216,558
Capital Outlay	3,585,250	2,131,800	7,250,000	928,000
Total EXPENDITURES	11,877,254	9,993,796	15,210,030	8,866,777
Excess (Deficiency) of Financial Sources over Financial Uses	(2,562,592)	(1,577,596)	(5,804,723)	(163,565)
FUND BALANCES, BEGINNING OF YEAR	11,345,914	4,843,772	8,783,322	2,978,599
FUND BALANCES, END OF YEAR	\$ 8,783,322	\$ 3,266,176	\$ 2,978,599	\$ 2,815,034

Special Revenue Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Tabor Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Investment Income	\$ 819,682	\$ 243,850	\$ 803,287	\$ 722,959
Total REVENUES	\$ 819,682	\$ 243,850	\$ 803,287	\$ 722,959
EXPENDITURES				
Personnel Services	1,238,491	1,150,998	1,689,183	1,886,751
Services & Supplies	684,730	1,271,607	7,123,251	9,776,612
Capital Outlay	6,046,794	1,408,000	11,420,644	6,466,000
Total EXPENDITURES	7,970,015	3,830,605	20,233,078	18,129,363
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	16,395,208	8,664,542	10,000,000	10,000,000
Total OTHER FINANCING SOURCES (USES)	16,395,208	8,664,542	10,000,000	10,000,000
Excess (Deficiency) of Financial Sources over Financial Uses	9,244,875	5,077,787	(9,429,791)	(7,406,404)
FUND BALANCES, BEGINNING OF YEAR	40,012,890	18,950,258	49,257,765	39,827,974
FUND BALANCES, END OF YEAR	\$ 49,257,765	\$ 24,028,045	\$ 39,827,974	\$ 32,421,570



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

2024-2026 Summary Of Estimated Financial Sources And Uses

	Capital Improvement Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
General Sales & Use Tax	\$ 17,368,960	\$ 18,081,172	\$ 17,544,039	\$ 17,722,514
Other Sales & Use Tax	2,253,996	2,307,006	2,276,716	2,299,877
Intergovernmental Revenue	2,344,947	2,007,332	2,368,583	2,392,679
Investment Income	570,352	393,750	564,084	558,054
Total REVENUES	22,538,255	22,789,260	22,753,422	22,973,124
EXPENDITURES				
Personnel Services	1,619,916	2,007,469	1,981,989	2,035,562
Services & Supplies	4,390,327	6,728,845	7,145,824	8,301,465
Capital Outlay	35,090,427	20,064,725	20,073,251	13,737,609
Total EXPENDITURES	41,100,670	28,801,039	29,201,064	24,074,636
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	10,480,300	2,000,000	500,000	-
Operating Transfers Out	(1,559,160)	-	(1,500,000)	(1,500,000)
Total OTHER FINANCING SOURCES (USES)	8,921,140	2,000,000	(1,000,000)	(1,500,000)
Excess (Deficiency) of Financial Sources over Financial Uses	(9,641,275)	(4,011,779)	(7,447,642)	(2,601,512)
FUND BALANCES, BEGINNING OF YEAR	29,532,588	17,182,476	19,891,311	12,443,669
FUND BALANCES, END OF YEAR	\$ 19,891,311	\$ 13,170,697	\$ 12,443,669	\$ 9,842,157

Capital Projects Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Equipment Replacement Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 2,353,349	\$ 2,985,000	\$ 3,080,828	\$ 2,078,403
All Other Revenues	-	200,000	-	-
Total REVENUES	2,353,349	3,185,000	3,080,828	2,078,403
EXPENDITURES				
Personnel Services	139,030	-	-	-
Services & Supplies	1,810,539	2,325,000	2,325,000	2,225,000
Capital Outlay	6,663,509	3,775,000	4,571,200	3,225,000
Debt Service	509,000	-	-	-
Total EXPENDITURES	9,122,078	6,100,000	6,896,200	5,450,000
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	368,613	-	-	-
Operating Transfers In	3,409,000	1,500,000	1,500,000	100,000
Total OTHER FINANCING SOURCES (USES)	3,777,613	1,500,000	1,500,000	100,000
Excess (Deficiency) of Financial Sources over Financial Uses	(2,991,116)	(1,415,000)	(2,315,372)	(3,271,597)
FUND BALANCES, BEGINNING OF YEAR	9,818,225	7,722,904	6,827,109	4,511,737
FUND BALANCES, END OF YEAR	\$ 6,827,109	\$ 6,307,904	\$ 4,511,737	\$ 1,240,140

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

2024-2026 Summary Of Estimated Financial Sources And Uses

	Proprietary Funds			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Licenses & Permits	\$ 242,960	\$ 275,000	\$ 193,455	\$ 196,824
Intergovernmental Revenue	27,000	-	-	-
Charges for Services	39,065,515	38,772,429	40,911,910	45,031,639
Investment Income	1,258,666	581,250	1,187,845	1,078,677
All Other Revenues	616,538	48,872	48,872	53,759
Total REVENUES	41,210,679	39,677,551	42,342,082	46,360,899
EXPENDITURES				
Personnel Services	7,163,112	7,474,888	7,315,960	7,409,501
Services & Supplies	25,968,606	30,964,895	31,311,736	32,593,161
Capital Outlay	25,413,473	25,034,339	11,205,312	18,218,443
Debt Service	308,932	96,750	438,750	641,546
Total EXPENDITURES	58,854,123	63,570,872	50,271,758	58,862,651
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	2,200,000	12,200,000	21,882,727	2,600,000
Operating Transfers Out	(2,200,000)	(3,403,731)	(2,200,000)	(3,803,731)
Total OTHER FINANCING SOURCES (USES)	-	8,796,269	19,682,727	(1,203,731)
Excess (Deficiency) of Financial Sources over Financial Uses	(17,643,444)	(15,097,052)	11,753,051	(13,705,483)
Adjustments	24,042,834			
FUND BALANCES, BEGINNING OF YEAR	90,447,414	70,749,304	96,846,804	108,599,855
FUND BALANCES, END OF YEAR	\$ 96,846,804	\$ 55,652,252	\$ 108,599,855	\$ 94,894,372

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

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

2024-2026 Summary Of Estimated Financial Sources And Uses

	Enterprise Funds			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Licenses & Permits	\$ 242,960	\$ 275,000	\$ 193,455	\$ 196,824
Intergovernmental Revenue	27,000	-	-	-
Charges for Services	21,823,971	20,587,500	22,726,981	26,495,179
Investment Income	615,085	296,250	557,137	511,039
All Other Revenues	6,377	-	-	-
Total REVENUES	22,715,393	21,158,750	23,477,573	27,203,042
EXPENDITURES				
Personnel Services	6,625,451	6,652,471	6,605,371	6,675,223
Services & Supplies	9,096,590	10,198,331	9,536,332	10,519,257
Capital Outlay	25,413,242	25,034,339	11,205,312	18,218,443
Debt Service	308,932	96,750	438,750	641,546
Total EXPENDITURES	41,444,215	41,981,891	27,785,765	36,054,469
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	10,000,000	19,682,727	-
Operating Transfers Out	-	(1,203,731)	-	(1,203,731)
Total OTHER FINANCING SOURCES (USES)	-	8,796,269	19,682,727	(1,203,731)
Excess (Deficiency) of Financial Sources over Financial Uses	(18,728,822)	(12,026,872)	15,374,535	(10,055,158)
Adjustments	24,042,835			
FUND BALANCES, BEGINNING OF YEAR	65,077,917	49,027,731	70,391,930	85,766,465
FUND BALANCES, END OF YEAR	\$ 70,391,930	\$ 37,000,859	\$ 85,766,465	\$ 75,711,307

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

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

2024-2026 Summary Of Estimated Financial Sources And Uses

	Internal Service Funds			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 17,241,544	\$ 18,184,929	\$ 18,184,929	\$ 18,536,460
Investment Income	643,580	285,000	630,708	567,638
All Other Revenues	610,162	48,872	48,872	53,759
Total REVENUES	18,495,286	18,518,801	18,864,509	19,157,857
EXPENDITURES				
Personnel Services	537,661	822,417	710,589	734,278
Services & Supplies	16,872,016	20,766,563	21,775,404	22,073,904
Capital Outlay	231	-	-	-
Total EXPENDITURES	17,409,908	21,588,980	22,485,993	22,808,182
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	2,200,000	2,200,000	2,200,000	2,600,000
Operating Transfers Out	(2,200,000)	(2,200,000)	(2,200,000)	(2,600,000)
Total OTHER FINANCING SOURCES (USES)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	1,085,378	(3,070,179)	(3,621,484)	(3,650,325)
FUND BALANCES, BEGINNING OF YEAR	25,369,497	21,721,573	26,454,874	22,833,390
FUND BALANCES, END OF YEAR	\$ 26,454,874	\$ 18,651,394	\$ 22,833,390	\$ 19,183,065

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Golf Course Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Intergovernmental Revenue	\$ 27,000	\$ -	\$ -	\$ -
Charges for Services	9,115,583	7,797,500	9,571,012	10,049,561
Investment Income	142,663	33,750	139,809	125,828
All Other Revenues	1,363	-	-	-
Total REVENUES	9,286,609	7,831,250	9,710,821	10,175,389
EXPENDITURES				
Personnel Services	3,809,966	3,702,646	3,629,381	3,692,845
Services & Supplies	2,523,943	2,079,600	2,417,600	2,107,600
Capital Outlay	523,291	4,622,632	1,477,329	7,632,632
Debt Service	308,932	96,750	438,750	641,546
Total EXPENDITURES	7,166,132	10,501,628	7,963,060	14,074,623
Excess (Deficiency) of Financial Sources over Financial Uses	2,120,477	(2,670,378)	1,747,761	(3,899,234)
Adjustments	(40,510)			
FUND BALANCES, BEGINNING OF YEAR	13,723,223	14,882,968	15,803,190	17,550,951
FUND BALANCES, END OF YEAR	\$ 15,803,190	\$ 12,212,590	\$ 17,550,951	\$ 13,651,717

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Sewer Enterprise Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Licenses & Permits	\$ 165,152	\$ 250,000	\$ 168,455	\$ 171,824
Charges for Services	4,955,636	5,015,000	5,355,380	5,501,817
Investment Income	237,042	93,750	225,190	213,930
All Other Revenues	4,037	-	-	-
Total REVENUES	5,361,867	5,358,750	5,749,025	5,887,571
EXPENDITURES				
Personnel Services	895,367	877,414	852,697	872,612
Services & Supplies	4,053,216	5,651,570	4,651,570	6,034,070
Capital Outlay	309,800	2,438,896	2,030,000	800,000
Total EXPENDITURES	5,258,383	8,967,880	7,534,267	7,706,682
Excess (Deficiency) of Financial Sources over Financial Uses	103,484	(3,609,130)	(1,785,242)	(1,819,111)
Adjustments	128,796			
FUND BALANCES, BEGINNING OF YEAR	16,538,588	14,770,907	16,770,868	14,985,626
FUND BALANCES, END OF YEAR	\$ 16,770,868	\$ 11,161,777	\$ 14,985,626	\$ 13,166,515

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Stormwater Enterprise Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 6,288,869	\$ 6,345,000	\$ 6,345,000	\$ 9,445,000
Investment Income	191,025	150,000	150,000	131,250
All Other Revenues	829	-	-	-
Total REVENUES	6,480,723	6,495,000	6,495,000	9,576,250
EXPENDITURES				
Personnel Services	1,714,684	1,859,169	1,888,703	1,869,023
Services & Supplies	1,353,470	1,236,983	1,236,983	1,117,108
Capital Outlay	24,419,053	17,874,079	6,889,845	9,687,079
Total EXPENDITURES	27,487,207	20,970,231	10,015,531	12,673,210
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	10,000,000	19,682,727	-
Operating Transfers Out	-	(1,203,731)	-	(1,203,731)
Total OTHER FINANCING SOURCES (USES)	-	8,796,269	19,682,727	(1,203,731)
Excess (Deficiency) of Financial Sources over Financial Uses	(21,006,484)	(5,678,962)	16,162,196	(4,300,691)
Adjustments	23,811,951			
FUND BALANCES, BEGINNING OF YEAR	31,831,608	18,187,065	34,637,075	50,799,271
FUND BALANCES, END OF YEAR	\$ 34,637,075	\$ 12,508,103	\$ 50,799,271	\$ 46,498,580

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Water Enterprise Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Licenses & Permits	\$ 77,808	\$ 25,000	\$ 25,000	\$ 25,000
Charges for Services	1,463,884	1,430,000	1,455,589	1,498,801
Investment Income	44,356	18,750	42,138	40,031
All Other Revenues	149	-	-	-
Total REVENUES	1,586,197	1,473,750	1,522,727	1,563,832
EXPENDITURES				
Personnel Services	205,435	213,242	234,590	240,743
Services & Supplies	1,165,962	1,230,178	1,230,178	1,260,478
Capital Outlay	161,099	98,732	808,138	98,732
Total EXPENDITURES	1,532,496	1,542,152	2,272,906	1,599,953
Excess (Deficiency) of Financial Sources over Financial Uses	53,701	(68,402)	(750,179)	(36,121)
Adjustments	142,598			
FUND BALANCES, BEGINNING OF YEAR	2,984,498	1,186,791	3,180,797	2,430,618
FUND BALANCES, END OF YEAR	\$ 3,180,797	\$ 1,118,389	\$ 2,430,618	\$ 2,394,497

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Internal Service Funds (continued)
2024-2026 Summary Of Estimated Financial Sources And Uses

	Medical & Dental Self-Insurance Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 16,041,544	\$ 16,984,929	\$ 16,984,929	\$ 17,336,460
Investment Income	319,923	150,000	313,525	282,172
All Other Revenues	605,943	48,872	48,872	53,759
Total REVENUES	16,967,410	17,183,801	17,347,326	17,672,391
EXPENDITURES				
Personnel Services	159,993	360,843	210,264	216,706
Services & Supplies	14,591,666	16,432,804	16,432,804	17,150,784
Total EXPENDITURES	14,751,659	16,793,647	16,643,068	17,367,490
OTHER FINANCING SOURCES (USES)				
Operating Transfers Out	(2,200,000)	(2,200,000)	(2,200,000)	(2,600,000)
Total OTHER FINANCING SOURCES (USES)	(2,200,000)	(2,200,000)	(2,200,000)	(2,600,000)
Excess (Deficiency) of Financial Sources over Financial Uses	15,751	(1,809,846)	(1,495,742)	(2,295,099)
FUND BALANCES, BEGINNING OF YEAR	12,268,562	9,724,091	12,284,313	10,788,571
FUND BALANCES, END OF YEAR	\$ 12,284,313	\$ 7,914,245	\$ 10,788,571	\$ 8,493,472

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Property & Casualty Self-Insurance Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Investment Income	128,124	37,500	125,562	113,005
All Other Revenues	3,310	-	-	-
Total REVENUES	731,434	637,500	725,562	713,005
EXPENDITURES				
Personnel Services	227,226	306,583	332,897	344,642
Services & Supplies	1,970,955	2,968,659	3,977,500	3,500,500
Capital Outlay	231	-	-	-
Total EXPENDITURES	2,198,412	3,275,242	4,310,397	3,845,142
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,600,000	1,600,000	1,600,000	2,600,000
Total OTHER FINANCING SOURCES (USES)	1,600,000	1,600,000	1,600,000	2,600,000
Excess (Deficiency) of Financial Sources over Financial Uses	133,022	(1,037,742)	(1,984,835)	(532,137)
FUND BALANCES, BEGINNING OF YEAR	5,371,646	4,425,866	5,504,669	3,519,834
FUND BALANCES, END OF YEAR	\$ 5,504,669	\$ 3,388,124	\$ 3,519,834	\$ 2,987,697

Internal Service Funds (continued)
2024-2026 Summary Of Estimated Financial Sources And Uses

	Retiree's Health Program Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Investment Income	\$ 104,617	\$ 52,500	\$ 102,525	\$ 92,272
Total REVENUES	\$ 104,617	\$ 52,500	\$ 102,525	\$ 92,272
EXPENDITURES				
Services & Supplies	67,237	160,000	160,000	160,000
Total EXPENDITURES	67,237	160,000	160,000	160,000
Excess (Deficiency) of Financial Sources over Financial Uses	37,380	(107,500)	(57,475)	(67,728)
FUND BALANCES, BEGINNING OF YEAR	4,672,542	4,569,542	4,709,922	4,652,447
FUND BALANCES, END OF YEAR	\$ 4,709,922	\$ 4,462,042	\$ 4,652,447	\$ 4,584,719

Internal Service Funds (continued)

2024-2026 Summary Of Estimated Financial Sources And Uses

	Worker's Compensation Self-Insurance Fund			
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Investment Income	90,916	45,000	89,098	80,188
All Other Revenues	908	-	-	-
Total REVENUES	691,824	645,000	689,098	680,188
EXPENDITURES				
Personnel Services	150,442	154,992	167,428	172,930
Services & Supplies	242,158	1,205,100	1,205,100	1,262,620
Total EXPENDITURES	392,600	1,360,092	1,372,528	1,435,550
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	600,000	600,000	600,000	-
Total OTHER FINANCING SOURCES (USES)	600,000	600,000	600,000	-
Excess (Deficiency) of Financial Sources over Financial Uses	899,224	(115,092)	(83,430)	(755,362)
FUND BALANCES, BEGINNING OF YEAR	3,056,746	3,002,074	3,955,970	3,872,540
FUND BALANCES, END OF YEAR	\$ 3,955,970	\$ 2,886,982	\$ 3,872,540	\$ 3,117,178



FISCAL YEAR 2026

Strategic Plan





Lakewood
Colorado

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 and policies for the city. A City Council planning session is done annually at the beginning of each calendar year to develop council goals and to set the strategic direction of the organization.

The Strategic Plan:

- The plan is a multi-year financial plan that looks at two 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. The exceptions to the five percent minimum is the General Fund, with a reserve goal of not less than ten percent, Capital Improvement Fund, not less than three percent, and Grants Fund, not less than zero percent.
- 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 (2026-2030)

General Assumptions

- City Council has directed staff to work with no less than a minimum fund balance of five percent as compared to expenditures plus operating transfers out for most funds, except the General Fund is to maintain a minimum fund balance of no less than ten percent. The General Fund projections for 2026 through 2030 indicate that given revenue estimates and current spending levels, the city will maintain a fund balance above 10 percent through 2030. 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 conservative approach to revenue projections for the budget year and for all forecasted years. Revenues from new retail developments are only added when the completion is imminent; therefore, any new developments that might come along have not been included in these projections.
- The General Fund balance includes a three percent 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, Auto Theft Task Force, High Intensity Drug Trafficking Area, and Community Development Block Grant. These grants allow the city to continue and expand existing programs as well as add new program functions.
- 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 to provide matching funds. This allows the city to best leverage and utilize available funding.

Long-Term Plans (2026-2030)

The following is a list of some of the significant plans for 2026-2030:

- Implement priorities, goals, and objectives of the “2023 Imagine Tomorrow!” arts, parks, and- recreation plan
- Continue to implement capital building and facility improvements that support sustainability
- Focus on long-term community sustainability by promoting positive change throughout city actions,- partnerships, and education
- Continue to develop long- and short-term support services for the unhoused population
- Enhance transportation through improvements to streets, roadways, bike paths, sidewalks, traffic- signals, and pedestrian signals
- Implement technology replacement to improve productivity, communication, transparency, and data-storage and retrieval
- Convert certain public safety positions from sworn to non-sworn
- Implement the next phase of workforce total compensation planning, whereby we will evaluate- business effectiveness and plan for workforce succession

Revenue Assumptions

- 2026 revenue projections expect a modest increase of 1.7 percent for sales and use tax revenues in line with economic forecasts. The post-pandemic rebound has faded, inflation persists, and national policy changes add unpredictability along with slowing consumer spending. 2027-2030 sales and use tax is expected to match the inflation rate of 3.5 percent, creating financial challenges as the city continues to manage rising costs for services, considers new services, and maintains existing infrastructure.
- A large portion of the city's revenues are subject to TABOR revenue limitations. In the past, the General Fund has contributed the full TABOR Fund transfer, in effect subsidizing funds like the Economic Development Fund and, Capital Improvement Fund when their revenues exceed the TABOR limit. In 2024, these funds began paying their fair share of the TABOR Fund transfer. This consistent practice will be used in perpetuity as voters approved ballot measure 2A in 2024, allowing the City of Lakewood to retain all revenue over the TABOR limit in the TABOR Fund.
- Lakewood's historic mill levy rate is 4.711, though the City temporarily reduced the rate to 4.280 in 2024 and 4.496 in 2025 to provide short-term relief from rising post-pandemic housing costs. The 2026 Proposed Budget assumes a return to the historical mill levy of 4.711. Property tax revenues are forecasted using historical valuation trends, Jefferson County assessment data, and the city's mill levy. Higher interest rates in 2025 are expected to cause a slight market adjustment, softening home prices with average valuations projected to increase by 2.5 percent in 2026. For 2027 through 2030, property tax revenues are forecasted to grow at an average rate of 7.8% bi-annually, based on historical data and current economic trends.
- Within the Special Revenue Funds, a variety of sources contribute to fund revenues, including from hotel accommodation taxes, lottery proceeds, and grants. It's important to note that grant revenues can vary significantly from year to year, introducing an element of unpredictability that is accounted for in our strategic plan. On the other hand, other special revenues tend to align with overall inflation trends and demonstrate gradual growth.
- City Council approved substantial rate increases starting in 2026 for the Sewer and Stormwater Enterprise Funds after several years of negligible increases at or below CPI. The Enterprise Funds for 2027 through 2030 reflect modest increases in revenue based on anticipated rate increases more in line with construction priced indexes instead of consumer pricing index (CPI).
- Internal service revenues are projected to be relatively flat, as employee and employer insurance rates for self insured health insurance will remain the same through March 2027. While plan administration and claims are expected to rise in 2026, increases from 2025 can be covered by fund balance. After 2027, employer paid rates for health insurance premiums will fall more in line with national average increases with a slight escalator to account for the rate hold in 2026.
- 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 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. With higher than expected fund balances and several favorable investment changes yielding fixed 4 percent returns, investment income will continue to outpace prior years. This growth slows by 2030 as interest rates fall and large capital projects deplete large fund balances in the Capital Improvement Fund and General Fund.

Expenditure Assumptions

- The City's primary increase in expenditures is in the cost of personnel salaries and benefits. A 3.5% salary increase has been projected for 2026 with a 3.0 percent increase projected 2027 through 2030.
- In 2026, employer and employee health insurance premium rates will remain flat through March 2027 as a cost-savings measure. While plan administration and claims in the Medical and Dental Self-Insurance Fund are expected to rise, these increases will be absorbed using available fund balance. Beginning in 2027, employer-paid health insurance premiums are projected to resume growth in line with national averages (6.75 percent), with a slight escalator to account for the 2026 rate freeze. These assumptions are critical to ensuring that the city can continue to provide competitive benefits to its employees while managing the financial impact of increasing healthcare costs on the overall budget.
- A \$3.0 million operating budget is assumed for the Navigation Center and budgeted in General Fund operations under the Housing and Thriving Communities division of Sustainability and Community Development Department.
- Over the next five years, significant investments in the city's facility infrastructure are planned due to aging buildings and years of deferred maintenance. The 2023 facilities condition study highlighted a critical need for short-term repairs and enhancements to address safety, performance, accessibility, and adaptive retrofits.
- Special Revenue Funds, Capital Projects Funds, Enterprise Funds, and Internal Service Funds are evaluated and new projects are approved as prioritized by the goals and needs of the city. Each individual fund is analyzed and evaluated to maintain the required fund balance into the future.
- The 2026 Budget reduced or eliminated several planned transfers from the General Fund to various funds as a primary mechanism to balance the budget in 2026 and 2027. Key reductions in 2026 include eliminating the \$2.0M recurring transfer to the Capital Improvement Fund entirely and conducting a one year pause of the \$1.5M to the Equipment Replacement Fund. 2026 budgeted transfers included \$500k to the Grants Fund supporting program grant matches, \$1.1M transfer to the Heritage, Culture, and Arts Fund to promote and sustain cultural and artistic activities within the city, and lastly \$8.7M will be transferred to the TABOR Fund to comply with the voter's desires on how best to ensuring fiscal responsibility and adherence to statutory obligations regarding TABOR. General Fund to Equipment Replacement Fund transfers will continue in years 2027 to 2030, but will be based on known and approved technology enhancement projects.
- 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 8 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

	General Fund			
	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
Property Tax	\$ 13,682,458	\$ 14,961,420	\$ 15,338,342	\$ 16,273,636
General Sales & Use Tax	89,698,137	90,682,941	91,826,249	93,468,452
Other Sales & Use Tax	14,155,784	14,756,918	14,220,166	14,493,816
Other Taxes & Charges	7,219,750	6,865,526	6,798,419	6,964,790
Licenses & Permits	3,989,839	4,873,201	4,273,891	5,154,590
Intergovernmental Revenue	5,878,600	6,659,013	6,826,310	6,801,148
Charges for Services	13,463,662	14,166,173	15,260,520	15,543,042
Fines & Forfeits	619,253	668,655	725,640	745,614
Investment Income	7,547,518	6,600,913	6,685,391	6,351,122
All Other Revenues	548,997	535,325	908,900	863,348
Total REVENUES	156,803,998	160,770,085	162,863,828	166,659,558
EXPENDITURES				
Personnel Services	98,204,773	107,465,386	114,044,070	117,877,280
Services & Supplies	31,074,478	31,888,441	38,375,630	42,563,196
Capital Outlay	305,863	644,818	10,976,139	1,765,139
Debt Service	719,598	852,662	456,630	456,630
Total EXPENDITURES	130,304,712	140,851,307	163,852,469	162,662,245
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	-	1,203,731
Operating Transfers Out	(20,849,746)	(28,093,850)	(31,582,727)	(10,000,000)
Total OTHER FINANCING SOURCES (USES)	(20,849,746)	(28,093,850)	(31,582,727)	(8,796,269)
Excess (Deficiency) of Financial Sources over Financial Uses	5,649,540	(8,175,072)	(32,571,368)	(4,798,956)
FUND BALANCES, BEGINNING OF YEAR	76,689,286	82,338,826	74,163,753	41,592,385
FUND BALANCES, END OF YEAR	\$ 82,338,826	\$ 74,163,753	\$ 41,592,385	\$ 36,793,429

General Fund (continued)

	General Fund			
	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
Property Tax	\$ 16,287,808	\$ 17,555,584	\$ 17,593,648	\$ 18,949,582
General Sales & Use Tax	96,229,365	99,606,330	103,474,463	106,864,343
Other Sales & Use Tax	15,656,318	15,148,546	15,709,078	16,137,973
Other Taxes & Charges	7,260,910	7,452,545	7,649,262	7,851,616
Licenses & Permits	5,217,582	5,281,498	5,346,550	5,412,671
Intergovernmental Revenue	7,015,494	7,244,263	7,468,771	7,607,948
Charges for Services	16,127,871	16,758,177	17,274,185	17,804,659
Fines & Forfeits	779,980	816,015	853,559	892,246
Investment Income	6,287,611	6,350,487	6,413,992	6,478,132
All Other Revenues	871,007	873,870	873,870	873,870
Total REVENUES	171,733,946	177,087,315	182,657,378	188,873,040
EXPENDITURES				
Personnel Services	122,715,451	126,764,764	132,181,980	137,022,512
Services & Supplies	44,236,096	44,130,946	42,997,046	37,974,834
Capital Outlay	506,847	506,847	206,847	206,847
Debt Service	181,630	181,630	181,630	181,630
Total EXPENDITURES	167,640,024	171,584,187	175,567,503	175,385,823
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,203,731	1,203,731	1,203,731	1,203,731
Operating Transfers Out	(11,250,000)	(10,500,000)	(10,500,000)	(10,500,000)
Total OTHER FINANCING SOURCES (USES)	(10,046,269)	(9,296,269)	(9,296,269)	(9,296,269)
Excess (Deficiency) of Financial Sources over Financial Uses	(5,952,347)	(3,793,141)	(2,206,394)	4,190,948
FUND BALANCES, BEGINNING OF YEAR	36,793,429	30,841,082	27,047,941	24,841,547
FUND BALANCES, END OF YEAR	\$ 30,841,082	\$ 27,047,941	\$ 24,841,547	\$ 29,032,495

Special Revenue Funds

	Special Revenue Funds			
	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
Other Taxes & Charges	\$ 2,501,000	\$ 3,140,213	\$ 1,418,579	\$ 1,436,317
Intergovernmental Revenue	21,373,896	26,351,059	60,403,893	37,488,839
Charges for Services	1,819,451	2,104,701	2,149,412	2,378,715
Investment Income	1,021,767	1,408,739	1,183,403	1,081,865
All Other Revenues	33,513	26,992	22,980	24,180
Total REVENUES	26,749,627	33,031,705	65,178,268	42,409,916
EXPENDITURES				
Personnel Services	10,599,076	12,455,468	15,235,225	13,949,975
Services & Supplies	9,175,201	9,798,140	24,304,349	17,860,939
Capital Outlay	11,648,981	19,251,059	55,532,970	30,521,992
Debt Service	131,335	-	-	-
Total EXPENDITURES	31,554,593	41,504,667	95,072,543	62,332,906
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	15,449,746	17,995,208	11,600,000	11,600,000
Operating Transfers Out	-	(2,231,498)	(200,000)	(200,000)
Total OTHER FINANCING SOURCES (USES)	15,449,746	15,763,710	11,400,000	11,400,000
Excess (Deficiency) of Financial Sources over Financial Uses	10,644,780	7,290,748	(18,494,275)	(8,522,990)
FUND BALANCES, BEGINNING OF YEAR	56,723,874	67,368,654	74,659,404	56,165,129
FUND BALANCES, END OF YEAR	\$ 67,368,654	\$ 74,659,404	\$ 56,165,129	\$ 47,642,139

Special Revenue Funds (continued)

	Special Revenue Funds			
	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
Other Taxes & Charges	\$ 1,476,816	\$ 1,518,530	\$ 1,561,496	\$ 1,605,751
Intergovernmental Revenue	19,870,107	18,466,537	18,276,499	18,467,411
Charges for Services	2,529,812	2,692,914	2,862,277	3,008,923
Investment Income	1,006,466	938,374	876,863	821,282
All Other Revenues	24,480	24,730	24,980	24,980
Total REVENUES	24,907,681	23,641,085	23,602,115	23,928,347
EXPENDITURES				
Personnel Services	14,187,592	14,706,502	15,133,799	15,653,741
Services & Supplies	20,829,124	20,824,860	20,728,099	20,745,546
Capital Outlay	6,252,500	3,756,500	3,656,500	3,656,500
Total EXPENDITURES	41,269,216	39,287,862	39,518,398	40,055,787
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	11,600,000	11,600,000	11,600,000	11,600,000
Operating Transfers Out	(200,000)	(200,000)	(200,000)	(200,000)
Total OTHER FINANCING SOURCES (USES)	11,400,000	11,400,000	11,400,000	11,400,000
Excess (Deficiency) of Financial Sources over Financial Uses	(4,761,535)	(4,046,777)	(4,316,283)	(4,527,440)
FUND BALANCES, BEGINNING OF YEAR	47,642,139	42,880,604	38,833,827	34,517,544
FUND BALANCES, END OF YEAR	\$ 42,880,604	\$ 38,833,827	\$ 34,517,544	\$ 29,990,104

Capital Projects Funds

	Capital Projects Funds			
	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
General Sales & Use Tax	\$ 17,189,154	\$ 17,368,960	\$ 17,544,039	\$ 17,722,514
Other Sales & Use Tax	2,165,458	2,253,996	2,276,716	2,299,877
Intergovernmental Revenue	1,858,322	2,344,947	2,368,583	2,392,679
Charges for Services	2,094,587	2,353,349	3,080,828	2,078,403
Investment Income	641,817	570,352	564,084	558,054
All Other Revenues	24,413	-	-	-
Total REVENUES	23,973,751	24,891,604	25,834,250	25,051,527
EXPENDITURES				
Personnel Services	1,974,206	1,758,946	1,981,989	2,035,562
Services & Supplies	15,034,953	6,200,866	9,470,824	10,526,465
Capital Outlay	10,766,377	41,753,936	24,644,451	16,962,609
Debt Service	104,000	509,000	-	-
Total EXPENDITURES	27,879,536	50,222,748	36,097,264	29,524,636
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	194,968	368,613	-	-
Operating Transfers In	5,400,000	13,889,300	2,000,000	100,000
Operating Transfers Out	(108,214)	(1,559,160)	(1,500,000)	(1,500,000)
Total OTHER FINANCING SOURCES (USES)	5,486,754	12,698,753	500,000	(1,400,000)
Excess (Deficiency) of Financial Sources over Financial Uses	1,580,969	(12,632,391)	(9,763,014)	(5,873,109)
FUND BALANCES, BEGINNING OF YEAR	37,769,843	39,350,813	26,718,420	16,955,406
FUND BALANCES, END OF YEAR	\$ 39,350,813	\$ 26,718,420	\$ 16,955,406	\$ 11,082,297

Capital Projects Funds (continued)

	Capital Projects Funds			
	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
General Sales & Use Tax	\$ 18,254,189	\$ 18,801,815	\$ 19,365,870	\$ 19,946,845
Other Sales & Use Tax	2,368,873	2,439,939	2,513,138	2,588,531
Intergovernmental Revenue	2,464,459	2,538,393	2,614,545	2,692,982
Charges for Services	2,676,051	2,673,770	2,671,557	2,669,410
Investment Income	574,795	592,039	609,800	628,094
All Other Revenues	-	-	-	-
Total REVENUES	26,338,367	27,045,956	27,774,910	28,525,862
EXPENDITURES				
Personnel Services	2,107,025	2,172,602	2,240,107	2,324,015
Services & Supplies	3,626,465	5,876,465	2,876,465	6,361,465
Capital Outlay	22,799,384	20,114,994	22,729,994	22,454,994
Debt Service	-	-	-	-
Total EXPENDITURES	28,532,874	28,164,061	27,846,566	31,140,474
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	1,350,000	600,000	600,000	600,000
Operating Transfers Out	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Total OTHER FINANCING SOURCES (USES)	(150,000)	(900,000)	(900,000)	(900,000)
Excess (Deficiency) of Financial Sources over Financial Uses	(2,344,507)	(2,018,105)	(971,656)	(3,514,612)
FUND BALANCES, BEGINNING OF YEAR	11,082,297	8,737,790	6,719,685	5,748,029
FUND BALANCES, END OF YEAR	\$ 8,737,790	\$ 6,719,685	\$ 5,748,029	\$ 2,233,417

Enterprise Funds

	Enterprise Funds			
	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
Licenses & Permits	\$ 177,260	\$ 242,960	\$ 193,455	\$ 196,824
Intergovernmental Revenue	-	27,000	-	-
Charges for Services	19,569,373	21,823,971	22,726,981	26,495,179
Investment Income	610,154	615,085	557,137	511,039
All Other Revenues	213	6,377	-	-
Total REVENUES	20,357,000	22,715,393	23,477,573	27,203,042
EXPENDITURES				
Personnel Services	6,026,800	6,625,451	6,605,371	6,675,223
Services & Supplies	7,694,097	9,096,590	9,536,332	10,519,257
Capital Outlay	2,064,329	25,413,242	11,205,312	18,218,443
Debt Service	301,399	308,932	438,750	641,546
Total EXPENDITURES	16,086,625	41,444,215	27,785,765	36,054,469
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	-	-	19,682,727	-
Operating Transfers Out	-	-	-	(1,203,731)
Total OTHER FINANCING SOURCES (USES)	-	-	19,682,727	(1,203,731)
Excess (Deficiency) of Financial Sources over Financial Uses	4,270,375	(18,728,822)	15,374,535	(10,055,158)
Adjustments		24,042,835		
FUND BALANCES, BEGINNING OF YEAR	60,526,179	65,077,917	70,391,930	85,766,465
FUND BALANCES, END OF YEAR	\$ 64,796,554	\$ 70,391,930	\$ 85,766,465	\$ 75,711,307

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*The 2024 starting fund balance was restated in the latest annual financial report.

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Enterprise Funds (continued)

	Enterprise Funds			
	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
Licenses & Permits	\$ 200,261	\$ 203,766	\$ 207,341	\$ 210,988
Charges for Services	27,416,170	28,373,443	29,368,566	30,403,167
Investment Income	485,759	462,371	440,718	420,659
Total REVENUES	28,102,190	29,039,580	30,016,625	31,034,814
EXPENDITURES				
Personnel Services	6,880,342	7,061,571	7,241,621	7,461,562
Services & Supplies	9,819,311	10,294,361	10,694,361	10,694,361
Capital Outlay	11,833,443	7,573,443	7,573,443	7,573,443
Debt Service	721,225	724,936	728,540	726,983
Total EXPENDITURES	29,254,321	25,654,311	26,237,965	26,456,349
OTHER FINANCING SOURCES (USES)				
Operating Transfers Out	(1,203,731)	(1,203,731)	(1,203,731)	(1,203,731)
Total OTHER FINANCING SOURCES (USES)	(1,203,731)	(1,203,731)	(1,203,731)	(1,203,731)
Excess (Deficiency) of Financial Sources over Financial Uses	(2,355,862)	2,181,538	2,574,929	3,374,734
FUND BALANCES, BEGINNING OF YEAR	75,711,307	73,355,445	75,536,983	78,111,912
FUND BALANCES, END OF YEAR	\$ 73,355,445	\$ 75,536,983	\$ 78,111,912	\$ 81,486,646

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

Internal Service Funds

	Internal Service Funds			
	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
Charges for Services	\$ 15,638,588	\$ 17,241,544	\$ 18,184,929	\$ 18,536,460
Investment Income	539,250	643,580	630,708	567,638
All Other Revenues	676,692	610,162	48,872	53,759
Total REVENUES	16,854,530	18,495,286	18,864,509	19,157,857
EXPENDITURES				
Personnel Services	563,539	537,661	710,589	734,278
Services & Supplies	16,758,396	16,872,016	21,775,404	22,073,904
Capital Outlay	-	231	-	-
Total EXPENDITURES	17,321,935	17,409,908	22,485,993	22,808,182
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	3,200,000	2,200,000	2,200,000	2,600,000
Operating Transfers Out	(3,200,000)	(2,200,000)	(2,200,000)	(2,600,000)
Total OTHER FINANCING SOURCES (USES)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(467,405)	1,085,378	(3,621,484)	(3,650,325)
FUND BALANCES, BEGINNING OF YEAR	25,836,901	25,369,497	26,454,874	22,833,390
FUND BALANCES, END OF YEAR	\$ 25,369,497	\$ 26,454,874	\$ 22,833,390	\$ 19,183,065

Internal Service Funds (continued)

	Internal Service Funds			
	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
Charges for Services	\$ 20,366,017	\$ 21,511,993	\$ 23,768,650	\$ 24,563,138
Investment Income	510,874	459,786	413,808	372,427
All Other Revenues	59,135	65,048	65,048	65,048
Total REVENUES	20,936,026	22,036,827	24,247,506	25,000,613
EXPENDITURES				
Personnel Services	762,396	787,831	811,168	840,049
Services & Supplies	22,885,058	23,005,431	23,409,135	23,824,950
Total EXPENDITURES	23,647,454	23,793,262	24,220,303	24,664,999
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	3,200,000	3,400,000	4,000,000	4,000,000
Operating Transfers Out	(3,200,000)	(3,400,000)	(4,000,000)	(4,000,000)
Total OTHER FINANCING SOURCES (USES)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(2,711,428)	(1,756,435)	27,203	335,614
FUND BALANCES, BEGINNING OF YEAR	19,183,065	16,471,637	14,715,202	14,742,405
FUND BALANCES, END OF YEAR	\$ 16,471,637	\$ 14,715,202	\$ 14,742,405	\$ 15,078,019

All Funds Summary

	2023 Actual	2024 Actual	2025 Revised	2026 Budget
REVENUES				
Property Tax	\$ 13,682,458	\$ 14,961,420	\$ 15,338,342	\$ 16,273,636
General Sales & Use Tax	106,887,291	108,051,900	109,370,288	111,190,966
Other Sales & Use Tax	16,321,242	17,010,914	16,496,882	16,793,693
Other Taxes & Charges	9,720,750	10,005,739	8,216,998	8,401,107
Licenses & Permits	4,167,099	5,116,161	4,467,346	5,351,414
Intergovernmental Revenue	29,110,819	35,382,019	69,598,786	46,682,666
Charges for Services	52,585,660	57,689,738	61,402,670	65,031,799
Fines & Forfeits	619,253	668,655	725,640	745,614
Investment Income	10,360,508	9,838,670	9,620,724	9,069,718
All Other Revenues	1,283,829	1,178,856	980,752	941,287
Total REVENUES	244,738,907	259,904,072	296,218,428	280,481,900
EXPENDITURES				
Personnel Services	117,368,394	128,842,912	138,577,243	141,272,318
Services & Supplies	79,737,125	73,856,053	103,462,539	103,543,761
Capital Outlay	26,301,550	87,063,286	102,358,872	67,468,183
Debt Service	1,256,332	1,670,595	895,380	1,098,176
Total EXPENDITURES	224,663,398	291,432,846	345,294,034	313,382,438
OTHER FINANCING SOURCES (USES)				
Sale of City Assets	195,855	368,613	-	-
Operating Transfers In	24,049,746	34,084,508	35,482,727	15,503,731
Operating Transfers Out	(24,157,960)	(34,084,508)	(35,482,727)	(15,503,731)
Total OTHER FINANCING SOURCES (USES)	87,641	368,613	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	20,163,150	(31,160,161)	(49,075,606)	(32,900,538)
Adjustments	2,004,870	24,042,835		
FUND BALANCES, BEGINNING OF YEAR	257,753,105	279,505,707	272,388,381	223,312,775
FUND BALANCES, END OF YEAR	\$ 279,921,121	\$ 272,388,381	\$ 223,312,775	\$ 190,412,237

*The adjustments line reconciles timing, classification, and accounting presentation differences between the budget book and the ACFR fund balance.

*The 2024 starting fund balance has been restated in the latest ACFR

*For proprietary funds, the fund balance is presented as net position, which differs from governmental fund balance reporting. Net position reflects not only liquid resources like cash but also noncurrent assets such as capital assets, net of related liabilities.

All Funds Summary (continued)

	2027 Forecast	2028 Forecast	2029 Forecast	2030 Forecast
REVENUES				
Property Tax	\$ 16,287,808	\$ 17,555,584	\$ 17,593,648	\$ 18,949,582
General Sales & Use Tax	114,483,554	118,408,145	122,840,333	126,811,188
Other Sales & Use Tax	18,025,191	17,588,485	18,222,216	18,726,504
Other Taxes & Charges	8,737,726	8,971,075	9,210,758	9,457,367
Licenses & Permits	5,417,843	5,485,264	5,553,891	5,623,659
Intergovernmental Revenue	29,350,059	28,249,193	28,359,815	28,768,341
Charges for Services	69,115,921	72,010,297	75,945,235	78,449,297
Fines & Forfeits	779,980	816,015	853,559	892,246
Investment Income	8,865,505	8,803,058	8,755,181	8,720,594
All Other Revenues	954,621	963,648	963,898	963,898
Total REVENUES	272,018,208	278,850,764	288,298,534	297,362,676
EXPENDITURES				
Personnel Services	146,652,806	151,493,271	157,608,675	163,301,878
Services & Supplies	101,396,055	104,132,064	100,705,107	99,601,157
Capital Outlay	41,392,174	31,951,784	34,166,784	33,891,784
Debt Service	902,855	906,566	910,170	908,612
Total EXPENDITURES	290,343,890	288,483,685	293,390,736	297,703,431
OTHER FINANCING SOURCES (USES)				
Operating Transfers In	17,353,731	16,803,731	17,403,731	17,403,731
Operating Transfers Out	(17,353,731)	(16,803,731)	(17,403,731)	(17,403,731)
Total OTHER FINANCING SOURCES (USES)	-	-	-	-
Excess (Deficiency) of Financial Sources over Financial Uses	(18,325,682)	(9,632,921)	(5,092,202)	(340,755)
FUND BALANCES, BEGINNING OF YEAR	190,412,237	172,086,555	162,453,634	157,361,432
FUND BALANCES, END OF YEAR	\$ 172,086,555	\$ 162,453,634	\$ 157,361,432	\$ 157,020,677



FISCAL YEAR 2026

Operating Summaries



Lakewood
Colorado



Mayor and City Council

DEPARTMENT: Mayor and City Council

Mission Statement: Quality lifestyle fostered by a transparent government.

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

City Council Commitment to Citizens & Core Community Values

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.
- Focus on quality results by investing in the appropriate level of programs.

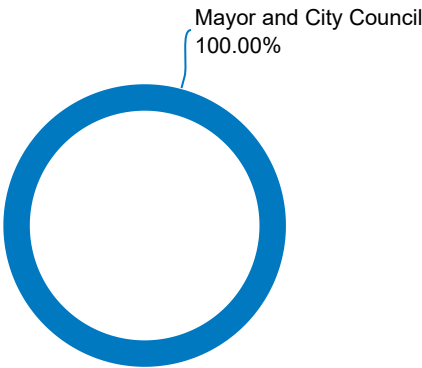
2025 Variance Notes

The 2025 Revised Budget is relatively flat to the 2025 Original Budget.

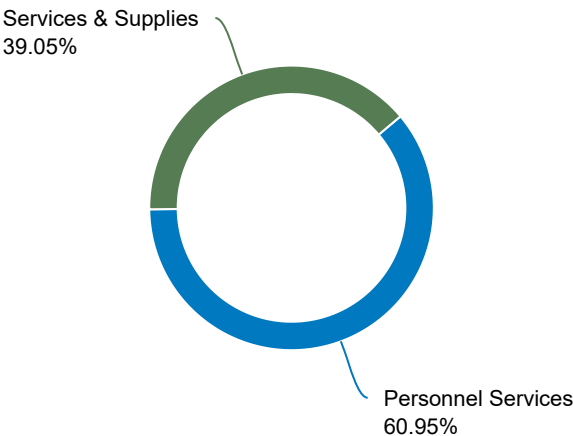
2026 Variance Notes

The 2026 Original Budget is relatively flat to the 2025 Revised Budget.

2026 Department Overview by Program



2026 Department Overview by Expense

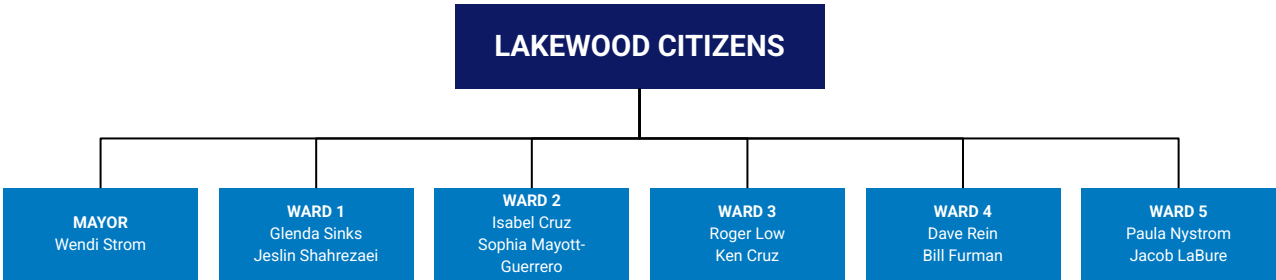


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
All Funds				
Mayor and City Council	555,209	707,708	742,629	745,452
Total	555,209	707,708	742,629	745,452
By Category				
Personnel Services	311,402	416,625	451,546	454,369
Services & Supplies	243,807	291,083	291,083	291,083
Total	555,209	707,708	742,629	745,452
By Fund				
General Fund	555,209	707,708	742,629	745,452
Total	555,209	707,708	742,629	745,452

DEPARTMENT: Mayor and City Council

(303) 987-7040

www.lakewood.org/Government/City-Council-Landing/City-Council-Members





City Manager's Office

DEPARTMENT: City Manager's Office

Mission Statement: The City Manager's Office sets the standards for the City organization to provide quality services to the public ensuring that the Core Community Values established by the City Council are met.

Purpose: 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 the City Council. It is the ultimate responsibility of the City Manager to ensure compliance with any legal and/or legislative directives.

City Council Goal	Department Goals
Trust & Accountability In Government	Ensure the safety and security of Lakewood residents by providing diligent oversight of public safety services.
Trust & Accountability In Government	Enhance public communication by offering direct communication resources for the public.
Trust & Accountability In Government	Deliver prompt and accountable service to address resident concerns and inquiries.
Trust & Accountability In Government	Implement and sustain a cohesive citywide strategy to secure grants, corporate contributions, and sponsorships.
Trust & Accountability In Government	Maintain a records management program for the City of Lakewood.
Trust & Accountability In Government	Ensure the delivery of high-quality information and services to the public.
Public Safety, Transportation & Infrastructure	Maintain an unwavering commitment to providing the highest quality transportation options and traffic management, optimizing existing resources.
Trust & Accountability In Government	Ensure appropriate staffing and technology levels to provide cost-effective services to residents.
Trust & Accountability In Government	Oversee and direct the operations of the City organization.
Trust & Accountability In Government	Implement policies adopted by the City Council that are all encompassing and each one contributing to the overall quality of living in Lakewood.
Trust & Accountability In Government	Work to establish Lakewood as a leader in regional planning.

2025 Variance Notes

The 2025 Revised Budget is relatively flat to the 2025 Original Budget.

2026 Variance Notes

The 2026 Original Budget is relatively flat to the 2025 Revised Budget.

2025 Accomplishments

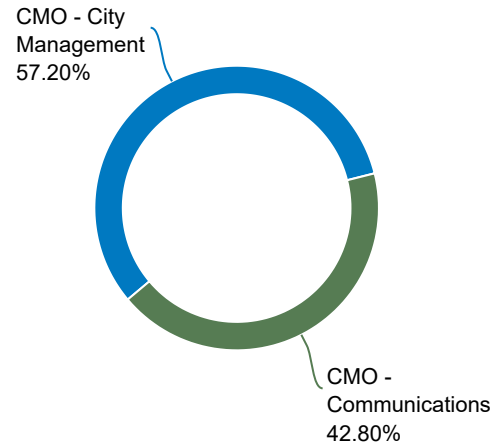
- Request Lakewood is on course to receive over 14,900 resident requests, an 18% increase on 2024's record total. The most popular topics included reporting homeless camps, code enforcement concerns, street maintenance issues, and graffiti reporting. 93% of requests were closed within the expected timeframe.
- Citywide social media posts have exceeded 100/month each month in 2025, registering a total 1.8 million impressions, over 94,000 engagements, and nearly 12,000 link clicks across platforms as of August 19.
- As of August 19, Lakewood Together, the city's resident engagement hub, received more than 37,000 visits, nearly 2,000 contributions (posts, comments, reactions), and nearly 200 new registrations in 2025.
- Provided support to the Mayor and City Council as they continued the enactment of an ambitious agenda.

2026 Work Plan

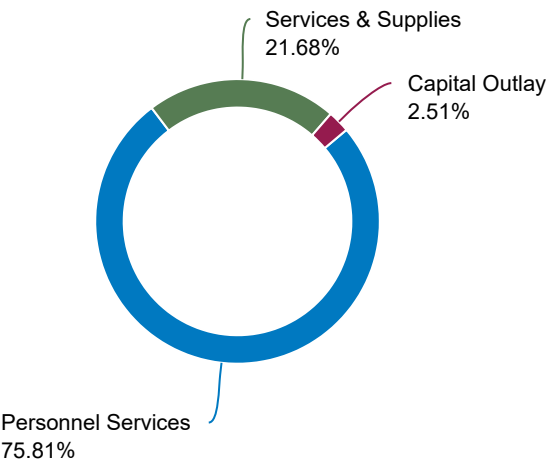
- Continue to work with staff and vendors to refine processes for homeless camp reporting and response to better explain legal restraints in place, and the complex nature of the problem.
- Grow audience on new and alternative platforms, including Instagram and Bluesky.
- Redesign the city website and transition from Lakewood.org to LakewoodCo.gov, for improved functionality and security.
- Continue to provide high-quality customer service to the community via the Request Lakewood platform.

DEPARTMENT: City Manager's Office

2026 Department Overview by Program



2026 Department Overview by Expense



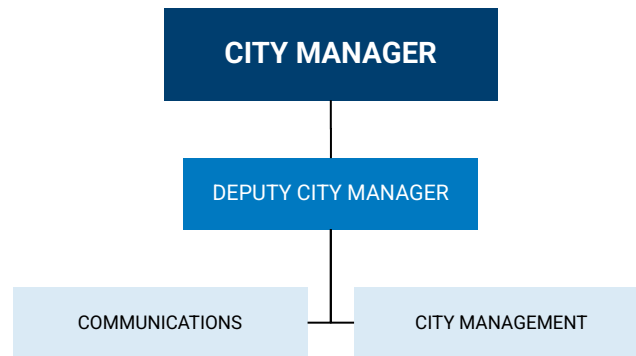
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
CMO - City Management	1,295,242	1,448,294	1,707,337	1,706,553
CMO - Communications	1,165,843	1,406,142	1,224,073	1,276,895
Total	2,461,085	2,854,436	2,931,410	2,983,448
By Expense				
Personnel Services	1,916,080	2,102,759	2,205,633	2,261,771
Services & Supplies	515,745	676,677	650,777	646,677
Capital Outlay	29,260	75,000	75,000	75,000
Total	2,461,085	2,854,436	2,931,410	2,983,448
By Fund				
General Fund	2,408,926	2,754,436	2,831,410	2,883,448
Equipment Replacement Fund	52,159	100,000	100,000	100,000
Total	2,461,085	2,854,436	2,931,410	2,983,448

Operating Summaries

DEPARTMENT: City Manager's Office

(303) 987-7050

www.lakewood.org/Government/Departments/City-Managers-Office



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Business Specialist III	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00
Communications & PI Supervisor	1.00	1.00	1.00	1.00
Communications Supervisor	1.00	1.00	1.00	1.00
Deputy City Manager	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
Media Services Manager	1.00	1.00	1.00	1.00
Print Shop Operator	1.00	1.00	1.00	1.00
Public Information Officer I	2.00	2.00	2.00	2.00
Total	11.00	11.00	11.00	11.00

DEPARTMENT: City Manager's Office

Program: City Management

Function(s): City Management

Purpose: The City Manager's Office provides 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 City 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

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,163,283	1,217,450	1,537,393	1,575,709
Services & Supplies	131,959	230,844	169,944	130,844
Total	1,295,242	1,448,294	1,707,337	1,706,553

Program: Communications

Function(s): Communications

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

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	752,797	885,309	668,240	686,062
Services & Supplies	383,786	445,833	480,833	515,833
Capital Outlay	29,260	75,000	75,000	75,000
Total	1,165,843	1,406,142	1,224,073	1,276,895



City Attorney's Office

DEPARTMENT: City Attorney's Office

Mission Statement: To serve as legal advisor to the City Council, to provide proactive legal advice to the City Manager, City Departments and all Boards and Commissions, to generate all legal documents of the city, to represent the city in litigations in which the city has an interest, and to prosecute all cases docketed into the city's municipal court.

Purpose: The City Attorney's Office (CAO) provides legal support to the City Council, the City Manager, City Departments and all Boards and Commissions. Legal support includes providing proactive legal advice and support associated with carrying out the business of municipal government, creating, negotiating and reviewing all legal documents such as ordinances, resolutions, contracts, letters and policies, and being present at all City Council meetings and many of the meetings of boards and commissions. The City Attorney's Office also represents the city in all civil litigation in which the city has an interest, and manages any outside counsel retained to represent the city's interests.

Additionally, the City Attorney's Office includes the prosecutorial team. The prosecutors are one third of the city's criminal justice process. After the police department issues citations, the prosecutors review the citations to determine if there is sufficient evidence to prove a case at trial. For every case determined to be supported by adequate evidence a prosecutor is assigned to represent the city's interest in achieving an outcome as determined within the city's municipal code. The prosecution team is also a critical component of the city's community outreach court as a prosecutor is required to resolve cases docketed in that forum that arise or are pending due to issues inherent to being unhoused. The prosecutor's team is also responsible for representing the city's interest in all cases that are appealed by the defendant to the district court.

City Council Goal	Department Goals
Public Safety, Transportation & Infrastructure	Function as one third of the criminal justice process by reviewing all citations for legal sufficiency and representing the City's interests in seeking resolution of all misdemeanor municipal cases in a manner that ensures the rights of victims and defendants.
Trust & Accountability In Government	Develop all legal documents, including codes, ordinances, resolutions, contracts, needed by the City Council, City Manager, City Staff and City Boards & Commissions to carry out the business of the City.
Trust & Accountability In Government	Respond to all threatened and filed litigation in a manner that best meets the needs of the Lakewood Community by ensuring both high quality legal representation and fiscal responsibility.
Thriving Economy	Advise the City Council and the City Manager of the implications associated with filing litigation against other entities and file such litigation at their request.
Trust & Accountability In Government	Advise the City Council, the City Manager, City staff and members of boards and commissions of those laws, and updates to laws, that will allow them to make informed decisions regarding legislation, projects and goals and otherwise meet the needs and aspirations of the Lakewood Community.

2025 Variance Notes

2025 Revised Budget is relatively flat to the 2025 Original Budget.

2026 Variance Notes

The \$276k reduction from the 2026 Proposed Budget from the 2025 Revised Budget is related to decreasing the budget for contract services for outside legal services that was a one time add in 2024 and carryforward into 2025. In 2026, that workload will be handled by in-house legal staff.

2025 Accomplishments

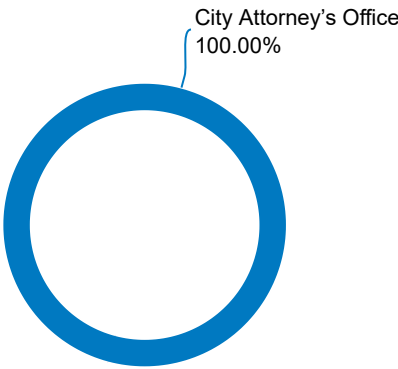
- Provided consistent legal advice to City Council, boards, and commissions to ensure compliance with federal, state, and local laws.
- Reviewed and approved contracts, ordinances, and resolutions to reduce legal risk.
- Supported the drafting and adoption of significant city ordinances and policy updates.

2026 Work Plan

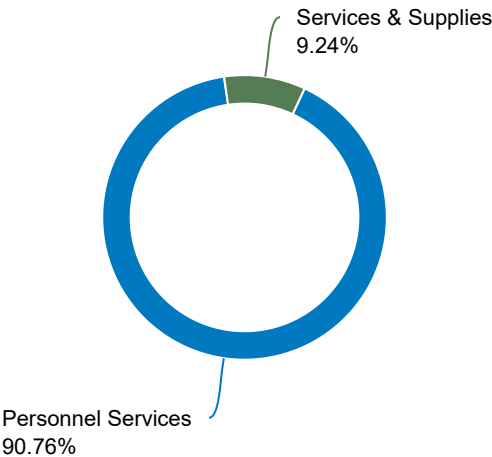
- Provide timely and consistent legal advice to City Council, boards, and commissions to ensure compliance with applicable laws.
- Support major city projects and initiatives by drafting, reviewing, and negotiating contracts, ordinances, and agreements.
- Improve efficiency by upgrading legal case management systems and streamlining internal workflows.
- Monitor and advise on changes in federal, state, and local law impacting City operations.

DEPARTMENT: City Attorney's Office

2026 Department Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
City Attorney's Office	2,483,978	3,192,344	3,279,540	3,004,009
Total	2,483,978	3,192,344	3,279,540	3,004,009
By Expense				
Personnel Services	2,277,527	2,912,812	2,665,502	2,726,351
Services & Supplies	203,764	279,532	614,038	277,658
Capital Outlay	2,687	-	-	-
Total	2,483,978	3,192,344	3,279,540	3,004,009
By Fund				
General Fund	2,483,978	3,192,344	3,279,540	3,004,009
Total	2,483,978	3,192,344	3,279,540	3,004,009

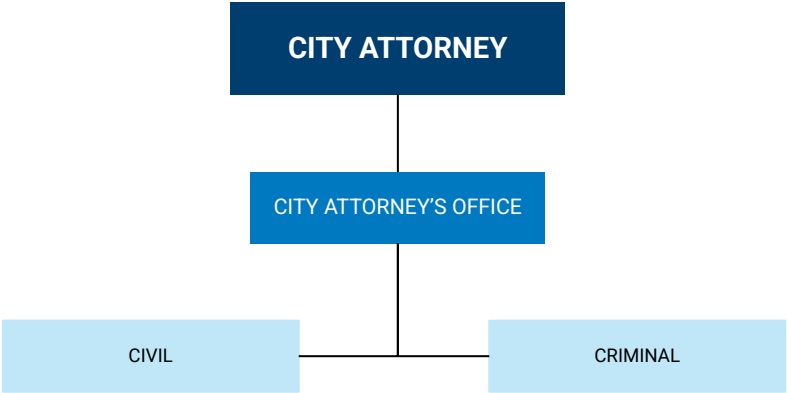


Operating Summaries

DEPARTMENT: City Attorney's Office

(303) 987-7450

www.lakewood.org/Government/Departments/City-Attorney



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Assistant City Attorney	2.00	2.00	2.00	2.00
Associate City Attorney	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00	-
Lead Municipal Prosecutor	1.00	1.00	1.00	1.00
Legal Office Support Administrator	1.00	1.00	1.00	1.00
Municipal Prosecutor I	2.00	2.00	2.00	3.00
Paralegal II	-	1.00	1.00	1.00
Sr. Assistant City Attorney	5.00	5.00	5.00	5.00
Total	14.00	15.00	15.00	15.00



City Clerk's Office

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, residents, and city departments.

Purpose: The City Clerk's Office serves as a general information center for the public. It 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, receiving public records requests, post public meeting notices, preparing legal notices for publication, updating the Lakewood Municipal Code, and serving as the records repository for city contracts and agreements. The Records Division coordinates the city's records management program, retains permanent records of the city, and preserves archival and historical documents. The City Clerk's Office also oversees a wide range of licenses, including: liquor, tobacco, marijuana, massage, short-term rentals, dog licenses, and several types of permits.

City Council Goal	Department Goals
Trust & Accountability in Government	Provide helpful and courteous customer service
Trust & Accountability in Government	Ensure the Lakewood Municipal Code is being adhered to by regulating, training, and inspecting certain businesses within the City
Trust & Accountability in Government	Efficiently administer City Council elections and voter registration
Trust & Accountability in Government	Maintain the records repository for the City of Lakewood and lead the secure shredding services for confidential records
Trust & Accountability in Government	Effectively manage board and commission applicants for the City Council Screening Committee
Trust & Accountability in Government	Ensure the Lakewood Municipal Code is updated and accurate

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Convert paper copies of city records to digital	Annual	85%	85%	95%	100%
Average completion time to process record requests (CORA) is to be less than 3 days	Annual	TBD	TBD	100%	100%
Complete all liquor / non-cigarette tobacco site inspections	Annual	100%	100%	100%	100%

DEPARTMENT: City Clerk's Office

2025 Variance Notes

The 2025 Revised Budget is \$145,000 higher than the 2025 Original Budget, primarily due to costs associated with a special election and increased personnel and benefit expenses.

2026 Variance Notes

The 2026 Original Budget is relatively flat to the 2025 Revised budget.

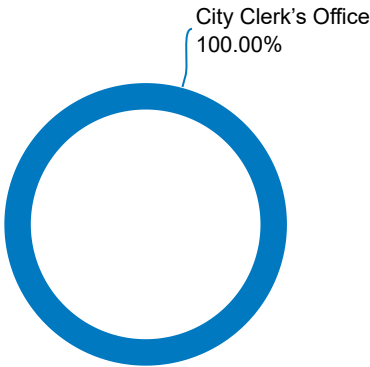
2025 Accomplishments

- CCO successfully implemented the two vacancy elections (Wards 3 and 4) in March, 2025.
- All licensed liquor and non-cigarette tobacco sites were inspected in 2025.
- All FT CCO staff took Denver Green Belt Training through the Peak Academy Program, which focuses on process improvement.
- Implemented the NextRequest System for public records requests to continue improving staff efficiency and the user experience for public records requests.
- Implemented the MapLight system for easier campaign finance reporting by candidates and improved transparency for the public.

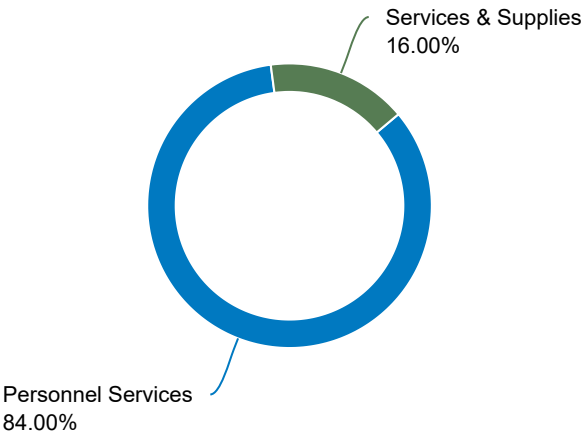
2026 Work Plan

- Fully implement Simplifile e-filing software for document filing with Jefferson County.
- Complete all liquor / non-cigarette tobacco site inspections.
- Complete digital conversion project for all historical city records.

2026 Department Overview by Program



2026 Department Overview by Expense

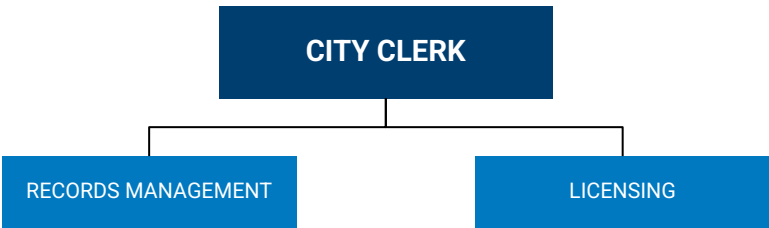


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
City Clerk's Office	1,288,505	1,482,041	1,626,964	1,601,852
Total	1,288,505	1,482,041	1,626,964	1,601,852
By Expense				
Personnel Services	1,161,617	1,270,769	1,310,692	1,345,580
Services & Supplies	126,888	211,272	316,272	256,272
Total	1,288,505	1,482,041	1,626,964	1,601,852
By Fund				
General Fund	1,288,505	1,482,041	1,626,964	1,601,852
Total	1,288,505	1,482,041	1,626,964	1,601,852

DEPARTMENT: City Clerk's Office

(303) 987-7080

www.lakewood.org/Government/Departments/City-Clerks-Office



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Assistant City Clerk	1.00	1.00	1.00	1.00
Business Specialist II	1.00	1.00	1.00	1.00
Business Specialist III	1.00	1.00	1.00	1.00
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk	1.00	1.00	1.00	1.00
Licensing Management Specialist	2.00	2.00	2.00	2.00
Licensing Mgmt Inspector	1.00	1.00	1.00	1.00
Records Analyst I	1.00	1.00	1.00	1.00
Records Manager	1.00	1.00	1.00	1.00
Total	10.00	10.00	10.00	10.00



Community Resources

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.

Purpose: The Community Resources Department is responsible for providing recreation and leisure activities to the Lakewood community. Our goal is to provide exceptional facilities and programs that make this city an outstanding place to live.

City Council Goal	Department Goals
Thriving Economy	Serve the diverse needs of the community by balancing unique arts, parks and recreation programming, services, and events with the demand for high quality core services. (Imagine Tomorrow! Goal 1)
Trust & Accountability in Government	Connect the community to arts, parks and recreation facilities, programs and services, and empower residents to make the most of the opportunities available to them. (Imagine Tomorrow! Goal 4)
Thriving Economy	Inspire enjoyment, creativity and wellness by offering a safe and rewarding experience in our parks, facilities and trails. (Imagine Tomorrow! Goal 3)
Public Safety, Transportation & Infrastructure	Enable physical, mental and social well-being by fostering a healthy community with equitable access to arts, parks, recreation and trails. (Imagine Tomorrow! Goal 6)
Sustainability	Respond to community needs and priorities by maximizing the efficiency of existing arts, parks and recreation facilities and resources through proactive asset maintenance and stewardship. (Imagine Tomorrow! Goal 2)
Sustainability	Responsibly conserve vibrant arts, parks and recreational resources through preservation, sustainable practices and environmental stewardship. (Imagine Tomorrow! Goal 5)

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Provide increased developed park access in parkland service area gaps	Annual	TBD	TBD	13.8 acres	7.7 acres
Maintain or exceed parkland dedication standard (5.5 acres of neighborhood and community parks per 1,000 people through park acquisition)	Annual	9.47	5.50	9.54	9.54
Increase access to arts, parks, and recreation programs/ events through 100% utilization of Lakewood Possibilities Funds	Annual	50,000	45,000	50,000	55,000
Utilize volunteers to support arts, parks, and recreation	Annual	18,681 Hours	18,000 Hours	18,700 Hours	18,800 Hours

2025 Variance Notes

The 2025 Revised budget is \$7.3M higher than the 2025 Original, primarily due to major park projects funded through the Open Space and TABOR funds starting in 2025. There are also unfinished park projects from 2024 that carried forward into 2025.

2026 Variance Notes

The 2026 Original Budget is \$832k less than the 2025 Revised budget, reflecting fewer large park projects planned for 2026.

2025 Accomplishments

- 2025 Colorado Lottery Starburst Award winners for the Bear Creek Trail project
- 2025 Colorado Lottery People's Choice Award winner for the Bear Creek Trail project
- Supported over 750 individuals by the Lakewood Possibilities Fund
- Acquired 12 acres of parkland to increase access to parks in Lakewood.
- Updated the Parkland Dedication Ordinance to raise the fee in lieu and improve the community feedback process.
- Completed 75% of the 2023 Imagine Tomorrow! goals and strategies set by the community.
- Completed the 18-month planning process for Bear Creek Lake Park Plan which was adopted by City Council, guiding the future of the park.
- The Living Landscapes award by Plant Select for waterwise landscape improvements along Colfax Ave.
- Completed the updated Public Art Plan which was adopted by City Council, guiding public art development in the future.
- Successfully transitioned the Head Start program to Jefferson County Head Start providing increased support for Lakewood Families.
- Lakewood was awarded Tree City USA for the 42 consecutive year
- Collaborated with Sustainability to install roof-top and parking-canopy solar panels on its Whitlock Recreation Center, which will offset 100 percent of its electricity use with solar power
- Installed interpretive signage and completed virtual tour at Heritage Lakewood Belmar Park to enhance the visitor experience
- Completed Carmody Recreation Center locker room renovation to provide more accessible facilities to center users
- Completed Parks small equipment electrification ahead of the summer season to meet Colorado's Regulation 29.
- Received a grant from Jefferson County Open Space to complete hard and soft surface trail improvements in Bear Creek Lake Park
- Celebrated the 25th anniversary of the Lakewood Cultural Center with a curated LCC Presents season and community celebrations

DEPARTMENT: Community Resources

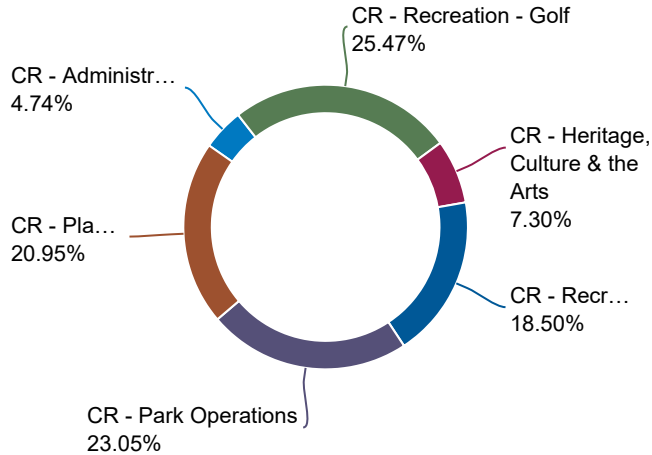
2026 Work Plan

- Collaborate with sustainability team to increase tree canopy in tree desert locations and through private tree plantings.
- Complete the William F. Hayden Plan to guide the future of the mountain working with the Lakewood Advisory Commission
- Complete Two Creeks and Wright Street Parks, increasing access to park amenities in north Lakewood.
- Renovate Fox Hollow Clubhouse expanding access to golf amenities and expanded food service.
- Begin construction at Porter Park, increasing access to parkland in an underserved area of Ward 1.
- Renovate the Carmody Pool and install new play safety surfacing at the universal playground in Carmody Park
- Collaborate with the sustainability team to increase resident access to composting facilities at recreation centers.
- Upgrade mechanical systems to reopen Whitlock Therapy Pool
- Celebrate the 50th anniversary of Heritage Lakewood Belmar Park through programs and exhibits in conjunction with the 150/250 commemoration.

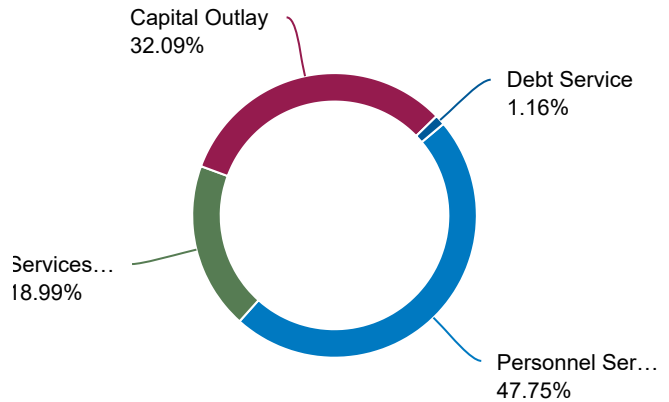
Operating Summaries

DEPARTMENT: Community Resources

2026 Department Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
CR - Administration	2,060,323	2,702,962	2,769,417	2,617,356
CR - Family Services	3,611,462	3,612,247	2,054,173	-
CR - Recreation - Golf	7,166,131	10,480,628	7,942,060	14,053,624
CR - Heritage, Culture & the Arts	4,184,428	3,944,720	4,009,874	4,026,303
CR - Recreation	8,847,005	8,654,374	9,447,589	10,206,416
CR - Park Operations	11,902,098	12,317,323	14,185,889	12,719,204
CR - Planning, Construction & Maintenance	12,634,393	6,989,857	15,606,063	11,559,764
Total	50,405,840	48,702,111	56,015,064	55,182,667
By Expense				
Personnel Services	26,619,099	27,562,973	26,908,200	26,349,613
Services & Supplies	12,121,458	10,648,472	10,754,030	10,480,890
Capital Outlay	11,356,351	10,393,917	17,914,084	17,710,617
Debt Service	308,932	96,750	438,750	641,546
Total	50,405,840	48,702,111	56,015,064	55,182,667

DEPARTMENT: Community Resources

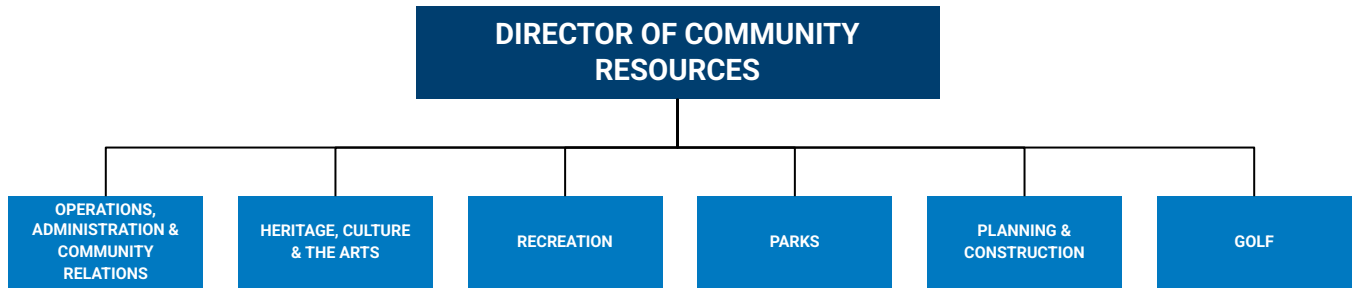
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Fund				
General Fund	18,389,442	18,964,340	19,121,934	18,850,346
Conservation Trust Fund	1,228,110	2,045,000	3,350,000	2,645,000
Grants Fund	2,272,931	2,431,121	1,658,897	577,428
Heritage, Culture & The Arts Fund	4,184,428	3,944,720	4,009,874	4,026,303
Open Space Fund	11,492,766	9,653,302	14,864,299	8,513,966
Tabor Fund	5,572,206	1,083,000	4,968,000	6,416,000
Equipment Replacement Fund	99,825	100,000	100,000	100,000
Golf Course Fund	7,166,131	10,480,628	7,942,060	14,053,624
Total	50,405,840	48,702,111	56,015,064	55,182,667

Operating Summaries

DEPARTMENT: Community Resources

(303) 987-7800

www.lakewood.org/Government/Departments/Community-Resources



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Aquatic Specialist	3.00	3.00	3.00	3.00
Arborist	2.00	3.00	3.00	3.00
Arts Programming Curator	1.00	1.00	1.00	1.00
Assistant Aquatics Specialist	1.00	1.00	1.00	1.00
Assistant Golf Course Pro	4.00	4.00	4.00	4.00
Asst Facility Specialist	5.00	5.00	5.00	5.00
Asst Golf Course Superintendent	1.00	1.00	1.00	1.00
Building Maint Specialist	1.00	1.00	1.00	1.00
Bus Driver	3.00	3.00	3.00	3.00
Business & Data Coordinator	1.00	1.00	1.00	1.00
Business Specialist II	2.00	2.00	2.00	2.00
Business Specialist III	2.00	2.00	2.00	2.00

DEPARTMENT: Community Resources

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Business Specialist IV	1.00	1.00	1.00	1.00
Business Specialist Supervisor	1.00	1.00	1.00	1.00
Community Events Coordinator	1.00	1.00	1.00	1.00
Computer Sys Irrigation Coord Golf	1.00	1.00	1.00	1.00
Computer Sys Irrigation Coord Parks	2.00	2.00	2.00	2.00
Cultural Center Admin	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
Digital Marketing Specialist	1.00	1.00	1.00	1.00
Director of Community Resources	1.00	1.00	1.00	1.00
Early Childhood Mental Health Coord	1.00	1.00	1.00	1.00
Early Childhood Mentor-Coach	1.00	1.00	1.00	1.00
Early Head Start Home Visitor	2.00	2.00	2.00	2.00
Facility Specialist - WHAC	1.00	1.00	1.00	1.00
Family Support Team Coord	1.00	1.00	1.00	1.00
Family Support Worker	2.00	2.00	2.00	2.00
Forestry Supervisor	1.00	1.00	1.00	1.00
Golf Course Irrigation Tech	1.00	1.00	1.00	1.00
Golf Course Maint Spec	3.00	3.00	3.00	3.00
Golf Course Mechanic	2.00	2.00	2.00	2.00
Golf Facility Cart / Club House Maintenance Technician	1.00	1.00	1.00	1.00
Graphic Design Supervisor	1.00	1.00	1.00	1.00
Graphic Designer	2.00	2.00	2.00	2.00
Greenhouse Lead	1.00	1.00	1.00	1.00
Greenhouse Technician	1.00	1.00	1.00	1.00
Head Golf Professional	1.00	1.00	1.00	1.00
Head Start Administrator	1.00	1.00	1.00	1.00
Head Start Classroom Coord	2.00	2.00	2.00	2.00
Head Start Co-Teacher	2.00	2.00	2.00	2.00
Head Start Teacher	2.00	2.00	2.00	2.00
Heritage Center Administrator	1.00	1.00	1.00	1.00
Heritage, Culture and Arts Manager	1.00	1.00	1.00	1.00
Land-Design-Facilities Admin	1.00	1.00	1.00	1.00
Landscape Architect	3.00	3.00	3.00	3.00
Lead Arborist	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 & Business Devel Coord	1.00	1.00	1.00	1.00
Marketing & Promotions Supv	1.00	1.00	1.00	1.00
Museum Curator	1.00	1.00	1.00	1.00
Museum Educator	1.00	1.00	1.00	1.00
Natural Resources Specialist	1.00	1.00	1.00	1.00
Naturalist/Park Ranger	1.00	1.00	1.00	1.00
Open Space Parks Supervisor	1.00	1.00	1.00	1.00
Open Space Trails Specialist	1.00	1.00	1.00	1.00
Park Ranger	5.00	5.00	5.00	5.00
Parks Equipment Mechanic	1.00	1.00	1.00	1.00

Operating Summaries

DEPARTMENT: Community Resources

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Parks Maint Spec	21.00	22.00	22.00	23.00
Parks Maintenance Lead	7.00	7.00	7.00	7.00
Parks Manager	1.00	1.00	1.00	1.00
Parks Supervisor	4.00	4.00	4.00	4.00
Planner II	1.00	1.00	1.00	1.00
Planning & Construction Tech	1.00	1.00	1.00	1.00
Preschool Assistant II	1.00	1.00	1.00	1.00
Public Engagement/Operations Dm	1.00	1.00	1.00	1.00
Recreation & Golf Manager	1.00	1.00	1.00	1.00
Recreation Administrator-Fac's	1.00	1.00	1.00	1.00
Recreation Administrator-Prgms	1.00	1.00	1.00	1.00
Recreation Coordinator - Facilities	5.00	5.00	5.00	5.00
Recreation Coordinator - Programs	7.00	8.00	8.00	8.00
Recreation Coor-Family Services	1.00	1.00	1.00	1.00
Recreation Specialist-Facilities	6.00	6.00	6.00	6.00
Recreation Supervisor-Fac's	2.00	2.00	2.00	2.00
Recreation Supervisor-Prgms	2.00	2.00	2.00	2.00
Recreation Supv - Family Services	1.00	1.00	1.00	1.00
Rental Coodinator	1.00	1.00	1.00	1.00
Right-Of-Way Specialist	1.00	1.00	1.00	1.00
Second Asst Superintendent	2.00	2.00	2.00	2.00
Senior Sppt Serv Specialist	1.00	1.00	1.00	1.00
Superintendent of Golf Courses	1.00	1.00	1.00	1.00
Theater Assist Tech Director	1.00	1.00	1.00	1.00
Theater Technical Director	1.00	1.00	1.00	1.00
Ticket Office/Revenue Serv Coord	1.00	1.00	1.00	1.00
Transp & Spt Serv Admin	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
Visitor Center Specialist	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Water Quality/Maintenance Tech	1.00	1.00	1.00	1.00
Total	170.00	173.00	173.00	174.00

DEPARTMENT: Community Resources

Program: Community Resources Administration

Function(s): Operations, Administration and Community Relations

Purpose: The Administration and Community Relations Division provides management and direction to the Department of Community Resources (CR) for the effective implementation of City Council and department priorities. CR Administration provides marketing, communications, budgetary and operations support to the six (6) CR divisions. The Division also manages the markets acquisition and project management of arts, parks and recreation, CR programs, services and events to encourage participation, and conducts outreach efforts to engage residents in department projects. Finally, the graphic design team, housed in this division, provides graphic design support to the entire city organization.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,520,778	1,608,402	1,674,857	1,723,231
Services & Supplies	539,321	894,560	894,560	894,125
Capital Outlay	225	200,000	200,000	-
Total	2,060,324	2,702,962	2,769,417	2,617,356

Program: Golf Course Operations

Function(s): Golf

Purpose: The City of Lakewood features two exceptional golf courses for public enjoyment. Fox Hollow Golf Course offers three nine-hole configurations, each with its own unique character. The 27 championship holes are full of excellent views, water challenges, wildlife, and a protected natural environment that make you forget you are only a few miles from downtown Denver. Homestead Golf Course is a short championship golf course that creates an accessible bridge between championship-style play and a shorter overall course length. The 360 degree views from hole #13 are worth the price of admission!

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	3,809,966	3,702,646	3,629,381	3,692,845
Services & Supplies	2,523,943	2,079,600	2,417,600	2,107,600
Capital Outlay	523,291	4,622,632	1,477,329	7,632,632
Debt Service	308,932	96,750	438,750	641,546
Total	7,166,132	10,501,628	7,963,060	14,074,623

DEPARTMENT: Community Resources

Program: Heritage, Culture and the Arts**Function(s):** Heritage, Culture and the Arts

Purpose: The Heritage, Culture & the Arts Division engages and builds community through inclusive, diverse and sustainable experiences, programs and places that inspire opportunities for discovery and foster connection through arts and culture. The Heritage, Culture and the Arts Division manages and delivers services through Heritage Lakewood Belmar Park; 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. Program components for the HCA Division encompass professional and community performing arts programs and stage performances, historic preservation and interpretation, educational and cultural programming, signature community events and festivals, visual art programs and public art. HCA also supports a large and deeply committed corps of volunteers, whose contributions of time and talent are valued at over \$566,000—demonstrating their vital role in bringing HCA's mission to life.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	2,780,825	2,699,996	2,887,325	2,965,441
Services & Supplies	1,186,761	1,188,221	1,082,534	1,046,862
Capital Outlay	217,190	56,500	40,015	14,000
Total	4,184,776	3,944,717	4,009,874	4,026,303

DEPARTMENT: Community Resources

Program: Park Operations**Function(s): Parks**

Purpose: The Parks Division provides management and maintenance on formally developed parks, open space areas, rights of way and medians, leased reservoir properties, and Thunder Valley Motorcycle Park located within the parks system in the City. Management and maintenance includes: maintaining turfgrass areas, irrigation systems, ballfields and park infrastructure, care of trees, shrubs, and plants material in parks, street medians, rights-of-way and interior plants within city facilities; mowing of native vegetation in street rights-of-way and park perimeters for fire mitigation and sight clearances; management and maintenance of natural areas and all natural resources; and operations within Bear Creek Lake Park (BCLP).

The Parks Division provides landscape and vegetation management to over 7,400 acres and 118 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, sport field management, advising other departments and divisions on vegetation issues, park ranger operations, programming and recreation for Bear Creek Lake Park, and snow removal. The Division works closely with other divisions within the Community Resources Department and with other departments across the City.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	7,010,847	7,866,867	7,973,025	8,191,779
Services & Supplies	4,507,257	4,205,471	4,118,879	4,432,440
Capital Outlay	383,994	244,985	2,093,985	94,985
Total	11,902,098	12,317,323	14,185,889	12,719,204



Operating Summaries

DEPARTMENT: Community Resources

Program: Planning, Construction, Maintenance

Function(s): Planning, Construction, Maintenance

Purpose: The Planning and Construction Division provides landscape architecture, park facility design, site planning, construction management, and acquisition services for the Community Resources Department. The Division manages capital project and capital project budgets for the Department.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,001,417	1,009,848	1,036,069	1,064,355
Services & Supplies	1,506,479	770,209	830,993	586,409
Capital Outlay	10,126,497	5,209,800	13,739,000	9,909,000
Total	12,634,393	6,989,857	15,606,062	11,559,764

Program: Recreation

Function(s): Recreation

Purpose: The Recreation Division offers a wide range of recreational opportunities to enhance the mind, body and spirit of the community. Individuals of all ages and interests are encouraged to be active, healthy and engaged in our programs and services.

The Recreation Division operates four (4) multi-functional recreation centers, one (1) older adult community center, and ten (10) aquatic facilities. There are also hundreds of programs and services offered such as transportation through Lakewood Rides, a Volunteers of America congregate meal site, and drop-in activities such as weight/ cardio rooms, basketball, volleyball, pickleball, and swimming. Additionally, the division offeres organized activities such as fitness classes, youth and adult sports leagues, camps, gymnastics, afterschool programs, therapeutic recreation, and so much more!

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	7,392,126	7,377,165	7,710,279	8,732,961
Services & Supplies	1,350,683	1,217,209	1,373,554	1,413,454
Capital Outlay	104,196	60,000	363,755	60,000
Total	8,847,005	8,654,374	9,447,588	10,206,415



Finance

DEPARTMENT: Finance

Mission Statement: The Finance Department ensures a strong and stable financial foundation for the City of Lakewood by connecting funding to essential services and supporting informed decisions. Through collaboration, transparency, proactive planning, and responsible resource allocation, we provide strategic guidance for the city's economic and financial vitality.

Purpose: The Finance Department oversees the city's fiscal health by managing daily operations, financial strategy, and compliance with legal and accounting standards. Key functions include accounting, payroll, purchasing, investment and treasury management, financial analysis, budgeting, grant applications, revenue collection, and enforcement of tax and fee regulations. The department also guides economic development efforts to encourage a strong economic base and vibrant community.

City Council Goal	Department Goals
Trust & Accountability In Government	Continue open and honest communication through public-friendly financial documents, improving transparency for residents and Council decision-making.
Public Safety, Transportation & Infrastructure	Support capital planning and infrastructure investment decisions, ensuring funds are allocated to Council priorities.
Affordable Housing	Explore long-term financing strategies, including leveraging grants, public-private partnerships, and/or a dedicated affordable housing fund.
Thriving Economy	Continue taxpayer education efforts (brochures, seminars, meetings, website resources) to strengthen business relationships and compliance.
Thriving Economy	Provide accurate, timely, and user-friendly financial reports to Council and City staff to inform short- and long-term economic development initiatives.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Attain GFOA & ACFR Award	Annual	Received	Attain both awards	Attain both awards	Attain both awards
City Bond Rating	Annual	AA	AA	AA	AA
Grant Success %	Annual	N/A	N/A	30%	30%

DEPARTMENT: Finance

2025 Variance Notes

The 2025 Revised Budget is approximately \$9.7M lower than the 2025 Original Budget, primarily because a planned large land purchase through the Economic Development Division has been deferred to a future year due to decreasing Lodgers' Tax revenue in the Economic Development Fund.

2026 Variance Notes

The \$214k reduction from the 2026 Proposed Budget from the 2025 Revised Budget is primarily related to decreasing expenditures in the Economic Development Fund. These reductions were necessary due to the declining hotel accommodations tax revenue.

2025 Accomplishments

- Implemented an ADA-compliant digital ACFR and budget book to enhance accessibility, improve data presentation, and incorporate feedback from departments and the Budget and Audit Board
- Conducted outreach to support women- and minority-owned businesses through Economic Development and Purchasing initiatives
- Increased the Economic Development Fund contribution to the Colorado Gives Bring It Home Fund to \$800,000
- Conducted four tax workshops for small businesses and updated four tax compliance guides
- Introduced a sales and use tax licensing renewal process; enhancing the accuracy of contact information to improve communication, compliance, and collections efficiency
- Conducted over 65 compliance audits, yielding an additional \$3 million in revenue
- Integrated City Council priorities into long-term funding through the five-year capital plan in the 2025 Revised and 2026 Proposed Annual Budgets
- Assisted in the submission of 25 successfully awarded grant applications totaling nearly \$11.7 million

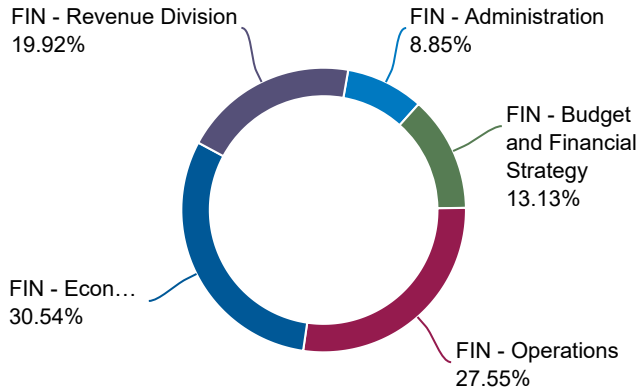
2026 Work Plan

- Identify new revenue streams, including grant funding, that align with City Council priorities and support long-term fiscal stability
- Expand partnerships to support equitable workforce development
- Launch additional outreach initiatives for women- and minority-owned small businesses
- Investigate potential new urban renewal areas
- Publish a citywide revitalization plan
- Host a small business summit

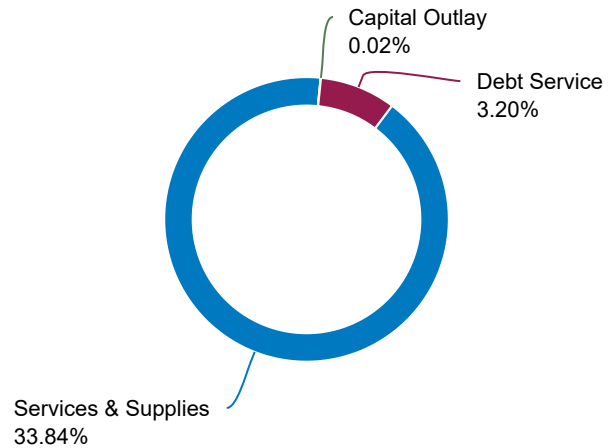
Operating Summaries

DEPARTMENT: Finance

2026 Department Overview by Program



2026 Department Overview by Expense

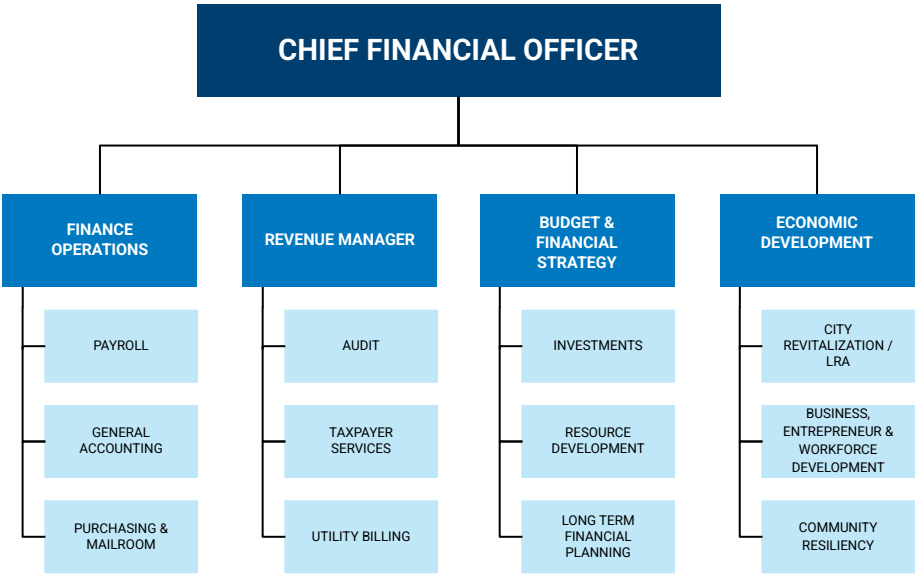


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
FIN - Administration	777,313	730,347	747,090	760,651
FIN - Budget and Financial Strategy	856,850	1,072,032	1,132,293	1,127,614
FIN - Operations	2,089,874	2,220,401	2,299,319	2,367,036
FIN - Economic Development	1,848,832	13,037,671	2,939,601	2,623,899
FIN - Revenue Division	1,654,388	1,433,098	1,686,000	1,711,112
Total	7,227,257	18,493,549	8,804,303	8,590,312
By Expense				
Personnel Services	4,574,259	5,070,915	5,232,669	5,406,818
Services & Supplies	2,261,752	3,263,935	2,912,935	2,906,994
Capital Outlay	88,773	9,883,699	383,699	1,500
Debt Service	302,473	275,000	275,000	275,000
Total	7,227,257	18,493,549	8,804,303	8,590,312
By Fund				
General Fund	5,379,386	5,455,878	5,864,702	5,966,413
Economic Development Fund	1,847,871	13,037,671	2,939,601	2,623,899
Total	7,227,257	18,493,549	8,804,303	8,590,312

DEPARTMENT: Finance

(303) 987-7600

www.lakewood.org/Government/Departments/Finance



Operating Summaries

DEPARTMENT: Finance

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Accountant I	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accountant III	2.00	2.00	2.00	2.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Administrative Asst	1.00	1.00	1.00	1.00
Budget & Financial Strategy Manager	0.95	0.95	0.95	0.95
Buyer I	1.00	1.00	1.00	1.00
Chief Financial Officer	0.95	0.95	0.95	0.95
Contract Admin - Legal	1.00	1.00	1.00	1.00
Contract Administrator	1.00	1.00	1.00	1.00
Controller	1.00	1.00	1.00	1.00
Economic Development Director	0.75	0.75	0.75	0.75
Economic Development Spec	2.00	2.00	2.00	2.00
Finance Process Analyst	1.00	1.00	1.00	1.00
Financial Analyst	2.00	2.00	2.00	2.00
Grants Administrator	0.00	0.00	1.00	1.00
Grants Specialist	0.00	0.00	1.00	1.00
Payroll Accountant	1.00	1.00	1.00	1.00
Purchasing/Mailroom Supervisor	1.00	1.00	1.00	1.00
Resource Development Supv	0.00	0.00	1.00	1.00
Revenue Manager	0.95	0.95	0.95	0.95
Revenue Specialist	2.00	2.00	2.00	2.00
Revenue Supervisor	1.50	1.50	1.50	1.50
Sr. Economic Development Spec	2.00	2.00	2.00	2.00
Tax Auditor I	4.00	4.00	4.00	4.00
Tax Auditor II	1.00	1.00	1.00	1.00
Tax Auditor III	1.00	1.00	1.00	1.00
Utility Billing and Taxpayer Lead	0.32	0.32	0.32	0.32
Economic Resiliency Manager	0.00	1.00	1.00	1.00
Total	32.42	33.42	36.42	36.42

DEPARTMENT: Finance

Program: Finance Administration

Function(s): Finance 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.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	444,620	431,371	448,115	461,675
Services & Supplies	47,992	23,975	23,975	23,975
Debt Service	284,701	275,000	275,000	275,000
Total	777,313	730,346	747,090	760,650

Program: Finance Operations

Function(s): Accounting, Payroll, Purchasing, Mail Room

Purpose: Finance Operations includes general accounting such as accounts payable, accounts receivable and financial statements. One large annual activity for Finance Operations is to work with external auditors and develop the annual financial statement which is called the Annual Comprehensive Financial Report. Purchasing works with the departments and businesses that are bidding on projects that are being done for the city. The mailroom supports city operations by keeping all of the mail moving in city facilities.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,720,570	1,891,893	1,970,811	2,053,529
Services & Supplies	337,760	328,508	328,508	313,508
Capital Outlay	13,769	-	-	-
Debt Service	17,772			
Total	2,089,871	2,220,401	2,299,319	2,367,037

DEPARTMENT: Finance

Program: Budget and Financial Strategy

Function(s): Budget and Financial Strategy, Resource Development

Purpose: The Budget and Financial Strategy Division is responsible for the administration of the budget process and ensuring the financial outlook aligns with the city's financial strategy. Resource Development oversees the coordination, research, and attainment of alternative funding sources in support of City of Lakewood programming such as grants and sponsorships.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	759,258	863,132	923,392	949,084
Services & Supplies	97,592	208,900	208,900	178,528
Total	856,850	1,072,032	1,132,292	1,127,612

Program: Revenue

Function(s): 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

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,168,932	946,846	1,199,749	1,230,430
Services & Supplies	485,455	486,252	486,252	480,683
Total	1,654,387	1,433,098	1,686,001	1,711,113

DEPARTMENT: Finance

Program: Economic Development

Function(s): Economic Development

Purpose: The Economic Development 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 business environment in Lakewood. The staff functions to retain existing Lakewood businesses and help them to expand; attract new capital investment; encourage quality retail development; and create additional employment opportunities in the city as well as quality of life. Lakewood's Economic Development operations are supported through revenues generated by a voter-approved hotel accommodation tax and are not funded through the city's General Fund.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	480,877	937,671	690,602	712,099
Services & Supplies	1,292,950	2,216,300	1,865,300	1,910,300
Capital Outlay	75,004	9,883,699	383,699	1,500
Total	1,848,831	13,037,670	2,939,601	2,623,899



Municipal Court

DEPARTMENT: Municipal Court

Mission Statement: The Lakewood Municipal Court is dedicated to providing equal access to impartial justice through the timely, fair and efficient resolution of cases, protecting individual rights, promoting public safety, and meaningfully engaging with our community.

Purpose: The Lakewood Municipal Court adjudicates traffic and misdemeanor violations of city ordinances that occur within city limits. The Court is committed to ensuring the fair and timely administration of justice while protecting fundamental rights.

City Council Goal	Department Goals
Public Safety, Transportation & Infrastructure	Decreasing Recidivism Rates through Time-Driven Interventions
Public Safety, Transportation & Infrastructure	Develop a long-term funding solution for treatment based services.
Trust & Accountability In Government	Evaluate opportunities for utilizing technology to expand and modernize court operations.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Review Programs and Specialty Courts	Review 1 Program on an Annual Basis	TBD	TBD	1	1
Fast Track Domestic Violence Cases	Initial	100%	100%	100%	100%
Compliance with Upcoming Legislation	Annually	100%	100%	100%	100%

2025 Variance Notes

The 2025 Revised Budget is approximately \$348k higher than the 2025 Original Budget, primarily due to an increase in court marshal staffing.

2026 Variance Notes

2026 Original is approximately \$121k higher to 2025 Revised due to increased personnel and benefit expenses.

2025 Accomplishments

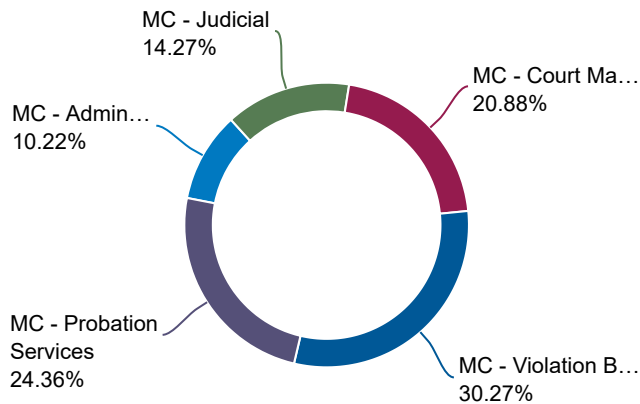
- Expanded text messaging capabilities to improve defendant compliance with court appearances and other court ordered requirements.
- Hired five new relief judges and four alternative defense counsel attorneys to support court operations and expand options for court appointed legal representation.
- Renamed Veterans Court to Armed Forces Court to better reflect the population served.
- Contracted with a new interpretation company to expedite first time arraignment proceedings and provide on demand interpreter services.
- Expanded Community Outreach Court partnerships to include new providers offering community service opportunities, employment assistance, mental health and substance abuse evaluations, and access to library resources.

2026 Work Plan

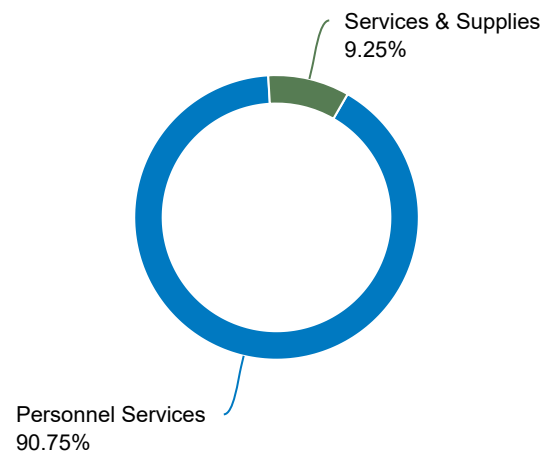
- Evaluate and streamline internal processes for handling low-risk juvenile cases to improve efficiency and outcomes.
- In alignment with our ongoing commitment to expanding access to justice, initiate upgrades to courtroom audio and visual technology to enhance the quality and accessibility of court proceedings.

DEPARTMENT: Municipal Court

2026 Department Overview by Program



2026 Department Overview by Expense

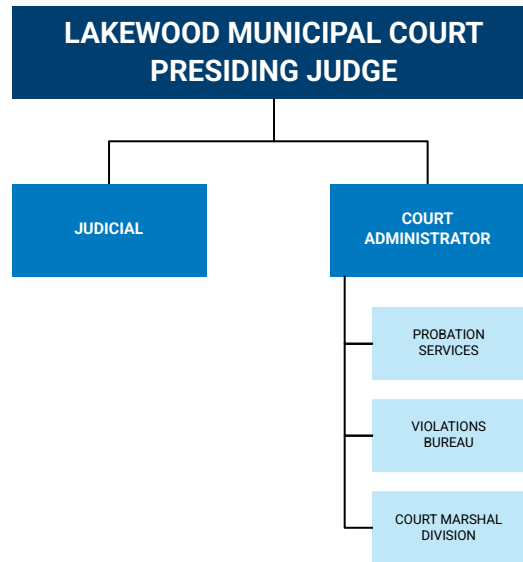


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
MC - Administration	555,611	587,171	601,712	611,590
MC - Judicial	736,966	809,954	838,690	854,308
MC - Court Marshal	904,687	1,112,826	1,240,979	1,250,360
MC - Violation Bureau	1,463,725	1,637,785	1,761,885	1,812,369
MC - Probation Services	1,282,475	1,369,470	1,422,258	1,458,323
Total	4,943,464	5,517,206	5,865,524	5,986,950
By Expense				
Personnel Services	4,482,847	4,991,228	5,303,546	5,432,872
Services & Supplies	460,617	525,978	561,978	554,078
Total	4,943,464	5,517,206	5,865,524	5,986,950
By Fund				
General Fund	4,943,464	5,517,206	5,865,524	5,986,950
Total	4,943,464	5,517,206	5,865,524	5,986,950

DEPARTMENT: Municipal Court

(303) 987-7400

www.lakewood.org/Government/Departments/Municipal-Court



DEPARTMENT: Municipal Court

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
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 Services Supervisor	1.00	1.00	1.00	1.00
Court Technician	5.00	5.00	5.00	5.00
Judicial Specialist	7.00	7.00	7.00	7.00
Municipal Judge	1.00	1.00	1.00	1.00
Presiding Municipal Judge	1.00	1.00	1.00	1.00
Probation Support Tech	1.00	1.00	2.00	2.00
Probation/Diversion Officer	4.00	4.00	4.00	4.00
PT Associate Municipal Judge	-	-	0.50	0.50
PT Community Services Youth Coordinator	-	-	0.50	0.50
PT Probation/Diversion Officer	-	-	0.50	0.50
Sr Court Marshal	2.00	2.00	2.00	2.00
Sr Probation/Diversion Officer	1.00	1.00	1.00	1.00
Violations Bureau Chief	1.00	1.00	1.00	1.00
Total	31.00	31.00	33.50	33.50

DEPARTMENT: Municipal Court

Program: Municipal Court Administration

Function(s): Administration

Purpose: The Administration Division provides leadership, strategic oversight, and operational management for the Municipal Court. This division is responsible for guiding long-term planning, policy development, managing personnel and staffing, overseeing the court's budget and fiscal operations, and supporting the effective administration of court programs. The division serves as the primary liaison between internal departments and external partners to ensure coordinated service delivery and compliance with legal and organizational standards. A key focus is on improving efficiency, accessibility, and service quality through thoughtful innovation, resource management, and continuous process improvement.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	285,994	290,917	305,458	315,336
Services & Supplies	269,617	296,254	296,254	296,254
Total	555,611	587,171	601,712	611,590

Program: Court Marshal

Function(s): Court Marshal

Purpose: The Court Marshal Division plays a vital role in supporting the operations of the Municipal Court and ensuring the safety and security of the Public Safety Center. Marshals are responsible for maintaining a secure environment by operating the building's security checkpoint and screening over 27,000 individuals annually. In addition to providing courtroom security and responding to panic alarms during high risk or confrontational situations, marshals transport prisoners from jails across the six-county metro area and often facilitate court appearances that may result in release, thereby reducing the number of individuals held in custody. The division also assists the Lakewood Police Department with prisoner transport when needed and manages the delivery of confidential court records and the execution of warrants. All marshals are Crisis Intervention Team (CIT) trained, allowing them to respond effectively to the growing number of incidents involving disruptive or aggressive individuals. Through these efforts, the Marshal Division provides essential support to court operations and plays a critical role in protecting court personnel and the public.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	891,773	1,085,302	1,213,455	1,222,836
Services & Supplies	12,914	27,524	27,524	27,524
Total	904,687	1,112,826	1,240,979	1,250,360

DEPARTMENT: Municipal Court

Program: Judicial

Function(s): Judicial

Purpose: The Judicial Division of the Municipal Court is responsible for adjudicating all Court cases. 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, the rights of victims, and to provide focused interventions individually designed to promote healthy behavior and reduce criminal activity. The Court has established various specialized programs to cater to specific needs. These programs include the Armed Forces Court which works with veterans involved in the justice system. The Community Outreach Court aims to connect unhoused individuals to essential services and resources. The Lakewood Early Action Program (LEAP), formerly the “Sobesky Academy Court”, is modeled after juvenile mental health courts. Additionally, the Court utilizes its probation department to supervise juveniles and high-risk adult offenders, offering mental health support, addiction treatment, and a range of specialized programs. These programs include a graffiti cleanup initiative, the Youth Education Treatment program (YET) and Teen Court, among other intervention strategies. Furthermore, the Court, in conjunction with municipal prosecutors, mandates mental health and addiction treatment, specialized programs and classes, and appropriate sanctions for adult offenders who do not require probation supervision.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	705,385	784,354	813,090	836,608
Services & Supplies	31,581	25,600	25,600	17,700
Total	736,966	809,954	838,690	854,308



Program: Probation Services

Function(s): Probation Services

Purpose: The Probation Division works to promote community safety and offender accountability through an individualized approach to empower positive change. The Probation Division is tasked with preparing sentencing recommendations for the Court, linking defendants to appropriate resources and services, and providing ongoing updates to the Court regarding each supervised case. The Probation Division manages all supervised Deferred Judgment and Probation cases. The division in unison with the Court offers a variety of programs for juvenile and adult offenders; these programs include, Teen Court, Lakewood Early Action Program (LEAP), Lakewood Armed Forces Court, and the Youth Educational Team (YET) program. The Probation Division continues to collaborate with internal and external partners to improve services in addition to offering programs to promote social skills and connect defendants with resources. To support a personalized approach, all probation officers are trained in the Ohio Risk Assessment System, which informs sentencing recommendations and aligns interventions with each client’s specific criminogenic risks and needs.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,193,576	1,235,244	1,288,032	1,324,097
Services & Supplies	88,899	134,226	134,226	134,226
Total	1,282,475	1,369,470	1,422,258	1,458,323

Program: Violations Bureau

Function(s): Violations Bureau

Purpose: The Violations Bureau Division manages the processing of all cases filed with the Municipal Court, including certain traffic and ordinance violations that do not require a formal court appearance. By enabling eligible infractions to be resolved through payment of fines or entry of pleas, the division streamlines court operations and improves public access to services. Key functions include case scheduling and management, maintenance and retrieval of court records, collection and distribution of fines, fees, and restitution, and maintenance of an active jury pool. The division also ensures compliance with all internal policies, state-mandated retention schedules, and applicable legal requirements. It reports to agencies such as the Department of Motor Vehicles (DMV), the Colorado Crime Information Center (CCIC), and other relevant entities. Additional responsibilities include coordinating the secure destruction of inactive records and pursuing unpaid cases through Integral Recoveries, which consistently demonstrates strong results in delinquent account collections.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,406,119	1,595,411	1,683,511	1,733,995
Services & Supplies	57,606	42,374	78,374	78,374
Total	1,463,725	1,637,785	1,761,885	1,812,369



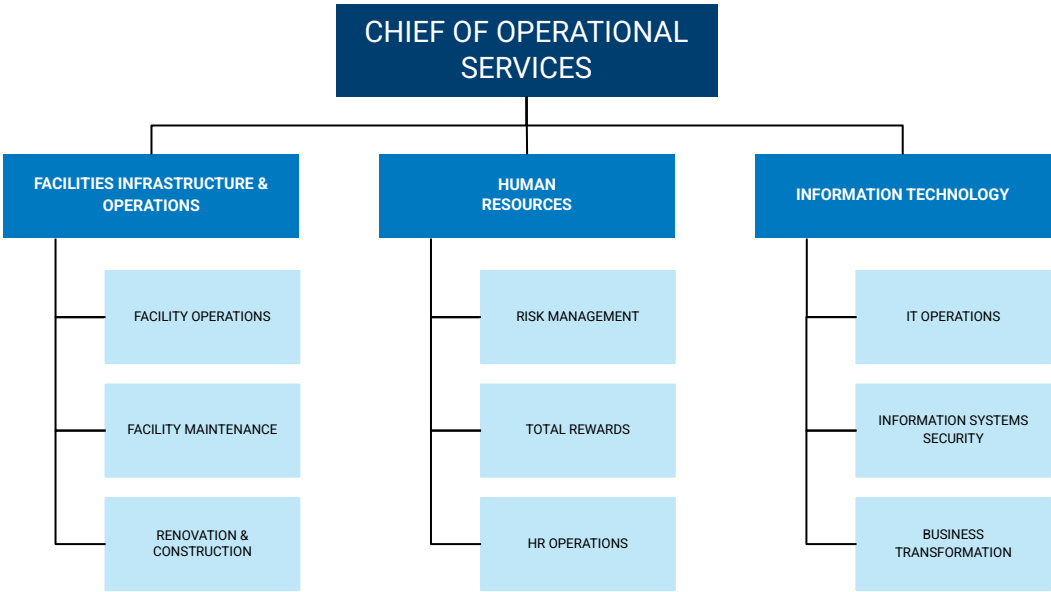
Operational Services

DEPARTMENT: Operational Services

Mission Statement: The Operational Services Branch is dedicated to delivering innovative, efficient, and reliable services that support the city’s workforce, safeguard its assets, and enhance the quality of life for our community. Through the strategic integration of the IT Department, Human Resources, Total Rewards, Facilities and Infrastructure Maintenance Divisions, and the Risk Management teams, we are committed to providing seamless, proactive solutions that drive the city’s continued success.

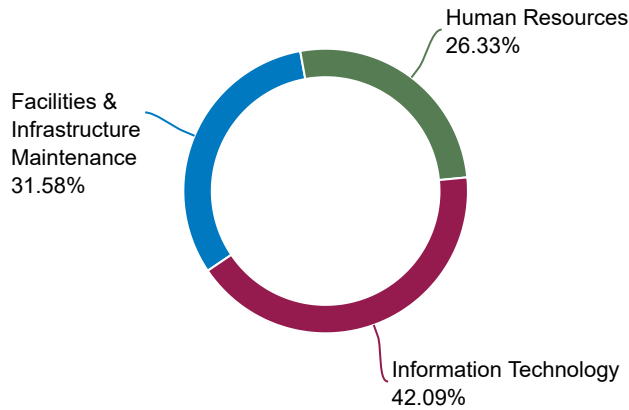
Purpose: The Operational Services Branch aspires to be a benchmark of operational excellence, where technology, people, and infrastructure are aligned to create a resilient, sustainable, and thriving city. Our vision is to lead in the provision of integrated services that empower employees, protect the community, and foster a culture of continuous improvement and innovation across all operational departments.

(303) 987-7700

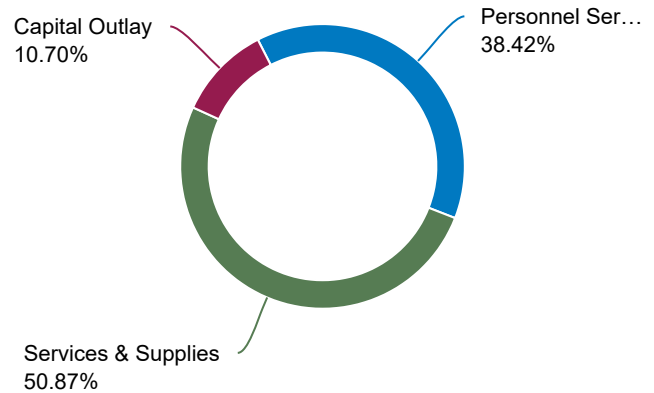


DEPARTMENT: Operational Services

2026 Department Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
Facilities & Infrastructure Maintenance	9,532,579	8,226,015	13,485,337	9,554,569
Human Resources	4,689,849	7,281,164	8,319,280	7,963,805
Information Technology	10,803,121	12,242,513	13,365,167	12,732,719
Total	25,025,548	27,749,692	35,169,784	30,251,093
By Expense				
Personnel Services	9,919,813	11,076,050	11,390,981	11,623,079
Services & Supplies	11,599,654	14,673,953	16,061,844	15,390,014
Capital Outlay	2,614,237	1,884,600	7,716,959	3,238,000
Debt Service	891,844	115,089	-	-
Total	25,025,548	27,749,692	35,169,784	30,251,093
By Fund				
General Fund	16,265,832	18,664,264	18,820,119	19,167,590
Grants Fund	35,329	-	3,041,050	-
Open Space Fund	384,489	340,494	345,731	352,811
Capital Improvement Fund	3,422,390	1,859,600	4,433,759	3,300,000
Equipment Replacement Fund	2,326,496	2,250,000	2,846,200	2,150,000
Property & Casualty Self-Insurance Fund	2,198,412	3,275,242	4,310,397	3,845,142
Worker's Compensation Self-Insurance Fund	392,600	1,360,092	1,372,528	1,435,550
Total	25,025,548	27,749,692	35,169,784	30,251,093



Human Resources

DEPARTMENT: Human Resources

Mission Statement: The mission of the Department of Human Resources is to provide the city with a workforce and culture that ensures the needs of our citizens and the organization are met. The Department provides exceptional quality services and organizational leadership in all disciplines of human resources.

Purpose: The Department of Human Resources partners with other business units to create effective human resource strategies to include talent management, total rewards, organizational development and risk management.

City Council Goal	Department Goals
Thriving Economy	Provide fiscally responsible, yet competitive compensation and benefit plans.
Trust & Accountability In Government	Provide fiscally responsible training activities in compliance with Federal, State, Local employment laws.
Thriving Economy	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.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Provide fiscally responsible, yet competitive compensation and benefit plans.	Annually	TBD	TBD	100%	100%
Deliver 100% of required compliance training annually to all staff.	Annually	TBD	TBD	90%	90%
Meet with department leadership at least quarterly to review workforce planning, staffing needs, and HR priorities.	Annually	TBD	TBD	95%	95%

2025 Variance Notes

2025 Revised is approximately \$1.1M higher than 2025 Original Budget due to unanticipated higher one-time risk expenses than were forecasted.

2026 Variance Notes

2026 Original is approximately \$632k lower in 2025 Revised due to the elimination of one-time risk expenses that were added in the 2025 Revised budget.

2025 Accomplishments

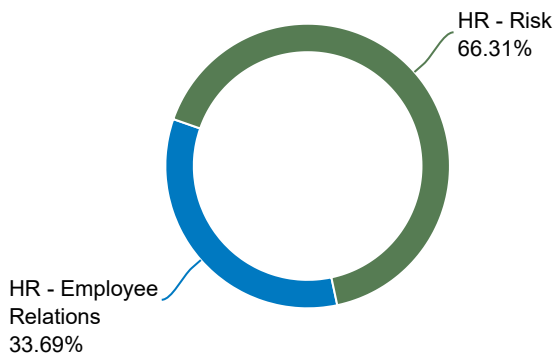
- A 4.1% increase in recruitment output.
- Successfully launched a new Supervisor Training series.
- Managed over 50 employee relations cases.
- Nominated for the 2025 HealthLinks Employer of Excellence Award in recognition of the City's commitment to employee wellness, preventive health initiatives, and supportive workplace culture.

2026 Work Plan

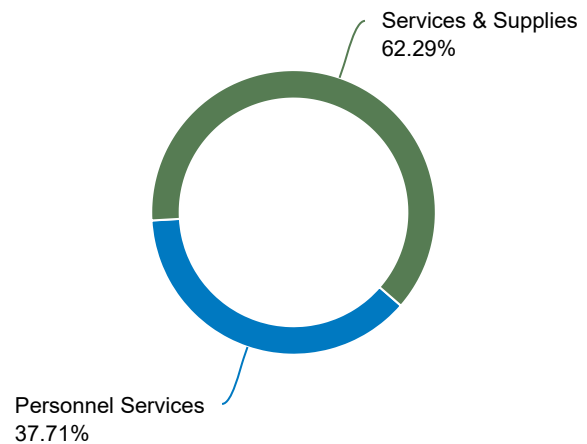
- Launch one new training per quarter.
- Add supervisor competencies to performance reviews.
- Reduce average time-to-fill through optimized Workday requisition routing, interview scheduling automation, and proactive talent pipelines.
- Redesign and launch a hybrid New Employee Orientation to boost engagement, ensure compliance, improve retention, and shorten in-person time.

DEPARTMENT: Human Resources

2026 Department Overview by Program



2026 Department Overview by Expense



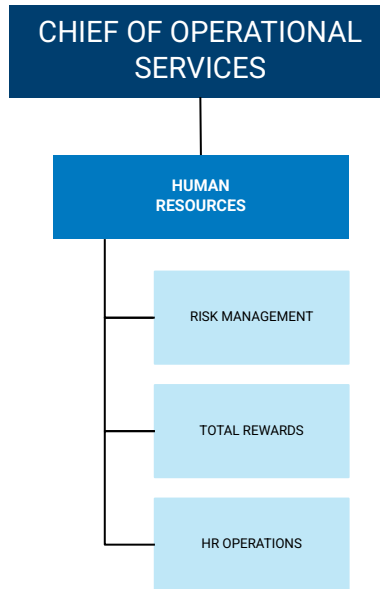
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
HR - Employee Relations	2,097,756	2,645,830	2,636,354	2,683,112
HR - Risk	2,592,092	4,635,334	5,682,925	5,280,692
Total	4,689,849	7,281,164	8,319,279	7,963,804
By Expense				
Personnel Services	2,301,101	2,886,054	2,935,329	3,002,834
Services & Supplies	2,388,517	4,395,109	5,383,950	4,960,970
Capital Outlay	231	-	-	-
Total	4,689,849	7,281,164	8,319,279	7,963,804
By Fund				
General Fund	2,098,837	2,645,830	2,636,354	2,683,112
Property & Casualty Self-Insurance Fund	2,198,412	3,275,242	4,310,397	3,845,142
Worker's Compensation Self-Insurance Fund	392,600	1,360,092	1,372,528	1,435,550
Total	4,689,849	7,281,164	8,319,279	7,963,804

Operating Summaries

DEPARTMENT: Human Resources

(303) 987-7700

www.lakewood.org/Government/Departments/Human-Resources



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
ADA Coordinator	1.00	1.00	1.00	1.00
Asset Coordinator	1.00	1.00	1.00	1.00
Benefits & Compensation Spec	1.00	1.00	1.00	1.00
Chief of Operational Services	1.00	1.00	1.00	1.00
Compensation Consultant	1.00	1.00	1.00	1.00
Enterprise Training Manager	1.00	1.00	1.00	1.00
HR Business Coordinator	1.00	1.00	1.00	1.00
HR Business Coordinator Provisional	1.00	1.00	1.00	1.00
Hr Business Partner	2.00	2.00	2.00	2.00
HR Operations Manager	1.00	1.00	1.00	1.00
HRIS Analyst	1.00	1.00	1.00	1.00
Lead Hr Business Partner	1.00	1.00	1.00	1.00
Master CDL Trainer	1.00	1.00	1.00	1.00
Risk Mgmt Claims Specialist	1.00	1.00	1.00	1.00
Talent Acquisition Coordinator	0.40	0.40	0.40	0.40
Total Rewards Coordinator	1.00	1.00	1.00	1.00
Total Rewards Division Manager	1.00	1.00	1.00	1.00
Workers' Comp/Safety Manager	1.00	1.00	1.00	1.00
Total	18.40	18.40	18.40	18.40

DEPARTMENT: Human Resources

Program: Human Resources Operations

Function(s): Human Resources

Purpose: The HR operations Division operationalizes strategies for overall workforce culture to include recruiting, interviewing, policy development and interpretation, Citywide work force and succession planning, budget, unemployment, performance management, employee recognition/engagement and new employee on-boarding efforts. The HR Operations Division will continue to conduct training sessions to further manage development and succession planning as well as work on new employee on-boarding and retention efforts. Outreach efforts to the community will promote Lakewood City government to job seekers. Human Resources will focus on recruiting passive candidates who are highly talented in both private and public sector, not looking for a career change instead of candidates who are only interested in municipal government positions.

Program: Total Rewards

Function(s): Human Resources

Purpose: The Total Rewards Division manages the City's comprehensive total rewards program, including benefits, compensation, wellness, training, and Human Resources Information Systems (HRIS). The division serves as the central coordination and communication point for vendors providing employee and retiree benefits such as health and welfare plans, life insurance, disability coverage, pension and deferred compensation programs, time-off benefits, and other employee benefits. It also oversees the City's compensation plans and classification system. These programs help attract and retain talented employees, support achievement of City Council goals, and provide meaningful data to guide decision-making.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,923,432	2,424,480	2,435,004	2,485,262
Services & Supplies	174,324	221,350	201,350	197,850
Capital Outlay	-	-	-	-
Total	2,097,756	2,645,830	2,636,354	2,683,112



DEPARTMENT: Human Resources

Program: Risk and Liability Management

Function(s): Human Resources

Purpose: Risk Management partners with City leadership to identify, assess, and mitigate threats to City resources and personnel, or insure against their effects. The program oversees Workers’ Compensation and other claims, delivering superior customer service while maintaining strong fiscal responsibility. Through comprehensive safety programs, targeted training, occupational health initiatives, and community ADA oversight, Risk Management takes a proactive, preventative approach to reducing hazards and preventing incidents.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	377,668	461,575	500,325	517,572
Services & Supplies	2,214,193	7,173,759	5,182,600	4,763,120
Capital Outlay	231	-	-	-
Total	2,592,092	7,635,334	5,682,925	5,280,692



Information Technology

DEPARTMENT: Information Technology

Mission Statement: Digital Innovation through Collaboration. With a focus on information security, emerging technologies, digital business solutions, and long-term strategic visioning, the Information Technology (IT) Department will help the city and community thrive.

Purpose: The IT Department plays a crucial role in the city's operations by ensuring continuous, secure, and efficient access to services through pragmatic and innovative technology solutions. This includes (1) securing, managing, and maintaining digital systems, data, and infrastructure; (2) protecting operations through strong cybersecurity; (3) deploying and supporting business applications; and (4) empowering staff to leverage technology—building a future-ready Lakewood and enhancing community access to city services.

City Council Goal	Department Goals
Public Safety, Transportation, & Infrastructure	Keep city technology infrastructure, systems, and data secure, reliable, and available. Ensuring equitable access & continuity of services for everyone in our community.
Trust & Accountability In Government	Build a future-ready Lakewood through smart, sustainable digital tools that enhance service delivery and build community trust through transparency and accessibility.
Trust & Accountability In Government	Responsibly integrate emerging technologies like Generative AI to streamline operations, reduce repetitive tasks, and expand meaningful ways to connect with and support our community.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Availability rate for community digital services	Annually	TBD	TBD	99%	99%
Average time to respond to community digital services outages	Annually	TBD	TBD	4hr	4hr
Employee cybersecurity training completion rate	Annually	TBD	TBD	95%	95%
Percentage of technology assets updated according to lifecycle plan	Annually	TBD	TBD	90%	90%

DEPARTMENT: Information Technology

2025 Variance Notes

The 2025 Revised Budget is \$1.1M higher than the 2025 Original Budget, primarily due to costs associated with large technology projects, new software software and increasing telecommunications expenses.

2026 Variance Notes

The 2026 Original Budget is \$632k less than the 2025 Revised Budget, reflecting fewer large technology projects planned for 2026.

2025 Accomplishments

- 400k+ public safety and community radio calls supported.
- 73% of email threats were blocked before they reached city employee inboxes.
- 200+ enhancements across 15 citywide business software and solutions.
- 10k+ Technology Support Partner engagements with staff to optimize use of our business solutions.
- 50+ Tech components updated for security and performance.

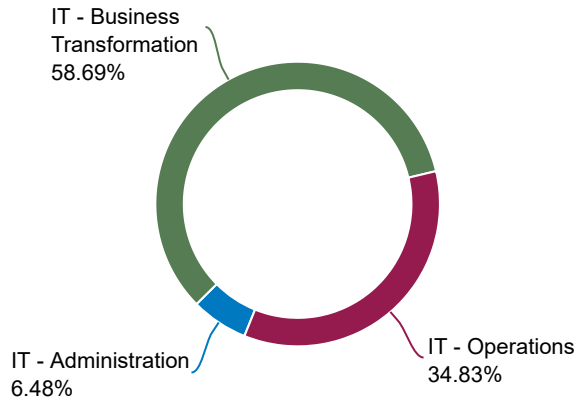
2026 Work Plan

- Implement secure, scalable, and resilient core technologies to ensure our growing portfolio of solutions and data is continuously available.
- Incrementally introduce innovative digital technologies into our environment to address emerging needs, drive innovation, and enhance overall performance with a focus on ethical and responsible use, and prioritizing data privacy, security, and transparency.
- Build a “Future-Ready Lakewood” allowing us to quickly adapt to the diverse needs of our employees and community.

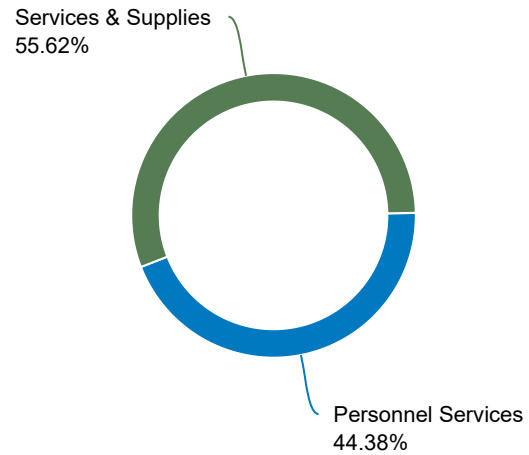
Operating Summaries

DEPARTMENT: Information Technology

2026 Department Overview by Program



2026 Department Overview by Expense

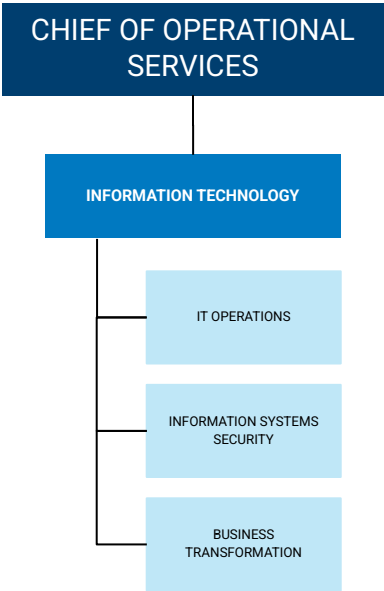


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
IT - Administration	706,483	783,934	804,721	825,275
IT - Business Transformation	6,574,554	7,344,534	8,333,944	7,473,094
IT - Operations	3,208,058	4,114,044	4,226,504	4,434,350
IT - Other	314,031	-	-	-
Total	10,803,126	12,242,512	13,365,169	12,732,719
By Expense				
Personnel Services	4,911,288	5,224,012	5,545,469	5,651,019
Services & Supplies	4,900,756	7,018,500	7,223,500	7,081,700
Capital Outlay	214,402	-	596,200	-
Debt Service	776,680	-	-	-
Total	10,803,126	12,242,512	13,365,169	12,732,719
By Fund				
General Fund	8,476,629	9,992,512	10,333,969	10,582,719
Grants Fund	-	-	185,000	-
Equipment Replacement Fund	2,326,497	2,250,000	2,846,200	2,150,000
Total	10,803,126	12,242,512	13,365,169	12,732,719

DEPARTMENT: Information Technology

(303) 987-7676

www.lakewood.org/Government/Departments/Information-Technology



Operating Summaries

DEPARTMENT: Information Technology

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Administrative Asst	1.00	1.00	1.00	1.00
Business Solutions Partner	3.00	3.00	3.00	3.00
Business Transformation Mgr	1.00	1.00	1.00	1.00
Chief Information Officer	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 Analyst I	1.00	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	1.00	1.00
Information Systems Security Manager	1.00	1.00	1.00	1.00
IT Operations Manager	1.00	1.00	1.00	1.00
IT Supervisor	3.00	3.00	3.00	3.00
Lead Technology Support Partner	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Radio Communications Eng Supv	1.00	1.00	1.00	1.00
Radio Communications Engineer	1.00	1.00	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Sr Business Solutions Partner	1.00	1.00	1.00	1.00
Sr Network Engineer	1.00	1.00	1.00	1.00
Sr Software Engineer	3.00	3.00	3.00	3.00
Sr. System Engineer	1.00	1.00	1.00	1.00
System Engineer	1.00	1.00	1.00	1.00
Technology Support Partner II	3.00	3.00	3.00	3.00
Total	30.00	30.00	30.00	30.00

DEPARTMENT: Information Technology

Program: Administration**Function(s):** Administration

Purpose: The Information Technology Administration program manages and supports the department, implements information security initiatives and solutions, enables departmental training, and funds general administrative and operational expenditures.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	557,811	629,017	649,804	670,358
Services & Supplies	148,672	154,917	154,917	154,917
Total	706,483	783,934	804,721	825,275

Program: Operational Services**Function(s):** Business Transformation

Purpose: The Business Transformation program builds collaborative partnerships with the city's departments, provides transparency into IT investments for informed decision making, and delivers effective and efficient technology business solutions.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	2,396,169	2,515,056	2,703,264	2,723,615
Services & Supplies	2,004,004	2,579,479	2,784,479	2,599,479
Capital Outlay	-	-	-	-
Debt Service	161,914	-	-	-
Total	4,562,087	5,094,535	5,487,743	5,323,094



DEPARTMENT: Information Technology

Program: Operations

Function(s): Operational Services

Purpose: The IT Operations program focuses on providing exceptional technical support, monitoring, sustaining, and continually adapting the city’s technology and radio infrastructure, and ensuring our departments are positioned to meet citizen demands for modern, secure, and uninterrupted service delivery.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,818,275	2,079,940	2,192,399	2,257,045
Services & Supplies	3,082,078	4,284,104	4,284,104	4,327,304
Capital Outlay	214,402	-	596,200	-
Debt Service	105,766	-	-	-
Total	5,220,521	6,364,044	7,072,703	6,584,350



Facilities and Infrastructure Maintenance

Mission Statement: Facilities & Infrastructure Operations (FIO) Division ensures safe, efficient, and resilient city facilities through proactive maintenance, innovative modernization, and sustainable practices that support the community's needs today and into the future.

Purpose: The Facilities & Infrastructure Operations (FIO) Division manages renovation, construction, contract oversight, and ongoing operations for more than 150 city-owned structures totaling over 1,000,000 square feet. The Division partners with other city departments to optimize resources and lead initiatives in utility management, energy efficiency, conservation, and sustainability, ensuring city facilities remain safe, efficient, and responsive to community needs.

City Council Goal	Department Goals
Public Safety, Transportation & Infrastructure	Ensure city facilities remain safe, functional, and compliant through proactive maintenance, timely repairs, and reliable infrastructure management to support uninterrupted operations for staff and the public.
Public Safety, Transportation & Infrastructure	Upgrade facilities with innovative, energy efficient systems and forward thinking design standards that improve performance, enhance safety, and meet the evolving needs of our community.
Sustainability	Implement facility operations and projects that reduce environmental impact, conserve resources, and promote long term efficiency to advance Lakewood's commitment to environmental stewardship.
Trust & Accountability In Government	Continuously evaluate and pilot emerging facility technologies and operational practices to improve service delivery, increase efficiency, and ensure the City benefits from proven and cost effective innovations.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Total number of Facilities work orders (Cartegraphs) completed	Annual	2,231	2,405	2,405	2,405
Total number of at fault vehicle accidents from FIO fleet vehicles	Annual	0	0	0	0
Total city facility closure days due to mechanical equipment failure	Annual	0	0	0	0
Emergency and after-hours callouts where staff must to respond onsite	Annual	12	10	12	12

2025 Variance Notes

The 2025 Revised Budget is \$5.3M higher than the 2025 Original Budget, primarily due to unfinished city infrastructure projects carrying forward from 2024. In addition to several large projects completing in 2025.

2026 Variance Notes

The 2026 Original Budget is \$3.9M less than the 2025 Revised Budget, reflecting fewer large infrastructure projects planned for 2026.

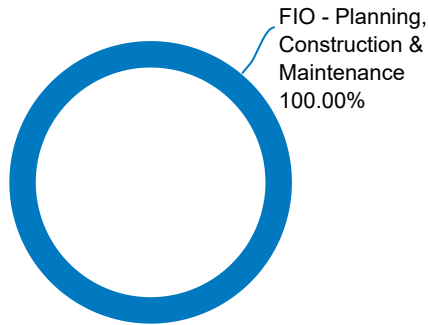
2025 Accomplishments

- 20+ major facility renovation, maintenance, and safety projects completed across city buildings and public spaces.
- Civic Center accessibility enhanced with ADA-compliant furniture and re-leveled plaza pavers.
- Multiple aquatic facility improvements, including pool plaster replacement, filter upgrades, and critical safety repairs at Link Recreation Center and Morse Park Pool.
- Upgraded operational reliability with new generator installation, supplemental heating systems, and backup server room renovation.
- Completed Carmody Recreation Center locker room renovations and expansion, enhancing capacity, accessibility, and user experience.
- Initiated the Whitlock Solar Project, adding rooftop and canopy-mounted solar arrays to advance renewable energy goals and reduce long-term operational costs.

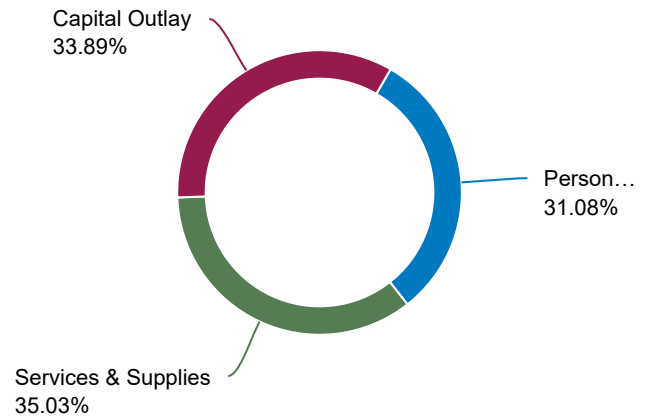
2026 Work Plan

- Complete the first phase of replacing the end-of-life Civic Center roof and HVAC systems with sustainable, high-efficiency alternatives.
- Implement proactive maintenance and scalable facility operations to ensure city buildings remain safe, functional, and continuously available for staff and the public.
- Modernize facilities through strategic upgrades and innovative technologies that improve performance, efficiency, and accessibility while advancing sustainability.
- Develop and launch a 25-year facilities roadmap to guide capital planning and achieve net-zero operations by 2050.

2026 Department Overview by Program



2026 Department Overview by Expense



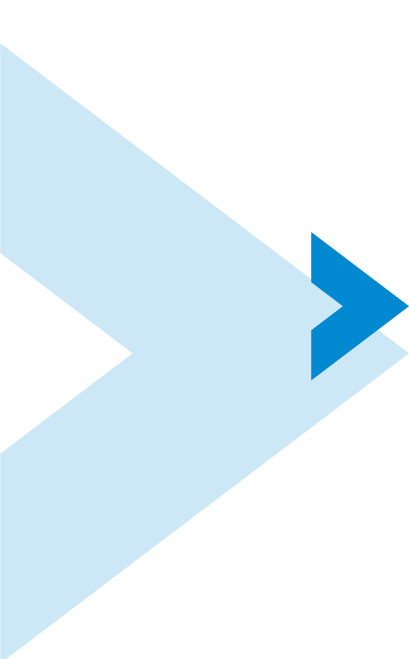
	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
FIO - Planning, Construction & Maintenance	9,532,579	8,226,015	13,485,337	9,554,569
Total	9,532,579	8,226,015	13,485,337	9,554,569
By Expense				
Personnel Services	2,707,427	2,965,982	2,910,184	2,969,225
Services & Supplies	4,310,382	3,260,344	3,454,394	3,347,344
Capital Outlay	2,399,604	1,884,600	7,120,759	3,238,000
Debt Service	115,164	115,089	-	-
Total	9,532,579	8,226,015	13,485,337	9,554,569
By Fund				
General Fund	5,690,371	6,025,921	5,849,797	5,901,758
Grants Fund	35,329	-	2,856,050	-
Open Space Fund	384,489	340,494	345,731	352,811
Capital Improvement Fund	3,422,390	1,859,600	4,433,759	3,300,000
Total	9,532,579	8,226,015	13,485,337	9,554,569



Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Aquatics Maintenance Specialist	1.00	1.00	1.00	1.00
Building and Maintenance Supervisor	1.00	1.00	1.00	1.00
Building Custodian	2.00	2.00	2.00	2.00
Building Maintenance Specialist	5.00	5.00	5.00	5.00
Buildings Operations Supervisor	1.00	1.00	1.00	1.00
Business Specialist III	2.00	2.00	2.00	2.00
Electrician I	2.00	2.00	2.00	2.00
Electrician II	1.00	1.00	1.00	1.00
Facilities & Infrastructure Manager	1.00	1.00	1.00	1.00
HVAC Technician II	2.00	2.00	2.00	2.00
Lead Building Custodian	1.00	1.00	1.00	1.00
Parks & Facilities Construction Coordinator	1.00	1.00	1.00	1.00
Planner II	1.00	1.00	1.00	1.00
Plumber II	2.00	2.00	2.00	2.00
Sustainable Operations Specialist-CR	1.00	1.00	1.00	1.00
Total	24.00	24.00	24.00	24.00



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. The mission of the LPD is “to serve and protect with integrity, intelligence and initiative.”

Purpose: Lakewood Police Department is responsible for the protection of life and property; resolution of conflict; creating and maintaining a feeling of security in the community; and the preservation of peace. The nearly 400 employees and more than 100 volunteers of the Lakewood Police Department are committed to providing the highest possible level of police service to our community.

City Council Goal	Department Goals
Trust & Accountability in Government	Continue to use and plan for the expansion of social media as an outreach and communication tool.
Public Safety, Transportation & Infrastructure	Planning for the rehabilitation of the Public Safety Center.
Trust & Accountability in Government	Continue to develop community partnerships that improve transparency, open communication, and public trust. Continue interactions such as National Night Out.
Trust & Accountability in Government	Expand partnerships and communication with institutions of higher education in Lakewood.
Public Safety, Transportation & Infrastructure	Planning for possible future pandemics, continuous evaluation of the department’s response to a current pandemic, workforce deployment, and scheduling modifications.
Public Safety, Transportation & Infrastructure	Evaluate use of force data and determine if there are possible methods to reduce these incidents.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Crime reductions in persons and property offenses by 10%	Annual	40%	42%	>38%	>38%
Increase Drone First Responder drone usage to 80 hours per week	Annual	TBD	TBD	2080 Hours	4160 Hours
Increase number of homeless navigation contacts	Annual	2,400	2,764	2,850	2,900
Streamline Recruitment & Hiring Processes	Improve 1 major workflow annually	TBD	TBD	1	1

2025 Variance Notes

The 2025 Revised budget is \$7.2M higher than the 2025 Original, primarily due to a combination of increase to benefits cost for personnel, and carry forward of unspent grant projects.

2026 Variance Notes

The 2026 Original Budget is \$3.2M less than the 2025 Revised budget, reflecting fewer large grants in 2026.

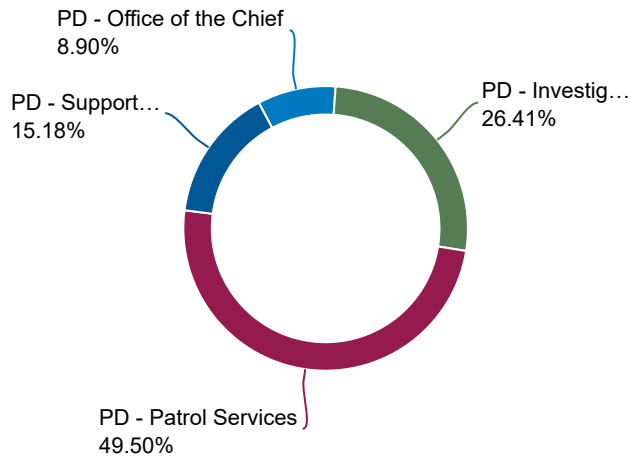
2025 Accomplishments

- The Investigation Division supported operations directly impacting high crime areas, focused on a nuisance motel; resulting in arrests, seized narcotics and eventual sale of the motel.
- Created a Recruiting and Training Section to expand recruiting services and improve in-service training.
- The Drone First Responder Program was officially launched; deploying one drone as part of the Real Time Crime Center section.
- Axon's Draft One report writing tool also went live in 2025.

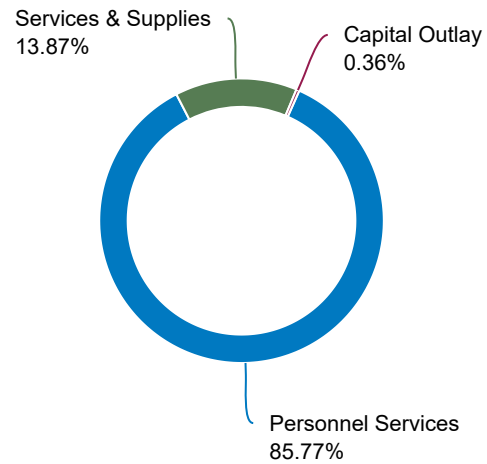
2026 Work Plan

- Leadership development (build relationships); recruiting and retention (be the destination organization), crime reduction (staffing and strategies)
- Building Trust and Legitimacy
- Police and Oversight
- Technology and Social Media
- Community Policing and Crime Reduction Officer Training and Education
- Officer Safety and Wellness

2026 Department Overview by Program



2026 Department Overview by Expense

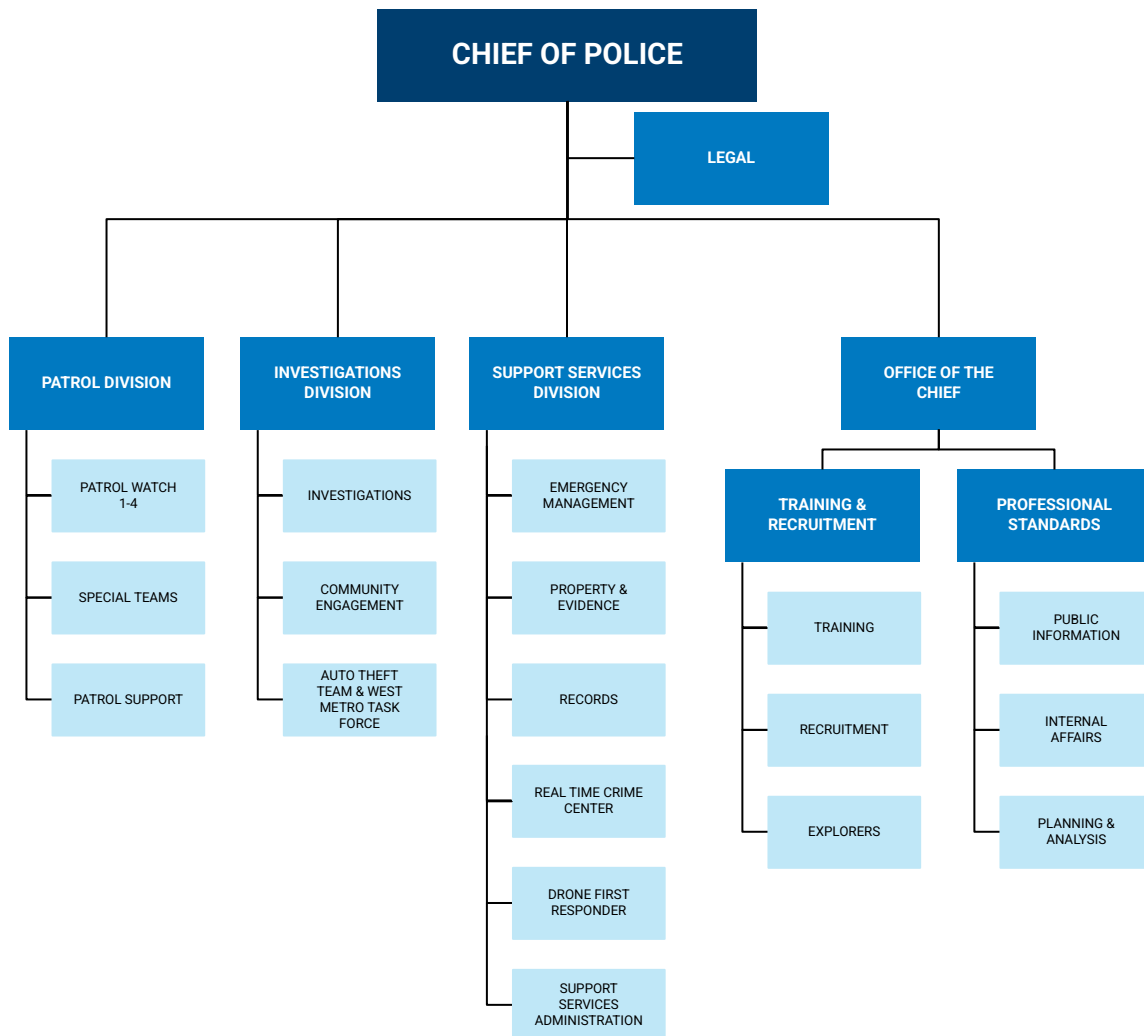


	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
PD - Office of the Chief	8,516,234	8,116,077	6,894,773	6,503,596
PD - Investigations	17,478,118	17,994,125	21,547,678	19,526,606
PD - Patrol Services	31,546,159	31,831,447	36,788,092	35,932,934
PD - Support Services	9,614,695	11,060,009	10,981,231	11,089,755
Total	67,155,205	69,001,659	76,211,774	73,052,892
By Expense				
Personnel Services	57,628,383	58,796,512	62,436,923	62,658,950
Services & Supplies	9,462,876	9,956,147	12,935,051	10,132,942
Capital Outlay	63,946	249,000	839,800	261,000
Total	67,155,205	69,001,659	76,211,774	73,052,892
By Fund				
General Fund	63,172,416	64,096,271	66,448,031	67,625,976
Grants Fund	3,199,767	3,188,984	6,994,800	3,418,259
Tabor Fund	783,023	1,716,404	2,768,943	2,008,657
Total	67,155,206	69,001,659	76,211,774	73,052,892

DEPARTMENT: Police

(303) 987-7150

www.lakewood.org/Government/Departments/Police





DEPARTMENT: Police

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Administrative Asst	1.00	1.00	1.00	1.00
Animal Control Officer I	3.00	3.00	3.00	3.00
Animal Control Officer II	3.00	3.00	3.00	3.00
Animal Control Supervisor	1.00	1.00	1.00	1.00
Bus Spec-Invest Tech-CMATT	1.00	1.00	1.00	1.00
Business Specialist II	2.00	2.00	2.00	2.00
Business Specialist III	3.00	3.00	3.00	3.00
Business Specialist IV	1.00	1.00	1.00	1.00
Chief of Police	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
Crime Analyst I	1.00	1.00	1.00	1.00
Crime Analyst II	1.00	1.00	1.00	1.00
Crime Lab Supervisor (JCRCL)	1.00	1.00	1.00	1.00
Crime Scene Analyst	1.00	1.00	1.00	1.00
Crime Scene Analyst (Wr)	1.00	1.00	1.00	1.00
Digital Forensics Analyst	1.00	1.00	1.00	1.00
Emergency Manager	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
Homeless Navigator	2.00	2.00	2.00	2.00
LEAD Case Manager I	1.00	1.00	1.00	1.00
LEAD Case Manager II	1.00	1.00	1.00	1.00
Lead Code Enforcement Officer	1.00	1.00	1.00	1.00
Mental Health Co-Responder	2.00	2.00	2.00	5.00
Offender Registrar	2.00	2.00	2.00	2.00
Patrol Support Coordinator	1.00	1.00	1.00	1.00
Patrol Support Technician	3.00	3.00	3.00	3.00
Police Admin Coordinator	1.00	1.00	1.00	1.00
Police Agent	221.00	221.00	221.00	221.00
Police Attraction and Engagement Supervisor	1.00	1.00	1.00	1.00
Police Commander	10.00	10.00	10.00	10.00
Police Community Serv Officer	10.00	10.00	10.00	10.00
Police Computer Analyst	1.00	1.00	1.00	1.00
Police Digital Mgmt Tech	3.00	3.00	3.00	4.00
Police Division Chief	3.00	3.00	3.00	3.00
Police Equipment Technician	1.00	1.00	1.00	1.00
Police Fugitive Warrant Tech	1.00	1.00	1.00	1.00
Police General Services Tech	1.00	1.00	1.00	1.00
Police Info Mgmt Sys Analyst	2.00	2.00	2.00	2.00
Police Info Mgmt Tech	13.00	13.00	13.00	13.00

Operating Summaries

DEPARTMENT: Police

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Police Info Validation Tech	1.00	1.00	1.00	1.00
Police Investigative Technician	9.00	9.00	9.00	9.00
Police Property Evidence Tech	7.00	7.00	7.00	7.00
Police Property Services Supv	1.00	1.00	1.00	1.00
Police Records Admin Tech	1.00	1.00	1.00	1.00
Police Records Compliance Coord	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	1.00	1.00
Police Sergeant	37.00	37.00	37.00	37.00
Police Training Unit Tech	1.00	1.00	1.00	1.00
Police Volunteer Prog Coord	1.00	1.00	1.00	1.00
Public Information Officer II	1.00	1.00	1.00	1.00
Quality Assur Coord (JCRCL)	1.00	1.00	1.00	1.00
Real Time Crime Center Tech	1.00	1.00	1.00	1.00
Record Mgmt Sys Consortium Mgr	1.00	1.00	1.00	1.00
Record Mgmt Sys Consortium Tech Mgr	1.00	1.00	1.00	1.00
Records MgmtSysConsSptAnalyst	1.00	1.00	1.00	1.00
Sr Crime Scene Analyst	2.00	2.00	2.00	2.00
Sr Digital Forensics Analyst	1.00	1.00	1.00	1.00
Sr Forensic Scientist (JCRCL)	2.00	2.00	2.00	2.00
Talent Acquisition Coordinator	0.60	0.60	0.60	0.60
Victim Advocate	6.00	6.00	6.00	6.00
Victim Witness Assistant Supervisor	1.00	1.00	1.00	1.00
Total	393.60	393.60	393.60	397.60

DEPARTMENT: Police

Program: Office of the Chief of Police

Function(s): Office of the Chief

Purpose: The Office of the Chief of Police provides executive leadership and strategic oversight for all police operations to include patrol, investigations, support services and professional standards. The Office of the Chief division consists of the Police Planning and Analysis Unit, Professional Standards Section, and Recruiting and Training Section. The Office of the Chief collaborates closely with the City Manager's Office to ensure that public safety services are delivered effectively, efficiently, and in alignment with community expectations.

The Police Planning and Analysis Unit is responsible for coordinating the department's annual budget, managing grant and asset seizure fund reporting, providing research and planning support across all divisions. This unit oversees the accreditation process to ensure compliance with law enforcement standards and continuous improvement.

The Professional Standards section maintains written directives, employee commendations, and conducts internal investigations into allegations of misconduct. This section plays a critical role in upholding accountability, transparency, and professionalism within the department.

The Recruiting and Training section oversees police recruitment, training, and career development. This section also administers promotional processes, the Police Recruit Training Academy, and coordinates in-service and training for both sworn and civilian employees. Other tasks from the section are conducting background investigations, retention initiatives and physical and mental wellness programs. Also manages the Police Explorer and Intern programs the Rooney Valley Shooting Range, and facilitates reintegration support for military deployments.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	7,556,356	7,326,222	5,788,829	5,765,158
Services & Supplies	941,179	751,854	1,055,944	688,438
Capital Outlay	18,700	38,000	50,000	50,000
Total	8,516,235	8,116,076	6,894,773	6,503,596

Program: Investigations

Function(s): Investigations

Purpose: The Investigations Division is responsible for conducting comprehensive follow-up investigations into criminal activity, collecting and analyzing physical evidence, identifying and arresting suspects, and filing criminal charges in coordination with prosecutorial agencies. This division is composed of specialized detective teams focused on specific crime types, personnel assigned to multi-agency task forces, and dedicated units that support both victims and operational needs.

Detectives teams with the division include the Family Crimes Team, Persons Team, Burglary/Robbery Team, Economic Crimes Team, Crimes Against Children Team, Juvenile Crime Team (includes School Resource Officers), Theft Team, Special Investigations Unit (SIU), and the Sex Offender Apprehension and Registration (SOAR) Team. These teams investigate a wide range of offenses, including homicides, assaults, child abuse, property crimes, and juvenile-related offenses. They also conduct criminal background investigations and intelligence gathering for regulated businesses within this city. The Victim Assistance Unit provides vital services to victims and witnesses of crime; including crisis intervention, emotional support, and advocacy throughout the criminal justice process.

The Community Engagement Section plays a key role in implementing community policing initiatives, this section includes Community Action Team (CAT), navigators, co-responders, Code Enforcement, and Volunteer Program. The CAT team focuses on addressing complex social issues such as homelessness, mental health, and quality-of-life concerns. Code Enforcement enforces Lakewood's Municipal Codes and Zoning Ordinances. The Volunteer Program provides meaningful community involvement and essential operational support.

The Criminalistics Section provides technical expertise in collection, examination, and preservation of physical evidence. This includes fingerprint comparison, forensic photography, digital evidence processing, crime scene reconstruction, and expert testimony.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	14,564,897	15,407,748	17,069,692	16,774,091
Services & Supplies	2,868,460	2,375,378	3,688,186	2,541,515
Capital Outlay	44,761	211,000	789,000	211,000
Total	17,478,118	17,994,126	21,546,878	19,526,606

DEPARTMENT: Police

Program: Patrol Services

Function(s): Patrol

Purpose: The Patrol Services Division serves as the most visible and widely recognized component of the Lakewood Police Department, providing around-the-clock response to both emergency and non-emergency calls for service. Patrol agents are responsible for conducting initial investigations, preparing case documentation, apprehending offenders, and proactively addressing crime and quality-of-life issues throughout the city. In addition to these core law enforcement responsibilities, patrol personnel regularly perform non-criminal duties that contribute to public safety and community well-being.

To meet the needs of a dynamic and diverse community, Patrol Services is supported by several specialized teams. The Traffic Teams focus on enforcement, crash investigation, and traffic safety education during peak hours. The Mills Team provides targeted patrol coverage in the Lakewood shopping district. The Special Enforcement Team (SET) offers a flexible, problem-solving response to emerging crime trends. The Special Weapons and Tactics (SWAT) unit is trained and equipped to manage critical incidents requiring specialized skills and coordination. The Patrol Support Team (PST) delivers essential administrative and clerical support that ensures operational continuity. Community Service Officers (CSOs), who are non-sworn personnel, play a critical support role by handling routine service calls and administrative functions. This allows sworn officers to focus on higher-priority incidents and community engagement.

The division is also supported by the Crime Analysis Team, composed of civilian analysts who evaluate and share timely, actionable intelligence regarding crime patterns and trends. Their insights inform deployment strategies, guide resource allocation, and enhance both immediate tactical responses and long-term strategic planning.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	29,716,705	29,443,337	33,261,025	33,595,462
Services & Supplies	1,828,968	2,388,110	3,527,067	2,337,472
Capital Outlay	486	-	-	-
Total	31,546,159	31,831,447	36,788,092	35,932,934



Division: Support Services

Function(s): Support Services

Purpose: The Support Services Division delivers administrative, operational, and technical support to teams within Lakewood Police Department and the community. The division consists of Police Records, Emergency Management, and Technical Operations.

The Police Records Section serves as the central hub for managing all criminal justice records. Responsibilities include processing and maintaining incident and crime reports, warrants, bonds, traffic and criminal citations, expungement orders, and overseeing electronic ticketing systems. Staff in this section support investigations, victim services, and court processes by ensuring the timely and accurate flow of critical information. They also work closely with internal teams and external agencies to implement technologies that improve efficiency, and they are responsible for submitting crime data to state and federal databases.

Within this section, the Digital Records and Video Release (DRVR) Team manages open records requests and oversees the redaction and release of body-worn camera footage. These services are provided in accordance with the Colorado Open Records Act (CORA) and the Colorado Criminal Justice Records Act (CCJRA), ensuring transparency and compliance while protecting sensitive information.

The Emergency Management Section oversees the city of Lakewood’s preparedness and response efforts for natural disasters, homeland security concerns, and large-scale event planning. This section ensures the city is equipped to respond quickly and effectively to both planned and unforeseen emergencies.

The Property & Evidence Unit is responsible for the secure intake, storage, tracking, and preservation of all items booked for evidentiary purposes or safekeeping. Strict chain-of-custody protocols are followed to maintain the integrity of evidence, and staff ensure the proper return or disposal of property when appropriate.

The Real Time Crime Center (RTCC) uses advanced technology and real-time data systems to support ongoing investigations, improve officer safety, and enhance situational awareness. This sergeant serves as the primary connection between the police department and the city’s Information Technology Department. This role ensures police systems are effectively implemented, maintained, and used to their fullest potential.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	5,790,426	6,619,203	6,317,376	6,524,239
Services & Supplies	3,824,269	4,440,806	4,663,855	4,565,517
Total	9,614,695	11,060,009	10,981,231	11,089,756



Public Works

DEPARTMENT: Public Works

Mission Statement: The Public Works Department strives to enhance the quality of life for all by ensuring safe, accessible, and well-maintained public infrastructure and services. These are achieved through:

Infrastructure Management: Maintaining and improving essential public infrastructure such as streets, water and sewer systems, stormwater management, and city vehicles.

Service Delivery: Providing reliable and efficient services to the public, including snow removal, traffic management, and permit issuance & inspections.

Sustainability: Incorporating sustainable practices in operations and infrastructure development to preserve resources and protect the environment for future generations.

Innovation: Utilizing new technologies and innovative approaches to improve service delivery and infrastructure management.

Stewardship: Managing public resources responsibly and effectively.

Community Engagement: Collaborating with the community to address their needs and concerns.

Purpose: To maintain and develop the infrastructure and provide services essential for a community's well-being and quality of life.

City Council Goal	Department Goals
Public Safety, Transportation & Infrastructure	Maintain the city's overall pavement condition index at 70 or greater
Sustainability	Increase the number of electric vehicles in the city's fleet to 20% of all vehicles by the end of 2030
Public Safety, Transportation & Infrastructure	Increase the amount of new sidewalks and new or enhanced bikeways by the end of 2027
Trust & Accountability in Government	Meet established time frames for submittal review of major development sites
Public Safety, Transportation & Infrastructure	Reduce the number of fatal and serious bodily injuries sustained from traffic crashes

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
OCI/ Cumulative Lane Miles of Roadway Pavement Improved	Annual	70 / 210.2	75.6 / 210.2	70 / 164.2	70 / 42.8
Number of electric vehicles added to the fleet	Annual	9	9	7	9
Average Response Time for Major Development Review	Days	40	67	30	30
Percent change from prior year in number of fatal and serious bodily injury crashes	Annual	-5%	2%	-5%	-5%

DEPARTMENT: Public Works

2025 Variance Notes

The 2025 Revised Budget is \$6.3M higher than the 2025 Original, primarily due to 2024 projects still in-progress that carried forward into 2025.

2026 Variance Notes

The 2026 Original Budget is \$20M lower than the 2025 Revised Budget, primarily due to fewer large capital projects planned for 2026. Unfinished projects from 2025 are likely to carry forward into 2026.

2025 Accomplishments

- Implementation of parking enforcement program
- Adoption of the Bike Plan
- Updated development & permit fees
- Constructed two charging locations
- Completed Phase 1 of the Colfax Safety Project
- Completed Phase 2 of the North Dry Gulch Drainage Improvement Project
- Completed the Morrison/Wads Intersection Improvements Project
- Completed the Green Gables Park Side Use Path & Garrison Station Path Projects
- Completed pavement preservation on 60.3 lane miles of mill & overlay, 56.2 lane-miles of Reclamite sealing, and 47.5 lane-miles of sealcoat
- Procured 54 replacement vehicles including 7 fully electric vehicles
- Completed traffic signal improvements at Urban St/Alameda Pkwy & Union Blvd/Mississippi Ave

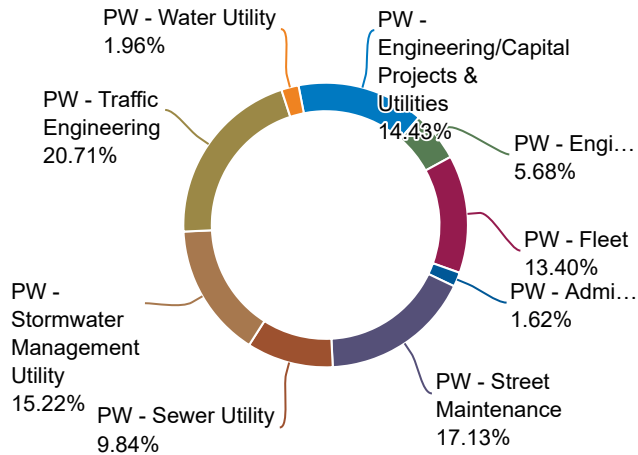
2026 Work Plan

- Install Bear Creek Lake Park electric vehicle charging station
- Update the Traffic Calming Policy & Program
- Update stormwater drainage criteria for private & public improvements
- Update the water and sanitary sewer regulations for private & public improvements
- Implement a pavement degradation fee
- Repair deficient guardrails
- Upgrade the traffic signal system software
- Improve service to Lakewood water customers in partnership with Denver Water
- Continue work on North Dry Gulch Drainage Improvement Project, Phase 3
- Begin work on Colfax Safety Project, Phase 2
- Complete 42.8 lane-miles of mill & overlay for pavement preservation

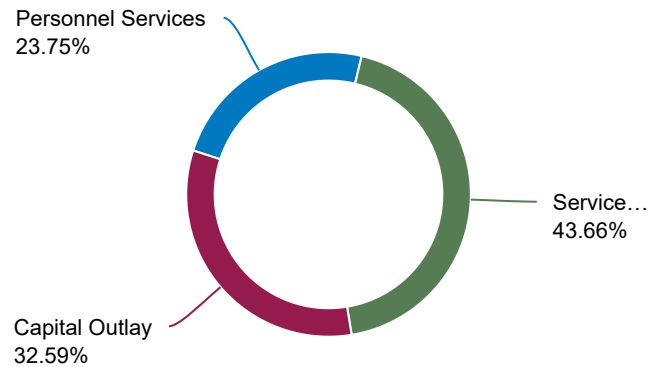
Operating Summaries

DEPARTMENT: Public Works

2026 Department Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
PW - Engineering/Capital Projects & Utilities	7,639,086	18,909,917	27,996,555	11,388,755
PW - Engineering/Development Services	3,672,704	4,546,932	4,976,278	4,479,938
PW - Fleet	13,247,338	11,484,461	11,254,593	10,574,267
PW - Administration	359,303	1,279,215	1,277,887	1,280,060
PW - Street Maintenance	17,011,652	17,858,331	18,181,123	13,522,292
PW - Sewer Utility	5,258,383	8,543,984	7,592,896	7,766,983
PW - Stormwater Management Utility	27,475,727	20,386,152	9,357,823	12,013,830
PW - Traffic Engineering	8,264,714	8,128,772	16,112,578	16,346,951
PW - Water Utility	1,532,495	1,490,920	2,221,674	1,548,721
Total	84,461,401	92,628,684	98,971,406	78,921,798
By Expense				
Personnel Services	15,699,102	17,118,970	18,125,675	18,744,270
Services & Supplies	18,962,154	30,030,865	29,493,727	34,459,382
Capital Outlay	49,800,145	45,478,848	51,352,004	25,718,145
Total	84,461,401	92,628,684	98,971,406	78,921,798

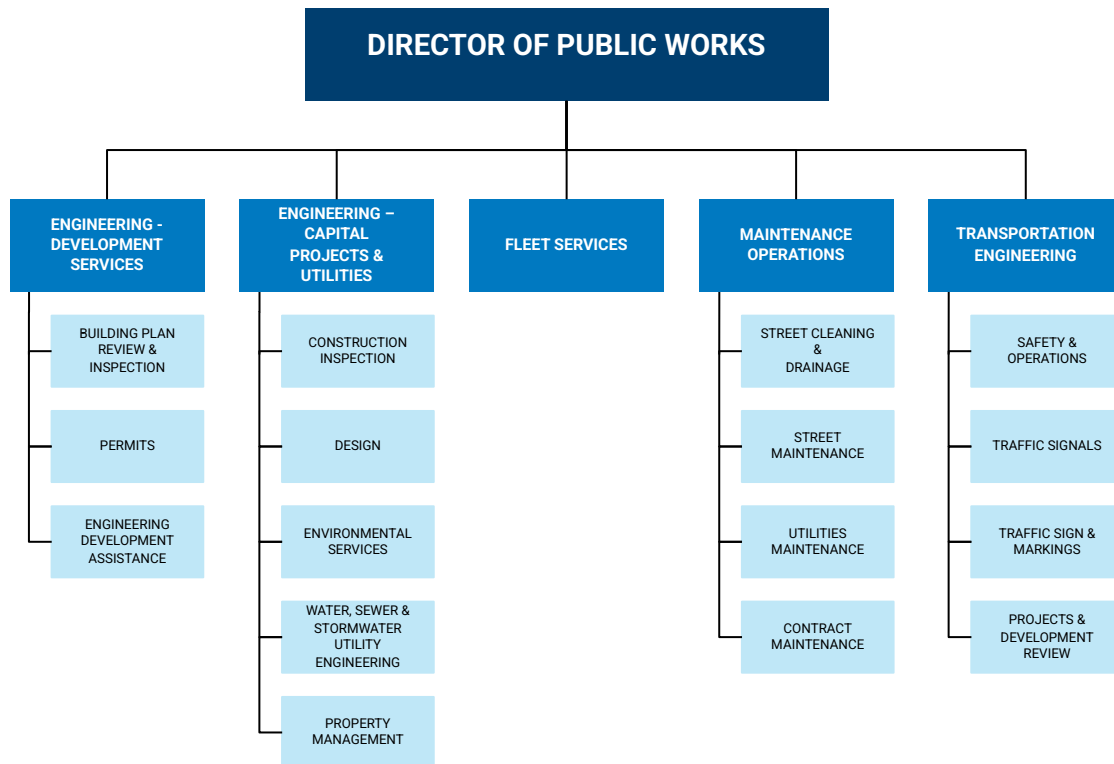
DEPARTMENT: Public Works

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Fund				
General Fund	19,173,661	21,924,126	22,551,739	22,411,247
Grants Fund	2,388,359	5,930,000	13,402,973	1,791,813
Tabor Fund	1,597,919	931,201	12,396,136	9,684,706
Capital Improvement Fund	20,391,262	29,772,300	27,598,166	20,604,497
Equipment Replacement Fund	6,643,596	3,650,000	3,850,000	3,100,000
Sewer Enterprise Fund	5,258,383	8,543,984	7,519,267	7,691,682
Stormwater Enterprise Fund	27,475,727	20,386,152	9,431,452	12,089,131
Water Enterprise Fund	1,532,495	1,490,920	2,221,674	1,548,721
Total	84,461,401	92,628,684	98,971,406	78,921,798

DEPARTMENT: Public Works

(303) 987-7500

www.lakewood.org/Government/Departments/Public-Works





DEPARTMENT: Public Works

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Alternative Transportation Coord	1.00	1.00	1.00	1.00
Building Inspector I	1.00	1.00	1.00	1.00
Building Inspector II	4.00	4.00	4.00	4.00
Building Inspector III	2.00	2.00	2.00	2.00
Building Official	1.00	1.00	1.00	1.00
Business Specialist II	2.00	2.00	2.00	2.00
Business Specialist III	2.00	2.00	2.00	2.00
City Engineer Capital Projects & Utilities	1.00	1.00	1.00	1.00
City Engineer Development Services	1.00	1.00	1.00	1.00
City Transportation Engineer	1.00	1.00	1.00	1.00
Civil Designer/CADD Tech	2.00	2.00	2.00	2.00
Civil Engineer I	1.00	1.00	1.00	1.00
Civil Engineer II	2.00	2.00	2.00	2.00
Civil Engineer III	6.00	6.00	6.00	6.00
Constr Documents Tech	1.00	1.00	1.00	1.00
Construction Coordinator	1.00	1.00	1.00	1.00
Construction Inspector I	4.00	4.00	4.00	4.00
Construction Inspector II	1.00	1.00	1.00	1.00
Construction Inspector III	4.00	4.00	4.00	4.00
Director of Public Works	1.00	1.00	1.00	1.00
Engineering Assistance Tech	1.00	1.00	1.00	1.00
Engr Dev Assist Coordinator	1.00	1.00	1.00	1.00
Environmental Services Coord	1.00	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00	1.00
Fleet Maintenance Supervisor	1.00	1.00	-	-
Fleet Mechanic	7.00	7.00	7.00	7.00
Fleet Parts Clerk	1.00	1.00	1.00	1.00
Fleet Upfit Technician	-	-	-	1.00
Lead Fleet Mechanic	2.00	2.00	2.00	2.00
Maint Lead/Heavy Equip Oper	7.00	7.00	7.00	7.00
Maint Spec/Equipment Oper	12.00	12.00	12.00	12.00
Maintenance Specialist	16.00	16.00	16.00	16.00
Maintenance Worker	1.00	1.00	1.00	1.00
Permit Counter Supervisor	1.00	1.00	1.00	1.00
Permit Technician	3.00	3.00	3.00	3.00
Plans Examiner I	2.00	2.00	2.00	2.00
Principal Civil Engineer I	1.00	1.00	1.00	1.00
Public Works Operations Mgr	1.00	1.00	1.00	1.00
Revenue Supervisor	0.50	0.50	0.50	0.50
Right-Of-Way Agent	2.00	2.00	2.00	2.00
Right-of-Way Maintenance Tech	1.00	1.00	1.00	1.00

Operating Summaries

DEPARTMENT: Public Works

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Sr Plans Examiner	2.00	2.00	2.00	2.00
Stormwater Quality Coord	1.00	1.00	1.00	1.00
Street Maint Superintendent	1.00	1.00	1.00	1.00
Street Maintenance Crew Ldr	3.00	3.00	3.00	3.00
Traffic Signal Spec II	2.00	2.00	2.00	2.00
Traffic Signal Spec III	2.00	2.00	2.00	2.00
Traffic Signal Supervisor	1.00	1.00	1.00	1.00
Traffic Signal Technician I	2.00	2.00	2.00	2.00
Traffic Signs & Markings Spec III	1.00	1.00	1.00	1.00
Traffic Signs & Mrkg Supv	1.00	1.00	1.00	1.00
Traffic Signs & Mrkings Spec I	2.00	2.00	2.00	2.00
Traffic Signs & Mrkings Spec II	3.00	3.00	3.00	3.00
Transportation Engineer	1.00	1.00	1.00	1.00
Transportation Engineering Mgr	2.00	2.00	2.00	2.00
Transportation Engrng Tech II	3.00	3.00	3.00	3.00
Utilities Superintendent	1.00	1.00	1.00	1.00
Utility Billing and Taxpayer Lead	0.68	0.68	0.68	0.68
Utility Billing Specialist II	2.00	2.00	2.00	2.00
Utility Locator	1.00	1.00	1.00	1.00
Water And Sewer Technician	1.00	1.00	1.00	1.00
Total	134.18	134.18	133.18	134.18

DEPARTMENT: Public Works

Program: Public Works Administration**Function(s):** Administration

Purpose: Public Works Administration plans, organizes and oversees all projects, programs, and personnel in the Department. The Public Works Department delivers a wide range of services associated with operations and management of public infrastructure assets such as traffic signals, sidewalks, and streets. It also delivers various programs such as snowplowing, development plan review & permitting, capital project design & construction as well as management of the city's fleet & equipment.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	255,039	258,377	257,049	259,224
Services & Supplies	7,069	20,837	20,837	20,837
Capital Outlay	97,196	1,000,000	1,000,000	1,000,000
Total	359,304	1,279,214	1,277,886	1,280,061

Program: Engineering

Function(s): Capital Projects & Utilities

Purpose: The Capital Projects & Utilities Division oversees development, design and construction of city-initiated capital projects. It also inspects city infrastructure, constructed by other agencies and by private land development projects, for conformance with city regulations & standards.

Staff manage city and grant-funded capital projects for various transportation- or utility-related improvements. Construction of city-initiated capital improvement projects are completed by private contractors selected through a competitive bid process.

Staff oversee the city's existing property interests and, as needed, negotiate acquisition of new property interests.

Staff inspects construction of public improvements being installed by private property owners and by city contractors to confirm conformance with approved plans and city criteria. This group also administers right-of-way and utility permits to ensure existing city infrastructure is not compromised by others' activities and that the safety of the traveling public is maintained.

This Division is also responsible for day-to-day operation of the Quail Street Recycling Center. Staff also participates in leadership of the multi-jurisdictional Rooney Road Recycling Center.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	2,516,157	2,888,560	2,897,749	3,044,443
Services & Supplies	785,433	9,602,809	5,572,858	6,481,529
Capital Outlay	4,337,496	6,418,548	19,525,948	1,862,783
Total	7,639,086	18,909,917	27,996,555	11,388,755

DEPARTMENT: Public Works

Program: Engineering

Function(s): Development Services

Purpose: The Development Services Division interacts with private land developers, building contractors and Lakewood residents who wish to develop, construct or renovate sites or buildings within the city. Various documents are reviewed by staff to ensure compliance with adopted building codes, City and State regulations, and standard construction methods. Permits for building construction, roadway construction, grading and erosion control and many other types of public and private improvements are issued and inspected by this Division.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	3,233,907	3,589,432	3,888,778	4,000,438
Services & Supplies	438,797	957,500	1,087,500	479,500
Total	3,672,704	4,546,932	4,976,278	4,479,938

Program: Fleet Services

Function(s): Fleet Services

Purpose: This Division repairs and maintains city vehicles and heavy equipment. They also procure replacement or new vehicles, as needed and oversee fueling dispensary.

The Fleet Services program supports and maintains approximately 660 pieces of city-owned vehicles and motorized self-propelled equipment by utilizing nine fleet technicians, one managerial position, and one administrative position.

The Division takes a predictive as well as a planned maintenance approach to maintaining the fleet with the goal of keeping equipment running with as little down-time as possible. The Division has been able to maintain an uptime (available to equipment operator) percentage of over 95%.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,450,876	1,630,106	1,683,605	1,840,280
Services & Supplies	5,361,677	5,608,987	5,695,987	5,308,987
Capital Outlay	6,434,786	4,245,368	3,875,000	3,425,000
Total	13,247,339	11,484,461	11,254,592	10,574,267

Program: Public Works Maintenance

Function(s): Maintenance

Purpose: This Division maintains and preserves city-owned assets in the public right of way such as streets, sidewalks, bikeways, and water, sanitary sewer, and stormwater assets. The Division also delivers various operational programs such as snow and ice control, graffiti removal, and street sweeping and cleaning. The Division also manages various contracts to perform annual maintenance on sidewalks and pavements to ensure safe facilities for the traveling public.

The city's maintenance program performs day-to-day repair activities needed to maintain the city street system including pot hole repair, roadway shouldering, guardrail repairs, and alley & unpaved surface maintenance. Private contractors are used to perform the annual pavement overlay, sealcoat, and concrete repair programs.

Street sweeping is performed year round. During the winter months it 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.

The city's Snow and Ice program provides service to ensure priority snow routes are plowed and sanded in accordance with the expected level of the storm event. Priority routes consist of 285 miles of streets. Residential streets are only plowed when the total snow depth significantly impedes vehicle mobility and melting is not forecast to occur quickly. During most snowstorms twenty-six (26) dump trucks and (4) passenger trucks are deployed to cover priority routes. For large snowstorms, an additional twelve (12) to fifteen (15) contract vehicles assist city crews.

Maintenance of state highways is split between the Colorado Department of Transportation (CDOT) and the city. On these shared highways CDOT is responsible for pavement maintenance and snow plowing. The city is responsible for sweeping, drainage maintenance, and path/sidewalk repair.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	2,624,125	2,908,339	3,296,131	3,419,872
Services & Supplies	1,863,243	2,152,421	2,087,421	2,102,421
Capital Outlay	12,524,284	12,797,570	12,797,570	8,000,000
Total	17,011,652	17,858,330	18,181,122	13,522,293

DEPARTMENT: Public Works

Program: Sewer Utility

Function(s): Sewer Utilities

Purpose: The Sewer Utility is responsible for new construction and maintenance of the wastewater collection and distribution system for approximately 6,900 accounts in the northern part of the city. Lakewood's Sewer Utility is one of twenty-three (23) entities that provide sanitary sewer services to the citizens of Lakewood. All sewage collected is conveyed to and then treated by Metro Water Recovery District. Wastewater treatment charges paid to Metro are the largest single expense for the Sewer Utility.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	895,364	862,413	911,328	932,914
Services & Supplies	4,053,217	5,651,570	4,651,570	6,034,070
Capital Outlay	309,800	2,030,000	2,030,000	800,000
Total	5,258,381	8,543,983	7,592,898	7,766,984

Program: Stormwater Management Utility

Function(s): Stormwater Management Utility

Purpose: The Stormwater Management Utility system is comprised of storm sewers, gutters, storm drain inlets and similar features that collect and discharge stormwater to local waterbodies. The city is responsible for maintenance and replacement of the system as well as construction of new improvements to ensure adequate capacity and limit flooding of public and private property and structures. The Utility is also responsible for compliance with federal stormwater quality requirements.

The city has a municipal separate storm sewer systems (MS4) permit from the state and are tasked with developing and managing a program to control stormwater discharges into the stormwater system as well as to waters of the state.

The system, including pipes, Inlets, culverts, and manholes, are inspected and cleaned on a regular basis. Gulches and other open waterway systems are cleared as needed.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,703,211	1,817,170	1,773,073	1,751,724
Services & Supplies	1,353,459	1,236,983	1,236,983	1,117,108
Capital Outlay	24,419,053	17,332,000	6,347,766	9,145,000
Total	27,475,723	20,386,153	9,357,822	12,013,832



Program: Transportation Engineering

Function(s): Transportation Engineering

Purpose: This Division installs, maintains and operates street signs, pavement markings, bicycle facilities, beacons, and traffic signals including Intelligent Transportation System (ITS) devices such as variable message signs, cameras, fiber optic networks and travel time monitoring systems. It also provides for the operation of night time street lighting and roadway safety systems including rumble strips, speed humps and radar feedback signs.

A parking enforcement program, with services by a contractor, was implemented in 2025 along with a pilot program in the Applewood area for residential parking permits.

The Division is also responsible for development review for traffic impacts, sight triangles, roadway standards, work zone traffic control, and safety reviews. Staff also reviews block party permits.

Transportation Engineering operates and maintains traffic signals and safety devices for CDOT, Denver West, and the City of Edgewater through various contracts.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	2,814,980	2,953,830	3,185,870	3,257,139
Services & Supplies	3,933,301	3,569,580	7,910,393	11,654,452
Capital Outlay	1,516,433	1,605,362	5,016,314	1,435,362
Total	8,264,714	8,128,772	16,112,577	16,346,953

Program: Water Utility

Function(s): Water Utility

Purpose: The Water Utility provides and maintains the water distribution system for approximately 800 accounts in the northeast part of the city. 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.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	205,434	210,741	232,090	238,243
Services & Supplies	1,165,959	1,230,178	1,230,178	1,260,478
Capital Outlay	161,099	50,000	759,406	50,000
Total	1,532,492	1,490,919	2,221,674	1,548,721



Sustainability and Community Development

DEPARTMENT: Sustainability and Community Development

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 Sustainability and Community Development Department develops and implements plans & programs to improve the quality of life for Lakewood citizens; improve resource efficiency; preserve & enhance environmental attributes; and strengthen and broaden the economic base of the city. The 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.

In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Sustainability and Community Development Department will continue to implement programs and projects that contribute to the city's overall sustainability goals. The department will undertake efforts to implement the Comprehensive Plan and the city's first Strategic Sustainability Plan. The department will also continue to work with 40 West Arts, the Lakewood West Colfax BID, and other partners in the community to sustain and enhance the 40W ArtLine. Another priority of the department for 2025-2026 is continuing to monitor the Zoning Ordinance. The department will continue to work regionally to develop and implement policies and programs that address the needs of the homeless in Lakewood and Jefferson County.

City Council Goal	Department Goals
Affordable Housing	Implement recommendations from the Strategic Housing Plan.
Trust & Accountability in Government	Maintain a diverse range of communication channels in order to provide updates and solicit feedback on sustainability division programs and projects. Ensure that communication channels are inclusive and reach a diverse audience through the use of a range of media platforms.
Thriving Economy	Promote and attract Transit Oriented Development as appropriate within the City - focus on West Corridor.
Public Safety, Transportation & Infrastructure	Adopt new Comprehensive Plan, and implement its recommendations, in parallel with update to zoning code.
Public Safety, Transportation & Infrastructure	Implement the Colfax Action Plan and the ArtLine Framework Plan.

Key Performance Indicators

KPI Description	Period	2024 Actual	2024 Goal	2025 Goal	2026 Goal
Affordable housing 90 day review process	Annual	TBD	TBD	50%	50%
Development case 6 month review timeframes	Annual	TBD	TBD	50%	50%
Number of sustainable neighborhoods supported	Annual	10	10	10	12
% Energy-related GHG reduction from 2018	Annual	30.4%	25.9%	35.4%	40.5%

DEPARTMENT: Sustainability and Community Development**2025 Variance Notes**

The 2025 Revised Budget is \$17.3M higher than the 2025 Original, largely due to the Colfax Safety Project's updated timeline, which now allows the budget to be phased across multiple years.

2026 Variance Notes

The 2026 Original Budget is \$975k lower than the 2025 Revised Budget, primarily because large one-time grants budgeted in 2025 will not continue into 2026.

2025 Accomplishments

- Completion of zoning ordinance amendments
- Launched a new youth mini-grant program for sustainability projects and began offering fully subsidized home energy audits for all residents, using Climate Fund dollars for the first time.
- Secured a \$1.5M DRCOG grant to launch Lakewood's first benchmarking program for mid-size commercial, multifamily, and institutional buildings, bridging the gap while the \$5M federal DOE grant remains on hold.
- Opened Navigation Center. Renovations to be completed by Dec 2025

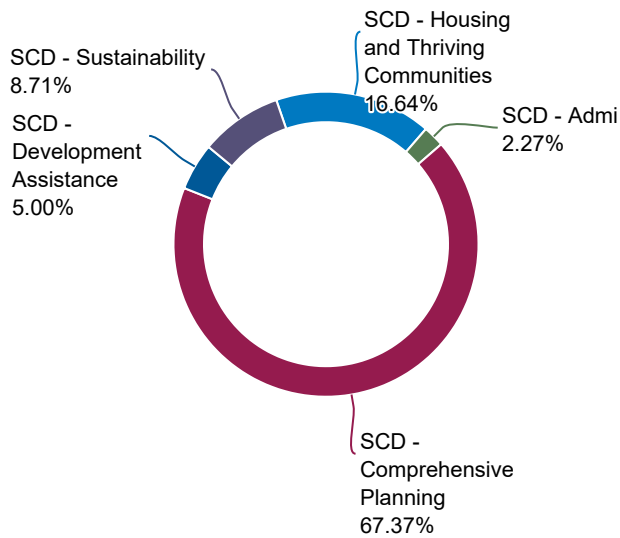
2026 Work Plan

- Implementation of 90-day affordable housing review process
- 6-month review timeframes for development case reviews
- Etrakit case review status portal
- Expand the Sustainable Neighborhoods Program with a special focus on youth engagement
- Start the City's first building benchmarking program to support reduction of energy related GHG emissions
- Start a new food scrap drop off program to divert residential kitchen organics, add a new Lakewood school to the Green Start Schools Program, and continue planning for curbside organics collection
- Prioritize and begin implementing resilience and adaptation suggestions from the Climate Hazards and Social Vulnerability Report
- Work with new Navigation Center operator to provide 24/7/365 service

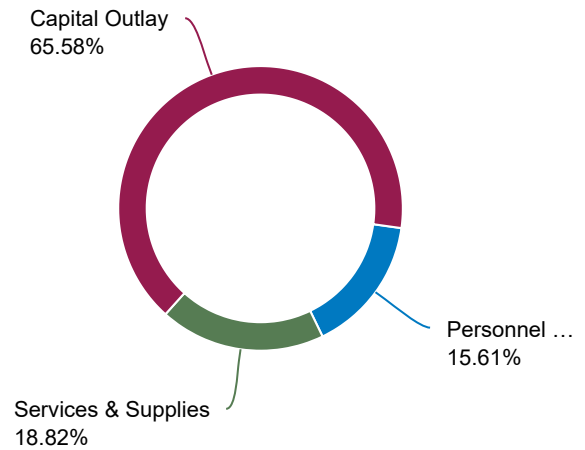
Operating Summaries

DEPARTMENT: Sustainability and Community Development

2026 Dept Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
SCD - Housing and Thriving Communities	6,596,885	2,123,831	9,856,680	5,019,738
SCD - Administration	454,886	627,341	667,187	685,816
SCD - Comprehensive Planning	1,657,684	2,851,882	12,122,091	20,319,173
SCD - Development Assistance	1,318,105	1,389,347	1,471,069	1,509,055
SCD - Sustainability	1,090,702	6,817,262	6,743,585	2,351,746
Total	11,118,262	13,809,663	30,860,613	29,885,531
By Expense				
Personnel Services	3,501,747	4,455,206	4,458,349	4,707,687
Services & Supplies	1,785,247	7,560,874	9,760,887	5,399,874
Capital Outlay	5,831,268	1,793,583	16,641,376	19,777,971
Total	11,118,262	13,809,663	30,860,613	29,885,531
By Fund				
General Fund	4,616,597	7,110,779	7,054,373	10,056,467
Grants Fund	6,491,265	6,624,884	23,732,240	19,754,064
Capital Improvement Fund	10,400	74,000	74,000	75,000
Total	11,118,262	13,809,663	30,860,613	29,885,531

DEPARTMENT: Sustainability and Community Development

(303) 987-7900

www.lakewood.org/Government/Departments/Planning



Operating Summaries

DEPARTMENT: Sustainability and Community Development

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Associate Planner	2.00	2.00	2.00	2.00
Business Specialist III	1.00	1.00	1.00	1.00
CDBG Coordinator	1.00	1.00	1.00	1.00
Chief of Sustainability and Community Development	1.00	1.00	1.00	1.00
Grants Administrator	1.00	1.00	-	-
Grants Specialist	1.00	1.00	-	-
Homeless Coordinator	1.00	1.00	1.00	1.00
Housing and Livable Communities Manager	1.00	1.00	1.00	1.00
Housing Navigator	1.00	1.00	1.00	1.00
Neighborhood Support Team Coordinator	1.00	1.00	1.00	1.00
Planner	3.00	3.00	3.00	4.00
Planning Manager-Sustainability	1.00	1.00	1.00	1.00
Planning Mgr - Comprehensive & Rsch	1.00	1.00	1.00	1.00
Planning Mgr-Devlp Assistance	1.00	1.00	1.00	1.00
Planning Technician	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00
Resource Development Manager	1.00	1.00	-	-
Right-Of-Way Agent	1.00	1.00	1.00	1.00
Right-Of-Way Technician I	1.00	1.00	1.00	1.00
Sr Planner	3.00	3.00	3.00	3.00
Sr Sustainability Planner	2.00	2.00	2.00	2.00
Sustainability Planner	1.00	3.00	3.00	4.00
Principal Planner - Sustainability	1.00	1.00	1.00	1.00
Total	29.00	31.00	28.00	30.00

DEPARTMENT: Sustainability and Community Development

Program: Comprehensive Planning

Function(s): Comprehensive Planning

Purpose: The Comprehensive Planning Division develops and implements plans & programs to improve the quality of life for Lakewood citizens; improve resource efficiency; preserve & enhance environmental attributes; and strengthen and broaden the economic base of the City. The Division is responsible for developing and implementing the Lakewood Comprehensive Plan.

In addition to carrying out the responsibility for implementing the Comprehensive Plan, the Comprehensive Planning Division will undertake efforts to implement the Comprehensive Plan and will also continue to work with 40 West Arts, the Lakewood West Colfax BID, and other partners in the community to sustain and enhance the 40W ArtLine.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	780,234	796,223	816,586	835,233
Services & Supplies	359,829	322,075	172,075	227,075
Capital Outlay	517,623	1,733,583	11,133,431	19,256,866
Total	1,657,686	2,851,881	12,122,092	20,319,174

Program: Sustainability

Function(s): Sustainability

Purpose: The Community Sustainability, Climate, and Zero Waste Division supports implementation of the Envision Lakewood 2040 Comprehensive Plan, which embeds and integrates climate action and sustainability priorities across all plan elements. The division plays a leadership role in guiding, coordinating, and measuring progress on the plan's sustainability-related goals and targets. We develop and manage the programs and policies needed to achieve these goals and foster collaboration and action among community members, businesses, and departments to ensure Lakewood remains healthy, resilient, and thriving for generations to come.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	677,017	1,205,509	1,111,428	1,270,994
Services & Supplies	413,686	5,611,752	5,632,157	1,080,752
Total	1,090,703	6,817,261	6,743,585	2,351,746



Operating Summaries

DEPARTMENT: Sustainability and Community Development

Program: Housing & Thriving Communities

Function(s): Housing & Thriving Communities

Purpose: The Housing & Thriving Communities division implements housing strategies of the City's Strategic Housing Plan through administration of federal community development funds, special projects, programming in housing and homelessness response, and alignment to regional housing efforts. Additionally, Housing & Thriving Communities administers various support service, local grant, and community engagement programs supporting healthy, connected, and active communities.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	371,830	578,730	534,027	548,533
Services & Supplies	911,411	1,545,100	3,874,708	4,010,100
Capital Outlay	5,313,645	-	5,447,945	461,105
Total	6,596,886	2,123,830	9,856,680	5,019,738

Program: Development Review

Function(s): Development Review

Purpose: Development Review guides land development projects through the entitlement process by reviewing proposals against the vision outlined in the Comprehensive Plan; enforcing development standards established by the Zoning Ordinance, Subdivision Ordinance, and City policies; and coordinating interdepartmental involvement in relevant projects and approvals.

Department Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	1,239,669	1,325,298	1,407,020	1,445,006
Services & Supplies	78,436	64,050	64,050	64,050
Total	1,318,105	1,389,348	1,471,070	1,509,056



Non-Departmental

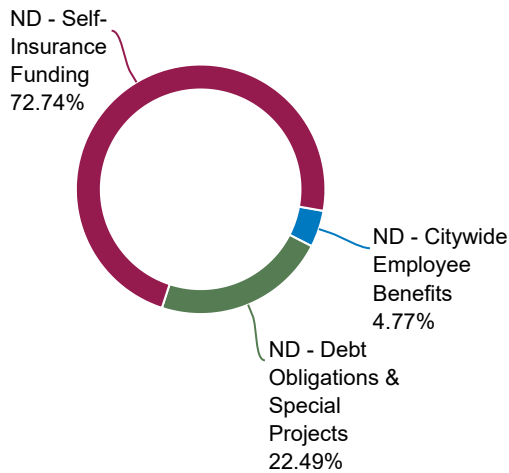
DEPARTMENT: Non-Departmental

Mission Statement: Our mission is to ensure the city's financial stability and resilience by responsibly meeting debt and rental obligations, preparing for both anticipated and unforeseen project needs, and implementing competitive, responsive, and progressive employee benefit programs.

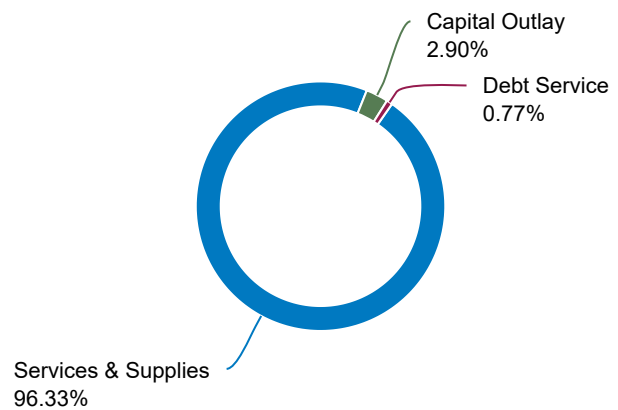
Purpose: We are committed to delivering centralized personnel services that support all departments, while strengthening risk management practices to protect employees, citizens, and community assets through the minimization of losses and effective safeguarding of resources.

City Council Goal	Department Goals
Thriving Economy	Appropriate for debt and rental obligations
Thriving Economy	Appropriate for both anticipated and unforeseen special project expenses.
Trust & Accountability in Government	Implement competitive, responsive, and progressive employee benefit programs, while offering centralized personnel services to all City departments.
Trust & Accountability in Government	Enhance risk management programs and processes to minimize workers' compensation, physical asset, and general liability losses, ensuring effective protection for City employees, citizens, and assets.

2026 Department Overview by Program



2026 Department Overview by Expense



	2024 Actual	2025 Budget	2025 Revised	2026 Budget
By Program				
ND - Citywide Employee Benefits	798,914	2,490,500	1,218,500	1,218,500
ND - Debt Obligations & Special Projects	2,790,905	14,347,881	12,497,881	5,747,881
ND - Self-Insurance Funding	15,967,419	18,093,647	17,943,068	18,587,490
ND - Non-Specific	14,695,563	(2,282,247)	(6,844,429)	(2,377,430)
Total	34,252,801	32,649,780	24,815,021	23,176,440
By Expense				
Personnel Services	751,032	3,053,819	(1,912,476)	(439,035)
Services & Supplies	16,057,805	16,319,485	19,109,916	22,747,896
Capital Outlay	17,276,619	13,094,846	7,435,950	685,950
Debt Service	167,345	181,630	181,630	181,630
Total	34,252,801	32,649,780	24,815,021	23,176,440
By Fund				
General Fund	2,119,605	16,920,788	9,645,502	4,362,501
Economic Development Fund	8,987	-	-	-
Grants Fund	-	500,000	500,000	500,000
Heritage, Culture & The Arts Fund	348	-	-	-
Tabor Fund	16,866	100,000	100,000	20,000
Capital Improvement Fund	17,276,619	(2,904,861)	(2,904,861)	95,139
Golf Course Fund	-	21,000	21,000	21,000
Sewer Enterprise Fund	-	423,896	15,000	15,000
Stormwater Enterprise Fund	11,480	584,079	584,079	584,079
Water Enterprise Fund	-	51,232	51,232	51,232
Medical & Dental Self-Insurance Fund	14,751,659	16,793,646	16,643,069	17,367,489
Retiree's Health Program Fund	67,237	160,000	160,000	160,000
Total	34,252,801	32,649,780	24,815,021	23,176,440

*Negative amounts reflect centralized vacancy savings and anticipated capital project underspending.

Full-Time Positions

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

Position Description	2024 Revised	2025 Budget	2025 Revised	2026 Budget
Total Rewards Analyst	1.00	1.00	1.00	1.00
Placeholder for Position	10.00	10.00	10.00	10.00
Total	11.00	11.00	11.00	11.00

Program: Citywide Employee Benefits

Function(s): Human Resources

Purpose: The city has a number of employee benefits that are not assigned to the specific budgets within departments. These costs are paid for out of the Citywide Employee Benefits Program. These include retiree health plan funds, separation and severance payouts, contributions to the Police Duty Death and Disability Fund, recreation center passes, educational assistance, unemployment benefits, employee assistance programs, employee recognition programs, consulting and miscellaneous insurance and benefit programs.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	574,241	2,285,500	1,013,500	1,013,500
Services & Supplies	224,673	205,000	205,000	205,000
Total	798,914	2,490,500	1,218,500	1,218,500

Program: Debt Obligations/Special Projects

Function(s): Debt Obligations/Special Projects

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.

Funding for special projects is provided for in this Non-Departmental budget. Expenses include one-time costs needed to complete special projects.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	12,717	49,000	49,000	49,000
Services & Supplies	351,429	2,022,112	422,112	3,422,112
Capital Outlay	2,259,413	12,095,139	11,845,139	2,095,139
Debt Service	167,345	181,630	181,630	181,630
Total	2,790,904	14,347,881	12,497,881	5,747,881

Program: Self-Insurance Funding

Function(s): Human Resources

Purpose: The Self-Insurance Funding program provides protection of the City's assets by establishing processes which include safety programs to prevent injury or loss, prompt and thorough investigation of accidents, and the purchase of supplemental insurance coverage to transfer the risk of catastrophic losses to an insurer. The Medical and Dental self-insurance funds provide competitive and compliant health insurance for employees in a fiscally responsible manner.

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.

Program Expenditures By Category

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
EXPENDITURES				
Personnel Services	158,886	360,843	210,264	216,706
Services & Supplies	15,808,532	17,732,804	17,732,804	18,370,784
Total	15,967,418	18,093,647	17,943,068	18,587,490



FISCAL YEAR 2026

Capital Improvement and Preservation Plan



Lakewood
Colorado



Five-Year Capital Improvement and Preservation Plan (CIPP)

The Capital Improvement and Preservation Plan (CIPP) has been evolving over multiple years to focus primarily on the maintenance and replacement of city facilities and equipment. As a result, opportunities to fund new facilities and improvements have become increasingly limited. About 85% of the planned expenditures in the CIPP are dedicated to infrastructure maintenance, replacement, or fulfilling existing contractual obligations.

This section includes a summary table and comprehensive Project Detail Sheets for all capital projects. The 2025 Revised budget for each project includes 2024 Carryforwards, 2025 Original Budget, and 2025 adjustments. The 2026 Original budget includes new appropriations that were reviewed and approved by city management. Any figures in years 2027- 2030 are forecasts and will not be appropriated until subsequent budgets. In accordance with Resolution 2005-48, any new project will include a five-year estimate of maintenance and operations costs.

The Capital Improvement and Preservation Plan is organized by funding sources. Each city fund has its own revenue source and stipulations for spending.

Capital Improvement Fund (CIF)

The Capital Improvement Fund is the largest revenue source for the CIPP and is funded by:

- One-half cent of the City's three-cent sales and use tax.
- 25% of Lakewood's share of the State Highway Users Fund (gasoline tax), required to be spent on transportation.
- 100% of Lakewood's share of the FASTER Funding from Colorado Senate Bill 09-108, exclusively for transportation construction and maintenance.
- Occasionally, the City Council may transfer additional funds to the CIF for specific projects.

Community Development Block Grant (CDBG)

This federal funding must assist low- to moderate-income residents and is allocated yearly. Decisions on capital projects funded by CDBG are made through a separate process led by the Sustainability & Community Development Branch, with public input and City Council approval.

Conservation Trust Fund

The Conservation Trust Fund is funded by the City's share of State Lottery proceeds. This fund is used for park and open space acquisition, recreational development, and maintenance of related capital improvements.

Equipment Replacement Fund (ERF)

Funding for Equipment Replacement shown in the CIPP is derived from a General Fund transfer for Information Technology, vehicle replacement chargebacks to Enterprise Fund programs, a Capital Improvement Fund transfer for vehicle replacements in General Fund programs and Public, Education and Government (PEG) fees for KLTv 8. The General Fund transfer is to be used for capital technology replacements and upgrades. Vehicle chargebacks and the Capital Improvement Fund transfer are used to replace heavy equipment and vehicles. PEG revenue is to be used for KLTv 8 capital technology replacements and upgrades.

Golf Course Fund

The Golf Course Fund was established in 1990 to develop the Fox Hollow at Lakewood Golf Course, which opened in August 1993. An additional golf course, Homestead Golf Course, was completed in the summer of 2002.

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 1972 and which restricts the use to open space purposes. Open space purposes include planning, development, construction, acquisition, and maintenance of park and recreation capital improvements.

Sewer Utility

Sewer Utility funding is derived exclusively from fees paid by customers of the city sewer utility. All revenue from sewer utility customers provides sanitary sewer utility services.

Stormwater Management Utility (SMU)

The Stormwater Management Utility is citywide and derives its revenue exclusively from a service charge paid by owners of developed property. All revenue from utility customers provides stormwater management utility services. The Mile High Flood District (MHFD) provides matching money for some capital drainage projects. The MHFD prepares its capital budget in the fall and Lakewood has applied for additional matching funds.

Abbreviations Used in the Remainder of this Capital Improvement and Preservation Plan

CDBG	Community Development Block Grant	JCOS	Jefferson County Open Space Grant
CDOT	Colorado Department of Transportation	LRA	Lakewood Reinvestments Funds
CIF	Capital Improvement Fund	LPBA	Lakewood Public Building Authority
CMPI	Community Mobility Planning and Implementation Grant	LWCF	Land and Water Conservation Fund
COP	Certificates of Participation	MHFD	Mile High Flood District
CT	Conservation Trust Funds	NPP	Neighborhood Participation Program
ED	Economic Development Fund	OS	Open Space Fund
ERF	Equipment Replacement Fund	SMU	Stormwater Management Utility
FASTER	Funding Advancements for Surface Transportation and Economic Recovery State Funds	SRTS	Safe Routes to School Grant
GENERAL	General Fund	STATE	State of Colorado
GOCO	Great Outdoors Colorado	STATE TRAILS	State Trails Grant
GOLF	Golf Course Funds	TABOR	TABOR Fund
HSIP	Highway Safety Improvement Program Federal Funds	TAP	Transportation Alternatives Program Federal Funds



Capital Improvement Fund

	2025 Revised	2026	2027	2028	2029	2030
CAPITAL IMPROVEMENT FUND						
ANNUAL PROGRAMS						
Bikepaths and Sidewalks	1,506,877	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
City Entry Sign Maintenance	14,000	14,000	15,000	15,000	15,000	15,000
Facility Upkeep & Repairs (FUR)	-	1,000,000	806,000	950,800	1,005,800	1,005,800
Neighborhood Participation Program	60,000	60,000	60,000	60,000	60,000	60,000
Pavement Marking and Signs	252,165	252,165	252,165	252,165	252,165	252,165
Street Resurfacing/Concrete Rehabilitation	12,797,570	8,000,000	10,000,000	10,000,000	12,000,000	13,000,000
Traffic Safety Improvements	879,014	582,000	582,000	582,000	582,000	582,000
Traffic Signal Replacements	2,687,844	700,000	1,200,000	700,000	1,260,000	-
Vehicle Replacement	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total ANNUAL PROGRAMS	19,997,470	13,408,165	15,715,165	15,359,965	17,974,965	17,714,965
CITY FACILITIES						
Civic Center Roof and Mechanical Replacement	-	2,300,000	2,300,000	-	-	-
FIO Capital Projects	2,703,759	-	-	-	-	-
Whitlock Solar	1,730,000	-	-	-	-	-
Total CITY FACILITIES	4,433,759	2,300,000	2,300,000	-	-	-
DEBTS AND OTHER LONG TERM OBLIGATIONS						
Revenue Sharing Agreements	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139
Total DEBTS AND OTHER LONG TERM OBLIGATIONS	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139
DEVELOPMENT PROJECTS						
Colfax Pedestrian Safety & Infrastructure Improvements	2,815,380	-	-	-	-	-
US6 & Wadsworth Art & Enhancement	460,000	-	-	-	-	3,500,000
Total DEVELOPMENT PROJECTS	3,275,380	-	-	-	-	3,500,000
TRANSPORTATION						
Bike Plan Implementation	493,530	200,000	200,000	200,000	200,000	200,000
Lakewood Maintenance Campus Expansion	500,000	-	-	-	-	-
US6 & Wadsworth project contribution	-	1,000,000	-	-	-	-
W-Line Bridge at 6th Ave Lighting Project	763,449	-	-	-	-	-
Total TRANSPORTATION	1,756,979	1,200,000	200,000	200,000	200,000	200,000
WATER UTILITY						
Water Utility Total Service Conversion Capital Improvement Program	-	5,000,000	-	3,000,000	-	-
Total WATER UTILITY	-	5,000,000	-	3,000,000	-	-
Total	31,558,727	24,003,304	20,310,304	20,655,104	20,270,104	23,510,104

Conservation Trust Fund

	2025 Revised	2026	2027	2028	2029	2030
CONSERVATION TRUST FUND						
ACQUISITIONS						
Land/Park Acquisition	500,000	500,000	500,000	-	-	-
Total ACQUISITIONS	500,000	500,000	500,000	-	-	-
ANNUAL PROGRAMS						
Park Infrastructure	125,000	125,000	125,000	125,000	125,000	125,000
Playground Replacement	120,000	120,000	120,000	120,000	120,000	120,000
Site & Facility Improvements	1,200,000	1,200,000	900,000	1,100,000	1,200,000	1,200,000
Total ANNUAL PROGRAMS	1,445,000	1,445,000	1,145,000	1,345,000	1,445,000	1,445,000
CITY FACILITIES						
Recreation Aquatics Maintenance and Repairs Fund	150,000	200,000	200,000	200,000	200,000	200,000
Whitlock Recreation Center Improvements	160,000	-	-	-	-	-
Total CITY FACILITIES	310,000	200,000	200,000	200,000	200,000	200,000
DEVELOPMENT PROJECTS						
Carmody Recreation Center Improvements	1,000,000	-	-	-	-	-
Total DEVELOPMENT PROJECTS	1,000,000	-	-	-	-	-
Total	3,255,000	2,145,000	1,845,000	1,545,000	1,645,000	1,645,000

Open Space Fund

	2025 Revised	2026	2027	2028	2029	2030
OPEN SPACE FUND						
ANNUAL PROGRAMS						
Arts in the Park	20,000	20,000	20,000	20,000	20,000	20,000
Neighborhood Participation Program	223,000	120,000	120,000	120,000	120,000	120,000
Playground Replacement	360,000	80,000	-	-	-	-
Site & Facility Improvements	355,000	568,000	300,000	400,000	400,000	400,000
Total ANNUAL PROGRAMS	958,000	788,000	440,000	540,000	540,000	540,000
CITY FACILITIES						
Washington Heights Improvements	300,000	-	150,000	-	-	-
Total CITY FACILITIES	300,000	-	150,000	-	-	-
DEVELOPMENT PROJECTS						
Addenbrooke Park	350,000	-	-	-	-	-
Bear Creek Greenbelt Improvements	295,000	-	900,000	-	-	-
Bear Creek Lake Park Improvements	1,404,000	-	-	-	-	-
Belmar Park Improvements	80,000	125,000	-	-	-	-
Carmody Recreation Center Improvements	1,000,000	-	-	-	-	-
Heritage Lakewood Belmar Park	520,000	50,000	50,000	50,000	50,000	50,000
Lakewood Cultural Center	250,000	-	-	-	-	-
Ray Ross Splash Pad	150,000	-	-	-	-	-
Two Creeks Park Development	1,050,000	-	-	-	-	-
Wright Street Park Renovations	1,000,000	-	-	-	-	-
Total DEVELOPMENT PROJECTS	6,099,000	175,000	950,000	50,000	50,000	50,000
Total	7,357,000	963,000	1,540,000	590,000	590,000	590,000



Equipment Replacement Fund

	2025 Revised	2026	2027	2028	2029	2030
EQUIPMENT REPLACEMENT FUND						
Annual Core Technology Infrastructure Replacement	-	891,000	-	-	-	-
Employee Technology Equipment	684,000	509,000	500,000	500,000	500,000	500,000
IT Infrastructure Sustainability Program	1,566,000	-	-	-	-	-
Public Safety Car Radio Replacement Project	-	750,000	750,000	-	-	-
Recreation Center Fitness Equipment Replacement	100,000	100,000	100,000	100,000	100,000	100,000
Vehicle Replacement (chargebacks)	3,650,000	3,100,000	2,600,000	2,600,000	2,600,000	2,600,000
Total	6,000,000	5,350,000	3,950,000	3,200,000	3,200,000	3,200,000

Golf Course Enterprise Fund

	2025 Revised	2026	2027	2028	2029	2030
GOLF COURSE ENTERPRISE FUND						
Fox Hollow and Homestead Club House Improvements	200,000	200,000	200,000	200,000	200,000	200,000
Fox Hollow and Homestead Debt Service	438,750	641,546	721,225	724,936	728,540	726,983
Fox Hollow Bunker Modifications	524,697	-	-	-	-	-
Fox Hollow Club House Construction Drawings	300,000	-	-	-	-	-
Fox Hollow Club House Renovation	-	6,000,000	-	-	-	-
Fox Hollow & Homestead Golf Course Maintenance & Improvements	400,000	580,000	580,000	580,000	580,000	580,000
Golf Maintenance Equipment	200,000	300,000	300,000	300,000	300,000	300,000
Golf Maintenance Tractor Storage Building	-	500,000	-	-	-	-
Total	2,063,447	8,221,546	1,801,225	1,804,936	1,808,540	1,806,983



Capital Improvement and Preservation Plan

Sewer Enterprise Fund

	2025 Revised	2026	2027	2028	2029	2030
SEWER ENTERPRISE						
Colfax Pedestrian Safety & Infrastructure Improvements	-	1,000,000	-	-	-	-
Sewer Lining	430,000	430,000	430,000	430,000	430,000	430,000
Sewer Utility Capital Projects	1,267,720	400,000	400,000	400,000	400,000	400,000
Total	1,697,720	1,830,000	830,000	830,000	830,000	830,000

Stormwater Enterprise

	2025 Revised	2026	2027	2028	2029	2030
STORMWATER ENTERPRISE						
Local Drainage Projects	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000
Major Drainageway Improvements	5,347,766	8,145,000	8,260,000	3,500,000	3,500,000	3,500,000
Total	6,347,766	9,145,000	9,260,000	5,000,000	5,000,000	5,000,000

Water Enterprise

	2025 Revised	2026	2027	2028	2029	2030
WATER ENTERPRISE						
Automatic Water Meter Reading Replacement	709,406	-	-	-	-	-
Total	709,406	-	-	-	-	-



TABOR Fund

	2025 Revised	2026	2027	2028	2029	2030
TABOR FUND						
ACQUISITIONS						
Land/Park Acquisition	-	500,000	500,000	500,000	500,000	500,000
Total ACQUISITIONS	-	500,000	500,000	500,000	500,000	500,000
ANNUAL PROGRAMS						
Bikepaths and Sidewalks	4,145,413	50,000	-	-	-	-
Site & Facility Improvements	-	123,000	-	-	-	-
Traffic Signal Replacements	1,841,700	-	-	-	-	-
Total ANNUAL PROGRAMS	5,987,113	173,000	-	-	-	-
DEVELOPMENT PROJECTS						
Bear Creek Greenbelt Improvements	-	85,000	-	-	-	-
Bear Creek Lake Park Improvements	-	100,000	-	-	-	-
Carmody Playground Surfacing	-	350,000	-	-	-	-
Carmody Recreation Center Improvements	1,200,000	2,500,000	-	-	-	-
Graham Park	100,000	250,000	-	-	-	-
Lakewood Cultural Center	-	166,000	-	-	-	-
Morse Park Pool Design	-	200,000	-	-	-	-
Peak View Park	600,000	-	-	-	-	-
Porter Park	100,000	2,500,000	-	-	-	-
Quail Park	400,000	-	-	-	-	-
Wright Street Park Renovations	1,800,000	-	-	-	-	-
Total DEVELOPMENT PROJECTS	4,200,000	6,151,000	-	-	-	-
TRANSPORTATION AND MOBILITY						
Colfax Pedestrian Safety & Infrastructure Improvements	3,687,283	8,284,872	-	-	-	-
Sheridan Blvd Sidewalk	476,308	-	-	-	-	-
Stober Elementary Sidewalk	-	200,000	-	-	-	-
Wadsworth Blvd West Side	542,000	-	-	-	-	-
Total TRANSPORTATION AND MOBILITY	4,705,591	8,484,872	-	-	-	-
Total	14,892,704	15,308,872	500,000	500,000	500,000	500,000

Capital Improvement and Preservation Plan

GRANT Fund

	2025 Revised	2026	2027	2028	2029	2030
GRANT FUND						
ANNUAL PROGRAMS						
Playground Replacement	200,000	-	-	-	-	-
Total ANNUAL PROGRAMS	200,000	-	-	-	-	-
CITY FACILITIES						
Navigation Center Renovation	4,433,991	-	-	-	-	-
Whitlock Solar	931,700	-	-	-	-	-
Total CITY FACILITIES	5,365,691	-	-	-	-	-
DEVELOPMENT PROJECTS						
Porter Park	-	449,919	-	-	-	-
Two Creeks Park Development	450,000	-	-	-	-	-
Total DEVELOPMENT PROJECTS	450,000	449,919	-	-	-	-
TRANSPORTATION AND MOBILITY						
Colfax Pedestrian Safety & Infrastructure Improvements	2,566,476	7,913,702	1,046,000	-	-	-
Sheridan Blvd Sidewalk	1,936,000	-	-	-	-	-
Stober Elementary Sidewalk	200,000	791,813	-	-	-	-
Wadsworth Blvd at Morrison Road	6,742,726	-	-	-	-	-
Wadsworth Blvd West Side	2,031,853	-	-	-	-	-
Total TRANSPORTATION AND MOBILITY	13,477,055	8,705,515	1,046,000	-	-	-
Total	19,492,746	9,155,434	1,046,000	-	-	-


Project Name: Revenue Sharing Agreements
Location

Not applicable

Reason for Work

The city has entered into economic development revenue sharing agreements. These expenses are estimated and appropriated within the Capital Improvement Fund. The revenues shared provide for the construction and maintenance of capital improvements.

Work to be Completed

Not Applicable

Source	2025 Revised	2026	2027	2028	2029	2030
Revenue Sharing Agreements						
CAPITAL IMPROVEMENT FUND	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139
Total	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139	2,095,139

Project Name: City Entry Sign Maintenance
Location

Where "Welcome to Lakewood" signs have been installed.

Reason for Work

Ensure systemic inspections of city entry signs and address issues as they arise.

Work to be Completed

Regularly inspect, maintain and repair as needed, including lighting and functionality.

Source	2025 Revised	2026	2027	2028	2029	2030
City Entry Sign Maintenance						
CAPITAL IMPROVEMENT FUND	14,000	14,000	15,000	15,000	15,000	15,000
Total	14,000	14,000	15,000	15,000	15,000	15,000

Capital Improvement and Preservation Plan

Project Name: Pavement Marking and Signs

Location

Various

Reason for Work

Maintaining adequate lane lines and symbols on City streets, especially during winter months, is challenging. Long life pavement markings provide more durable street delineation when compared to traditional paint. Thermoplastic pavement markings will be placed on newly overlaid streets and existing streets that are not slated to be resurfaced for several years. Signs are inventoried and replaced from either projected life or measured failures. Sign materials are better and printing is more efficient and cost effective.

Work to be Completed

In conjunction with annual street resurfacing program; crosswalk pavement markings on state highways and city streets; other symbol markings as necessary; bike facilities markings; replaces signs as necessary.

Source	2025 Revised	2026	2027	2028	2029	2030
Pavement Marking and Signs						
CAPITAL IMPROVEMENT FUND	252,165	252,165	252,165	252,165	252,165	252,165
Total	252,165	252,165	252,165	252,165	252,165	252,165

Project Name: Street Resurfacing/Concrete Rehabilitation

Location

Various

Reason for Work

This project provides for maintenance and rehabilitation of existing city street pavements, curbs, gutters, and sidewalks. Included projects are patching, slurry seal, overlay, street rebuild programs, concrete drainage crossspan repairs, and bike paths. Most work is completed by contractors and private companies.



Work to be Completed

Work will be based on priority basis.

Source	2025 Revised	2026	2027	2028	2029	2030
Street Resurfacing/Concrete Rehabilitation						
CAPITAL IMPROVEMENT FUND	12,797,570	8,000,000	10,000,000	10,000,000	12,000,000	13,000,000
Total	12,797,570	8,000,000	10,000,000	10,000,000	12,000,000	13,000,000


Project Name: Traffic Safety Improvements
Location

Various

Reason for Work

Improvements to the safety of streets and roads in the City will continue in an organized manner. Locations are determined through a yearly analysis of traffic crashes and other site condition studies.

Work to be Completed

Improvements may include design, property rights acquisitions (if necessary), and construction of traffic signal modifications, guardrail repair, roadway widening, roadway realignment, sidewalk/shared use paths, medians, streetlights, signal timing modifications, ADA modifications, traffic calming, pedestrian crossing modifications.

Source	2025 Revised	2026	2027	2028	2029	2030
Traffic Safety Improvements						
CAPITAL IMPROVEMENT FUND	879,014	582,000	582,000	582,000	582,000	582,000
Total	879,014	582,000	582,000	582,000	582,000	582,000

Project Name: Traffic Signal Replacements
Location

Various

Reason for Work

Aging infrastructure and projected transportation volumes necessitate improvements at intersections throughout the City. Originally programed to replace 2 signals per year for 50 year lifecycles of steel pole structures.

Work to be Completed

This program replaces traffic signals and equipment in a prioritized manner. Works includes consultant inspection of signal structural elements, design, property rights acquisitions (if necessary), and construction. May include conversion of intersections to all-way stops or other control types.

Source	2025 Revised	2026	2027	2028	2029	2030
Traffic Signal Replacements						
CAPITAL IMPROVEMENT FUND	2,687,844	700,000	1,200,000	700,000	1,260,000	-
TABOR FUND	1,841,700	-	-	-	-	-
Total	4,529,544	700,000	1,200,000	700,000	1,260,000	-

Capital Improvement and Preservation Plan

Project Name: **Vehicle Replacement**

Location

Not applicable

Reason for Work

Replacing vehicles for General Fund programs is funded by the Capital Improvement Fund. Replacing vehicles in Enterprise Fund programs is funded by chargebacks to the relevant enterprise.

Work to be Completed

Replace City vehicles as necessary

Source	2025 Revised	2026	2027	2028	2029	2030
Vehicle Replacement						
CAPITAL IMPROVEMENT FUND	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Vehicle Replacement (chargebacks)						
EQUIPMENT REPLACEMENT FUND	3,650,000	3,100,000	2,600,000	2,600,000	2,600,000	2,600,000
Total	3,650,000	3,100,000	2,600,000	2,600,000	2,600,000	2,600,000

Project Name: **Whitlock Recreation Center Improvements**

Location

1068 Quail Street

Reason for Work

This project includes pool repairs and improvements and other small center safety repairs.

Work to be Completed

Pool repairs and other small safety repairs.

Source	2025 Revised	2026	2027	2028	2029	2030
Whitlock Recreation Center Improvements						
CONSERVATION TRUST FUND	160,000	-	-	-	-	-
Total	160,000	-	-	-	-	-


Project Name: Recreation Aquatics Maintenance and Repairs Fund
Location

Lakewood Recreation Centers and Pools
Reed Street

Reason for Work

Money set aside annually to address aging infrastructure needs at aquatics facilities.

Work to be Completed

Infrastructure needs at aquatics facilities.

Source	2025 Revised	2026	2027	2028	2029	2030
Recreation Aquatics Maintenance and Repairs Fund						
CONSERVATION TRUST FUND	150,000	200,000	200,000	200,000	200,000	200,000
Total	150,000	200,000	200,000	200,000	200,000	200,000

Project Name: US6 & Wadsworth Art & Enhancement
Location

US6 and Wadsworth interchange

Reason for Work

To increase the appeal of the CDOT interchange project with landscaping, art, tile, landscape walls and spiral sculpture

Work to be Completed

Landscaping, art, tile, landscape walls and spiral sculpture.

Source	2025 Revised	2026	2027	2028	2029	2030
US6 & Wadsworth Art & Enhancement						
CAPITAL IMPROVEMENT FUND	460,000	-	-	-	-	3,500,000
Total	460,000	-	-	-	-	3,500,000

Capital Improvement and Preservation Plan

Project Name: W-Line Bridge at 6th Avenue Lighting Project

Location

W-Line lightrail bridge over 6th Avenue

Reason for Work

Public Works will coordinate with RTD and other stakeholders to add lighting and monument signage improvements to the lightrail bridge that goes over U.S. Highway 6.



Work to be Completed

Installation of the lighting is anticipated to proceed in 2024 with ongoing costs for power, operations and maintenance of the equipment.

Source	2025 Revised	2026	2027	2028	2029	2030
W-Line Bridge at 6th Ave Lighting Project						
CAPITAL IMPROVEMENT FUND	763,449	-	-	-	-	-
Total	763,449	-	-	-	-	-

Project Name: Colfax Pedestrian Safety and Infrastructure Project

Location

West Colfax between Tellers Street and Sheridan Boulevard

Reason for Work

Colfax between Wadsworth and Sheridan boulevards has the highest concentration of traffic injuries and deaths in Lakewood. This project will improve safety and provide features that enhance placemaking in the area.



Work to be Completed

Installation of sidewalks, raised medians, pedestrian crossings, signal replacements with enhanced pedestrian detection, landscaping and art installations.

Source	2025 Revised	2026	2027	2028	2029	2030
Colfax Pedestrian Safety & Infrastructure Improvements						
CAPITAL IMPROVEMENT FUND	2,815,380	-	-	-	-	-
GENERAL FUND	-	275,000	-	-	-	-
GRANT FUND	2,566,476	7,913,702	1,046,000	-	-	-
LRA	1,500,000	-	-	-	-	-
SEWER ENTERPRISE	-	1,000,000	-	-	-	-
TABOR FUND	3,687,283	8,284,872	-	-	-	-
Total	10,569,139	17,473,574	1,046,000	-	-	-


Project Name: Lakewood Maintenance Campus Expansion
Location

1211 Quail St, 1215 Quail St, 1303 Quail, 10811 W. Collins Ave

Reason for Work

The existing campus is significantly undersized compared to other public works campuses. City Council approved \$15,000,000.00 in the 2024 budget to purchase property and expand the Existing Campus. The proposed land purchase encompasses approximately 17.30 acres, which would provide ample space to construct facilities that will have capacity to serve the City for the foreseeable future. City staff negotiated a price of \$15,000,000 for the land, which is under the appraised land value.


Work to be Completed

Land purchase costs, closing costs, Capital Improvements. Consultant services to develop a master plan to fully utilize the properties, enhance operational efficiency, and set a benchmark for sustainable construction, operations, and maintenance.

Source	2025 Revised	2026	2027	2028	2029	2030
Lakewood Maintenance Campus Expansion						
CAPITAL IMPROVEMENT FUND	500,000	-	-	-	-	-
Total	500,000	-	-	-	-	-

Project Name: Bike Plan Implementation
Location

Garrison Street, Harlan Street, and Denver West Parkway

Reason for Work

Lakewood is dedicated to creating a quality, safe, convenient, continuous and accessible bicycle transportation network to support bicycling as a mode of transportation for all ages and abilities. Separated bike lanes can contribute to increased bicycling volumes and can also improve overall safety through traffic calming effects and increasing motorists' awareness.


Work to be Completed

Add vertical separation between vehicle traffic and existing buffered bike lanes

Source	2025 Revised	2026	2027	2028	2029	2030
Bike Plan Implementation						
CAPITAL IMPROVEMENT FUND	493,530	200,000	200,000	200,000	200,000	200,000
Total	493,530	200,000	200,000	200,000	200,000	200,000

Capital Improvement and Preservation Plan

Project Name: **Bikepaths and Sidewalks**

Location

Various

Reason for Work

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. Projects include the design, property rights acquisition (if needed) and construction of shared use paths or sidewalks. CIF funded projects are prioritized using criteria approved by City Council.

Work to be Completed

Construction of new sidewalks and shared use paths. Work includes design, property rights acquisition and construction of sidewalks. Projects may also include drainage improvements and utility relocations and retaining walls.

Source	2025 Revised	2026	2027	2028	2029	2030
Bikepaths and Sidewalks						
CAPITAL IMPROVEMENT FUND	1,506,877	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
TABOR FUND	4,145,413	50,000	-	-	-	-
Total	5,652,290	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000

Project Name: **Sheridan Boulevard Sidewalk**

Location

On Sheridan Boulevard between Jewell Avenue and Florida Avenue

Reason for Work

This project will complete a missing segment of path to enhance safety. The City was awarded a Transportation Improvement Program (TIP) grant in 2023.



Work to be Completed

Design work will begin in 2023 and construction is anticipated in 2025. Construction of new sidewalks and shared use paths. Work includes design, property rights acquisition and construction of sidewalks. Projects may also include drainage improvements, utility relocations and retaining walls.

Source	2025 Revised	2026	2027	2028	2029	2030
Sheridan Blvd Sidewalk						
GRANT FUND	1,936,000	-	-	-	-	-
TABOR FUND	476,308	-	-	-	-	-
Total	2,412,308	-	-	-	-	-


Project Name: Stober Elementary Sidewalk
Location

Stober Elementary

Reason for Work

In 2025, Lakewood was awarded a safe Routes To School Grant to construct a sidewalk on Urban Street from Stober Elementary to W 26th Ave.

Work to be Completed

Construct a sidewalk

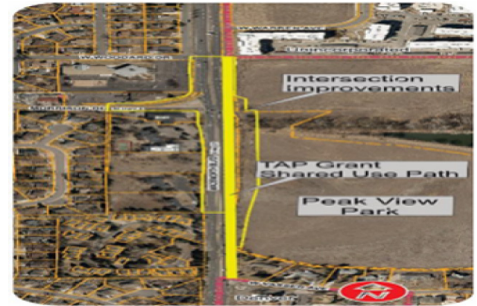
Source	2025 Revised	2026	2027	2028	2029	2030
Stober Elementary Sidewalk						
GRANT FUND	200,000	791,813	-	-	-	-
TABOR FUND	-	200,000	-	-	-	-
Total	200,000	991,813	-	-	-	-

Project Name: Wadsworth Boulevard at Morrison Road
Location

Wadsworth Boulevard at Morrison Road

Reason for Work

This project will reconstruct the Wadsworth and Morrison Road intersection, add additional right & left turn lanes, and create an eastern leg that will provide permanent access to the Peak View Park property and a future roadway. A shared use path will also be added along the east side of Wadsworth from Woodward Drive south to Vassar Avenue at the Lakewood city


Work to be Completed

Add additional right and left turn lanes, create an eastern leg to access Peak View Park. A sidewalk will be added along the east side of Wadsworth from Woodward Drive south to Vassar Avenue.

Source	2025 Revised	2026	2027	2028	2029	2030
Wadsworth Blvd at Morrison Road						
GRANT FUND	6,742,726	-	-	-	-	-
Total	6,742,726	-	-	-	-	-

Capital Improvement and Preservation Plan

Project Name: US6 & Wadsworth project contribution

Location

US6 and Wadsworth Interchange

Reason for Work

Commitment to CDOT to add funding to get project to construction from previous mayor Adam Paul.

Work to be Completed

Project to construction.

Source	2025 Revised	2026	2027	2028	2029	2030
US6 & Wadsworth project contribution						
CAPITAL IMPROVEMENT FUND	-	1,000,000	-	-	-	-
Total	-	1,000,000	-	-	-	-

Project Name: Wadsworth Boulevard West Side

Location

Wadsworth Boulevard between Yale Avenue to Eastman Place and Mansfield Avenue to Jefferson Avenue

Reason for Work

This project will complete a missing segments of path along Wadsworth Blvd to enhance safety. The city was awarded a Transportation Improvement Program (TIP) Grant in 2023. Design work will begin in 2023 and construction is anticipated in 2025.



Work to be Completed

Construction of new sidewalks and shared use paths. Work includes design, property rights acquisition and construction of sidewalks. Projects may also include drainage improvements, utility relocations and retaining walls.

Source	2025 Revised	2026	2027	2028	2029	2030
Wadsworth Blvd West Side						
GRANT FUND	2,031,853	-	-	-	-	-
TABOR FUND	542,000	-	-	-	-	-
Total	2,573,853	-	-	-	-	-


Project Name: Lakewood Cultural Center
Location

460 South Allison Parkway

Reason for Work

Providing for capital needs to keep the center in good condition to support arts and culture opportunities in Lakewood.


Work to be Completed

Current projects include LED lighting, restroom upgrades, classroom renovations, sound system and floor tiling.

Source	2025 Revised	2026	2027	2028	2029	2030
Lakewood Cultural Center						
OPEN SPACE FUND	250,000	-	-	-	-	-
TABOR FUND	-	166,000	-	-	-	-
Total	250,000	166,000	-	-	-	-

Project Name: Neighborhood Participation Program
Location

Various

Reason for Work

Council Program providing grants up to \$60,000 to encourage small neighborhood improvement projects.


Work to be Completed

Projects to be determined.

Source	2025 Revised	2026	2027	2028	2029	2030
Neighborhood Participation Program						
CAPITAL IMPROVEMENT FUND	60,000	60,000	60,000	60,000	60,000	60,000
OPEN SPACE FUND	223,000	120,000	120,000	120,000	120,000	120,000
Total	283,000	180,000	180,000	180,000	180,000	180,000

Capital Improvement and Preservation Plan

Project Name: **Park Infrastructure**

Location

Various

Reason for Work

Addresses capital needs including irrigation water, Blue Green algae treatment, infrastructure, equipment replacement, court and concrete repairs, safety repairs as identified by the equipment replacement schedule and ADA.

Work to be Completed

Various small projects, as needed.

Source	2025 Revised	2026	2027	2028	2029	2030
Park Infrastructure						
CONSERVATION TRUST FUND	125,000	125,000	125,000	125,000	125,000	125,000
Total	125,000	125,000	125,000	125,000	125,000	125,000

Project Name: **Ray Ross Park**

Location

480 South Harlan Street

Reason for Work

Renovate the popular Ray Ross Splash Pad to complete efficiency repairs and support aging infrastructure. This project includes design and construction of improvements.



Work to be Completed

Design and construction improvements to the splash pad.

Source	2025 Revised	2026	2027	2028	2029	2030
Ray Ross Splash Pad						
OPEN SPACE FUND	150,000	-	-	-	-	-
Total	150,000	-	-	-	-	-


Project Name: Arts in the Park
Location

Various

Reason for Work

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.


Work to be Completed

City matching funds are provided to obtain art works for various park sites, these funds are provided for site improvements for the artwork.

Source	2025 Revised	2026	2027	2028	2029	2030
Arts in the Park						
OPEN SPACE FUND	20,000	20,000	20,000	20,000	20,000	20,000
Total	20,000	20,000	20,000	20,000	20,000	20,000

Project Name: Addenbrooke Park
Location

Addenbrooke Park

Reason for Work

This project includes erosion control and revegetation of the pond area as well as concrete replacement.

Work to be Completed

Erosion control and revegetation of the pond area as well as concrete replacement.

Source	2025 Revised	2026	2027	2028	2029	2030
Addenbrooke Park						
OPEN SPACE FUND	350,000	-	-	-	-	-
Total	350,000	-	-	-	-	-

Capital Improvement and Preservation Plan

Project Name: **Playground Replacement**

Location

Various

Reason for Work

Project funds the renovation of playgrounds due to aging infrastructure in the parks system and based on the playground replacement schedule and community input.



Work to be Completed

Sites upon evaluation.

Source	2025 Revised	2026	2027	2028	2029	2030
Playground Replacement						
CONSERVATION TRUST FUND	120,000	120,000	120,000	120,000	120,000	120,000
GRANT FUND	200,000	-	-	-	-	-
OPEN SPACE FUND	360,000	80,000	-	-	-	-
Total	680,000	200,000	120,000	120,000	120,000	120,000

Project Name: **Site & Facility Improvements**

Location

Various

Reason for Work

Current projects include Kendrick Lakes pump station, Clements Center parking lot lighting, Ravines Open Space planning, William F. Hayden plan, Scorekeeper towers, and other projects. A contingency amount is budgeted for costs greater than originally anticipated due to unforeseen circumstances. Budget contingencies are provided by specific fund only to support capital projects. Money allocated to the Open Space contingency may also be used to address infrequent capital needs for which timing is difficult to predict.

Work to be Completed

Community garden; Ravine Open Space planning; Walker-Branch Park improvements; Wm. F. Hayden Park master plan update; miscellaneous park improvements. Future years as prioritized by Department master plan.

Source	2025 Revised	2026	2027	2028	2029	2030
Site & Facility Improvements						
CONSERVATION TRUST FUND	1,200,000	1,200,000	900,000	1,100,000	1,200,000	1,200,000
OPEN SPACE FUND	355,000	568,000	300,000	400,000	400,000	400,000
TABOR FUND	-	123,000	-	-	-	-
Total	1,555,000	1,891,000	1,200,000	1,500,000	1,600,000	1,600,000


Project Name: Bear Creek Greenbelt Renovations
Location

2900 South Estes Street

Reason for Work

Construction of identified improvements including new restrooms and a new trailhead, to improve safety and enhance the user experience.


Work to be Completed

Improvements include new restrooms and planning for a new trailhead at Wadsworth Blvd. to improve access, safety and enhance the visitor experience.

Source	2025 Revised	2026	2027	2028	2029	2030
Bear Creek Greenbelt Improvements						
OPEN SPACE FUND	295,000	-	900,000	-	-	-
TABOR FUND	-	85,000	-	-	-	-
Total	295,000	85,000	900,000	-	-	-

Project Name: Bear Creek Lake Park Improvements
Location

15600 West Morrison Road

Reason for Work

Funding for improvements at the swim beach along with implementation of the recommendations of the 2024 Bear Creek Lake Park master plan.


Work to be Completed

Improvements to the swim beach, trails, restrooms, and entry re-striping.

Source	2025 Revised	2026	2027	2028	2029	2030
Bear Creek Lake Park Improvements						
OPEN SPACE FUND	1,404,000	-	-	-	-	-
TABOR FUND	-	100,000	-	-	-	-
Total	1,404,000	100,000	-	-	-	-

Capital Improvement and Preservation Plan

Project Name: **Belmar Park Renovations**

Location

605 South Yarrow Street

Reason for Work

Funds to replace decking on Kountze Lake, as necessary for use and potential historic pump house repairs, as well as site planning for future improvements based on community feedback.



Work to be Completed

Replacement of the observation deck and construction of parking lot north of 777 South Yarrow Street (605 South Yarrow Street), enhance gathering area by the Morning Mist sculpture.

Source	2025 Revised	2026	2027	2028	2029	2030
Belmar Park Improvements						
OPEN SPACE FUND	80,000	125,000	-	-	-	-
Total	80,000	125,000	-	-	-	-

Project Name: **Carmody Recreation Center Improvements**

Location

2200 South Kipling Street

Reason for Work

Completion of infrastructure improvements to support City sustainability goals, improve efficiency, and maintain aging infrastructure.



Work to be Completed

Maintain aging infrastructure.

Source	2025 Revised	2026	2027	2028	2029	2030
Carmody Recreation Center Improvements						
CONSERVATION TRUST FUND	1,000,000	-	-	-	-	-
OPEN SPACE FUND	1,000,000	-	-	-	-	-
TABOR FUND	1,200,000	2,500,000	-	-	-	-
Total	3,200,000	2,500,000	-	-	-	-


Project Name: Carmody Playground Surfacing
Location

2200 South Kipling Street

Reason for Work

Replace failing poured in place safety surfacing for improved safety and accessibility.

Work to be Completed

Replace safety surfacing.

Source	2025 Revised	2026	2027	2028	2029	2030
Carmody Playground Surfacing						
TABOR FUND	-	350,000	-	-	-	-
Total	-	350,000	-	-	-	-

Project Name: Morse Park Pool Design
Location

8180 W 20th Ave

Reason for Work

Design for future improvements to the failing Morse Park Pool

Work to be Completed

Design work

Source	2025 Revised	2026	2027	2028	2029	2030
Morse Park Pool Design						
TABOR FUND	-	200,000	-	-	-	-
Total	-	200,000	-	-	-	-

Capital Improvement and Preservation Plan

Project Name: Heritage Lakewood Belmar Park

Location

801 South Yarrow Street

Reason for Work

Site improvements.



Work to be Completed

Site improvements include painting, drainage improvements, concrete replacement, interpretive signage, future safety improvements or other maintenance and minor repairs.

Source	2025 Revised	2026	2027	2028	2029	2030
Heritage Lakewood Belmar Park						
OPEN SPACE FUND	520,000	50,000	50,000	50,000	50,000	50,000
Total	520,000	50,000	50,000	50,000	50,000	50,000

Project Name: Two Creeks Park Development

Location

1080 Wadsworth Boulevard

Reason for Work

This project includes Dry Gulch improvements in partnership with Mile High Flood District along with development of the community site plan and park development for Two Creeks Park.



Work to be Completed

Development of the community site plan and park development for Two Creeks Park.

Source	2025 Revised	2026	2027	2028	2029	2030
Two Creeks Park Development						
GRANT FUND	450,000	-	-	-	-	-
OPEN SPACE FUND	1,050,000	-	-	-	-	-
Total	1,500,000	-	-	-	-	-


Project Name: Washington Heights Improvements
Location

6375 West 1st Avenue

Reason for Work

Improve safety and comfort for guests as a result of aging infrastructure.


Work to be Completed

This project includes the Kiln Yard phase 1.

Source	2025 Revised	2026	2027	2028	2029	2030
Washington Heights Improvements						
OPEN SPACE FUND	300,000	-	150,000	-	-	-
Total	300,000	-	150,000	-	-	-

Project Name: Wright Street Park Renovations
Location

500 Wright Street

Reason for Work

Planning and construction of Wright Park Improvements following a public engagement process with the community. This project includes a dog park, playground, open lawn area, tree plantings, drainage improvements and a loop trail.


Work to be Completed

This project includes a dog park, playground, open lawn area, tree plantings, drainage improvements and a loop trail.

Source	2025 Revised	2026	2027	2028	2029	2030
Wright Street Park Renovations						
OPEN SPACE FUND	1,000,000	-	-	-	-	-
TABOR FUND	1,800,000	-	-	-	-	-
Total	2,800,000	-	-	-	-	-

Capital Improvement and Preservation Plan

Project Name: **Graham Park**

Location

2343 Routt Street

Reason for Work

After the completion of an extensive public engagement process, Graham Park will receive improvements including removal of old structures, accessibility improvements, landscaping, trails, and other passive use spaces.

Work to be Completed

Removal of old structures, accessibility improvements, landscaping, trails, and other passive use spaces.

Source	2025 Revised	2026	2027	2028	2029	2030
Graham Park						
TABOR FUND	100,000	250,000	-	-	-	-
Total	100,000	250,000	-	-	-	-

Project Name: **Quail Park**

Location

2343 Routt Street

Reason for Work

This project is in partnership with drainage improvements for the neighborhood being completed by Stormwater funds. This project includes first phase landscaping and irrigation for future park improvements.



Work to be Completed

First phase landscaping and irrigation for future park improvements.

Source	2025 Revised	2026	2027	2028	2029	2030
Quail Park						
TABOR FUND	400,000	-	-	-	-	-
Total	400,000	-	-	-	-	-


Project Name: Peak View Park
Location

2350 South Wadsworth Boulevard

Reason for Work

New open space park development for passive uses with a new trailhead, paved and soft-surface trail loops.


Work to be Completed

Provide phase one public access, roadways, parking, hard surface trails, natural trails, signage and wayfinding.

Source	2025 Revised	2026	2027	2028	2029	2030
Peak View Park						
TABOR FUND	600,000	-	-	-	-	-
Total	600,000	-	-	-	-	-

Project Name: Porter Park Development
Location

731 Tabor Street

Reason for Work

Project includes the planning, public engagement, and construction of site improvements for a new park in an area in need of parkland in Ward 1. The park will include a new playground, community garden, trails, and open areas for passive play.


Work to be Completed

The park will include a new playground, community garden, trails, and open areas for passive play.

Source	2025 Revised	2026	2027	2028	2029	2030
Porter Park						
GRANT FUND	-	449,919	-	-	-	-
TABOR FUND	100,000	2,500,000	-	-	-	-
Total	100,000	2,949,919	-	-	-	-



Capital Improvement and Preservation Plan

Project Name: Land/Park Acquisition**Location**

Various

Reason for Work

Funding allocated for land acquisitions as approved by City Council and associated costs such as appraisals and surveys.

Work to be Completed

Purchase parkland as approved by City Council.

Source	2025 Revised	2026	2027	2028	2029	2030
Land/Park Acquisition						
CONSERVATION TRUST FUND	500,000	500,000	500,000	-	-	-
TABOR FUND	-	500,000	500,000	500,000	500,000	500,000
Total	500,000	1,000,000	1,000,000	500,000	500,000	500,000

Project Name: Recreation Center Fitness Equipment Replacement**Location**

Lakewood Recreation Centers

Reason for Work

Money set aside annually to replace the recreation center equipment that is old, outdated, or in need of replacement.

Work to be Completed

Replace the recreation center equipment.

Source	2025 Revised	2026	2027	2028	2029	2030
Recreation Center Fitness Equipment Replacement						
EQUIPMENT REPLACEMENT FUND	100,000	100,000	100,000	100,000	100,000	100,000
Total	100,000	100,000	100,000	100,000	100,000	100,000


Project Name: Fox Hollow and Homestead Club House Maintenance and Improvements
Location

Fox Hollow Golf Course at 13410 W. Morrison Rd. and/or Homestead Golf Course at 1150 W. Hampden Avenue

Reason for Work

Funding for infrastructure improvements and cart path replacement for Fox Hollow and Homestead Golf Courses


Work to be Completed

Examples of work to be completed include new HVAC systems, plumbing, fire suppression systems, etc.

Source	2025 Revised	2026	2027	2028	2029	2030
Fox Hollow and Homestead Club House Improvements						
GOLF COURSE ENTERPRISE FUND	200,000	200,000	200,000	200,000	200,000	200,000
Total	200,000	200,000	200,000	200,000	200,000	200,000

Project Name: Fox Hollow & Homestead Golf Course Maintenance & Improvements
Location

Fox Hollow & Homestead Club Houses

Reason for Work

Funding for infrastructure improvements and cart path replacement for Fox Hollow and Homestead Golf Courses


Work to be Completed

Infrastructure improvements and cart path replacement.

Source	2025 Revised	2026	2027	2028	2029	2030
Fox Hollow & Homestead Golf Course Maintenance & Improvements						
GOLF COURSE ENTERPRISE FUND	400,000	580,000	580,000	580,000	580,000	580,000
Total	400,000	580,000	580,000	580,000	580,000	580,000

Project Name: Fox Hollow Bunker Modifications

Location

Fox Hollow Golf Course at 13410 W. Morrison Rd.

Reason for Work

Redesign existing sand bunkers to improve drainage, decrease maintenance costs, and improve overall course layout and pace-of-play.



Work to be Completed

Reconfigure and/or remove existing bunkers at identified locations at Fox Hollow Golf Course.

Source	2025 Revised	2026	2027	2028	2029	2030
Fox Hollow Bunker Modifications						
GOLF COURSE ENTERPRISE FUND	524,697	-	-	-	-	-
Total	524,697	-	-	-	-	-

Project Name: Fox Hollow Club House Construction Drawings

Location

Fox Hollow Golf Course at 13410 W. Morrison Rd.

Reason for Work

Fox Hollow Club House was built in 1993 and is in need of remodeling. The concept design was completed in 2024 and will be used to develop construction documents for the full renovation.



Work to be Completed

The feasibility study allows for a contractor to complete construction drawings that can be used during the renovation phase of this project.

Source	2025 Revised	2026	2027	2028	2029	2030
Fox Hollow Club House Construction Drawings						
GOLF COURSE ENTERPRISE FUND	300,000	-	-	-	-	-
Total	300,000	-	-	-	-	-


Project Name: Golf Maintenance Tractor Storage Building
Location

Golf Maintenance Building at 13414 W. Morrison Rd.

Reason for Work

The Golf Maintenance team uses tractors to complete a variety of maintenance tasks throughout the year. Those tractors are currently stored outside when not in use. Constructing a storage building will keep this expensive equipment safe from the elements and secure from potential theft or vandalism. Additionally, the new storage building will feature a loading bay that will make loading fertilizer more efficient and safe.


Work to be Completed

Construction of a new storage building.

Source	2025 Revised	2026	2027	2028	2029	2030
Golf Maintenance Tractor Storage Building						
GOLF COURSE ENTERPRISE FUND	-	500,000	-	-	-	-
Total	-	500,000	-	-	-	-

Project Name: Fox Hollow Club House Renovation
Location

Fox Hollow Golf Course at 13410 W. Morrison Rd.

Reason for Work

Fox Hollow Club House is showing its age and will benefit from a remodel/renovation. The concept design calls for replacing the carpet, paint, lighting, bathrooms fixtures, etc. The front counter will be relocated and the bar area will move to a better location. The current meeting room will be converted into a golf simulator room, and there will be an addition to the south side of the building to create a new meeting room. Lastly, the patio will be reconfigured and enlarged to allow for more outdoor dining.


Work to be Completed

Replace cracked and damaged cart path panels throughout the course

Source	2025 Revised	2026	2027	2028	2029	2030
Fox Hollow Club House Renovation						
GOLF COURSE ENTERPRISE FUND	-	6,000,000	-	-	-	-
Total	-	6,000,000	-	-	-	-



Capital Improvement and Preservation Plan

Project Name: **Golf Maintenance Equipment**

Location

Police Department

Reason for Work

The golf maintenance team is responsible for the care of 45 holes between the two city courses. There is approximately \$2,000,000 of equipment in the golf inventory that this fund will replace as needed.

Work to be Completed

There is approximately \$2,000,000 of equipment in the golf inventory that this fund will replace as needed.

Source	2025 Revised	2026	2027	2028	2029	2030
Golf Maintenance Equipment						
GOLF COURSE ENTERPRISE FUND	200,000	300,000	300,000	300,000	300,000	300,000
Total	200,000	300,000	300,000	300,000	300,000	300,000

Project Name: **Local Drainage Projects**

Location

Alameda and Garrison, W 1st Ave, W 31st Place, Applewood- Urban Drive, and other locations where local drainage needs require immediate attention.

Reason for Work

Drainage improvements will be prioritized, designed, property rights acquired, if needed, and constructed. Flooding of streets, private property, and structures can occur due to an inadequate storm drainage system.

Work to be Completed

Design and installation of drainage facilities, include curb and gutter, open channels and ditches, stormwater inlets, storm sewer and outfall protection.

Source	2025 Revised	2026	2027	2028	2029	2030
Local Drainage Projects						
STORMWATER ENTERPRISE	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000
Total	1,000,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000


Project Name: Sewer Lining
Location

Locations are prioritized each year for inclusion in the sewer main lining program.

Reason for Work

Persistently clogged and structurally deficient lines are re-lined to correct problems.

Work to be Completed

Works includes cleaning each main, locating service lines tapping the main by video inspection, installing a cured in place liner in each main, re-opening connections at each service line tap and completing a final video inspection, work is completed by a contractor.

Source	2025 Revised	2026	2027	2028	2029	2030
Sewer Lining						
SEWER ENTERPRISE	430,000	430,000	430,000	430,000	430,000	430,000
Total	430,000	430,000	430,000	430,000	430,000	430,000

Project Name: Sewer Utility Capital Projects
Location

Locations will be determined per improvement recommendations listed in the Master Plan.

Reason for Work

This program will replace sanitary sewer lines that are undersized or in extremely poor condition, also based on planning ahead of reaching capacity thresholds.

Work to be Completed

Projects will include design, property rights acquisition(s) if needed, and construction.

Source	2025 Revised	2026	2027	2028	2029	2030
Sewer Utility Capital Projects						
SEWER ENTERPRISE	1,267,720	400,000	400,000	400,000	400,000	400,000
Total	1,267,720	400,000	400,000	400,000	400,000	400,000

Capital Improvement and Preservation Plan

Project Name: **Major Drainageway Improvements**

Location

North Dry Gulch; Dry Gulch - Vance to Teller; Lakewood Gulch - D/S of Welch; Sanderson Gulch - Dover to Allison

Reason for Work

This program will design, acquire property rights (if needed) and construct drainage improvements along the 100-year floodplains. Lakewood also partners with the Mile High Flood District to maintain major drainageways and associated improvements.



Work to be Completed

Includes opening channels, closed conduits (as necessary), and culverts.

Source	2025 Revised	2026	2027	2028	2029	2030
Major Drainageway Improvements						
STORMWATER ENTERPRISE	5,347,766	8,145,000	8,260,000	3,500,000	3,500,000	3,500,000
Total	5,347,766	8,145,000	8,260,000	3,500,000	3,500,000	3,500,000

Project Name: **Automatic Water Meter Reading Replacement**

Location

All meter locations throughout the system will be upgraded.

Reason for Work

Installing Automatic Meter Reading (AMR) on each account meter will replace the outdated software, increase billing accuracy, and improve time effectiveness by minimizing the time spent to read meters, allowing resources to be utilized on other maintenance obligations.

Work to be Completed

Meter and appurtenance procurement, replacement of all meters, some meter pit modifications and surface restoration completed by a contractor.

Source	2025 Revised	2026	2027	2028	2029	2030
Automatic Water Meter Reading Replacement						
WATER ENTERPRISE	709,406	-	-	-	-	-
Total	709,406	-	-	-	-	-


Project Name: Water Utility Total Service Conversion Capital Improvement Program
Location

Not Applicable

Reason for Work

The IGA—slated for City Council consideration in August—would transfer capital investment, maintenance, and operational responsibilities of the Lakewood Water Utility to Denver Water, reducing the City's long-term obligations while enhancing service quality and reliability. At a minimum, approximately \$5 million is needed in 2026 to fund the Colfax Water Main Replacement Project, a critical infrastructure priority aligned with the proposed agreement.

Work to be Completed

Transfer capital investment, maintenance, and operational responsibilities of the Lakewood Water Utility to Denver Water.

Source	2025 Revised	2026	2027	2028	2029	2030
Water Utility Total Service Conversion Capital Improvement Program						
CAPITAL IMPROVEMENT FUND	-	5,000,000	-	3,000,000	-	-
Total	-	5,000,000	-	3,000,000	-	-

Project Name: Whitlock Solar
Location

1555 Dover Street

Reason for Work

Improve energy usage for the recreation center.


Work to be Completed

Whitlock Center- Parking lot lighting and interior remodels; Green Mountain Recreation Center- pool mechanical upgrades; Link Recreation Center -HVAC replacement and pool mechanical upgrades.

Source	2025 Revised	2026	2027	2028	2029	2030
Whitlock Solar						
CAPITAL IMPROVEMENT FUND	1,730,000	-	-	-	-	-
GRANT FUND	931,700	-	-	-	-	-
Total	2,661,700	-	-	-	-	-



Capital Improvement and Preservation Plan

Project Name: Civic Center Roof and Mechanical Replacement**Location**

Lakewood Civic Center

Reason for Work

The scope of this project is to replace both the “end of life” Civic Center roof and HVAC systems. We will also evaluate the possibility of adding solar to the project depending on ROI considerations and grant assistance.

Work to be Completed

Replace both the “end of life” Civic Center roof and HVAC systems.

Source	2025 Revised	2026	2027	2028	2029	2030
Civic Center Roof and Mechanical Replacement						
CAPITAL IMPROVEMENT FUND	-	2,300,000	2,300,000	-	-	-
Total	-	2,300,000	2,300,000	-	-	-

Project Name: Facility Upkeep & Repairs (FUR)**Location**

Whole City

Reason for Work

Covers planned and cyclical work including HVAC servicing, plumbing checks, electrical panel inspections, and lighting repairs. These tasks are performed regularly by internal staff or vendors and are budgeted annually as part of preventive maintenance programming.

Work to be Completed

Covers planned and cyclical work including HVAC servicing, plumbing checks, electrical panel inspections, and lighting repairs.

Source	2025 Revised	2026	2027	2028	2029	2030
Facility Upkeep & Repairs (FUR)						
CAPITAL IMPROVEMENT FUND	-	1,000,000	806,000	950,800	1,005,800	1,005,800
Total	-	1,000,000	806,000	950,800	1,005,800	1,005,800


Project Name: FIO Capital Projects
Location

Whole City

Reason for Work

Includes full-system replacements or upgrades such as roofing, HVAC systems, and fire alarm panels. These projects typically exceed routine maintenance thresholds, involve planning, permittin and significant support by external contractors.

Work to be Completed

These projects typically exceed routine maintenance thresholds.

Source	2025 Revised	2026	2027	2028	2029	2030
FIO Capital Projects						
CAPITAL IMPROVEMENT FUND	2,703,759	-	-	-	-	-
Total	2,703,759	-	-	-	-	-

Project Name: Infrastructure Sustainability Program
Location

Not applicable

Reason for Work

This program includes purchase and maintenance of all IT-related items that are required for citywide operations, such as end-user computing replacement, phone maintenance and upgrades, network maintenance, switches, and other IT infrastructure. \$1.4 million is the annual transfer from the General Fund to the Equipment Replacement Fund.

Work to be Completed

Replace technology that comprises the city's technical infrastructure to include: PC and monitor replacement, Core firewall and security hardware replacement, City radio replacement, Internet networking equipment upgrades, Network equipment replacement, Phone system, battery, and power equipment replacement

Source	2025 Revised	2026	2027	2028	2029	2030
IT Infrastructure Sustainability Program						
EQUIPMENT REPLACEMENT FUND	1,566,000	-	-	-	-	-
Total	1,566,000	-	-	-	-	-



Capital Improvement and Preservation Plan

Project Name: **Employee Technology Equipment**

Location

Various

Reason for Work

This project represents the annual replacement requirement for 20% of the city's laptops, desktops, monitors, and scanners. Each year's replacement project contributes to the overall plan for full lifecycle refresh every 5 years. This request represents equipment identified for replacement due to being beyond end of life.

Work to be Completed

Annual replacement requirement for 20% of the city's laptops, desktops, monitors, and scanners.

Source	2025 Revised	2026	2027	2028	2029	2030
Employee Technology Equipment						
EQUIPMENT REPLACEMENT FUND	684,000	509,000	500,000	500,000	500,000	500,000
Total	684,000	509,000	500,000	500,000	500,000	500,000

Project Name: **Public Safety Car Radio Replacement Project**

Location

Police Department

Reason for Work

Replacement of 190 PD radios in the vehicles. These units were last replaced in 2016 and are reaching end-of-life (avg. life cycle is 7 years). Delays in replacement past 2026 may cause service outages that impact life and safety.

Work to be Completed

Replacement of 190 PD radios in the vehicles.

Source	2025 Revised	2026	2027	2028	2029	2030
Public Safety Car Radio Replacement Project						
EQUIPMENT REPLACEMENT FUND	-	750,000	750,000	-	-	-
Total	-	750,000	750,000	-	-	-


Project Name: Annual Core Technology Infrastructure Replacement
Location

480 S Allison Pkwy

Reason for Work

The 2026 Core Technology replacement plan supports essential City operations by upgrading key systems, including phone infrastructure, network hardware, other core equipment, and data center resiliency. Future annual costs are based on estimated maximum replacement cycles to maintain system reliability for core technologies.

Work to be Completed

Upgrading key systems, including phone infrastructure, network hardware, other core equipment, and data center resiliency.

Source	2025 Revised	2026	2027	2028	2029	2030
Annual Core Technology Infrastructure Replacement						
EQUIPMENT REPLACEMENT FUND	-	891,000	-	-	-	-
Total	-	891,000	-	-	-	-

Project Name: Navigation Center Renovation
Location

8000 W Colfax Ave

Reason for Work

In 2024, City Council approved a supplemental appropriation to purchase, renovate, and operate a navigation center at 8000 W. Colfax Avenue. The City was awarded a \$9.3 million grant to acquire and renovate the property, which will provide low-barrier access to housing navigation, supportive services, shelter beds, hygiene facilities, and pathways to permanent housing for unhoused individuals in the community. Renovations are underway and expected to be completed by the end of 2025.

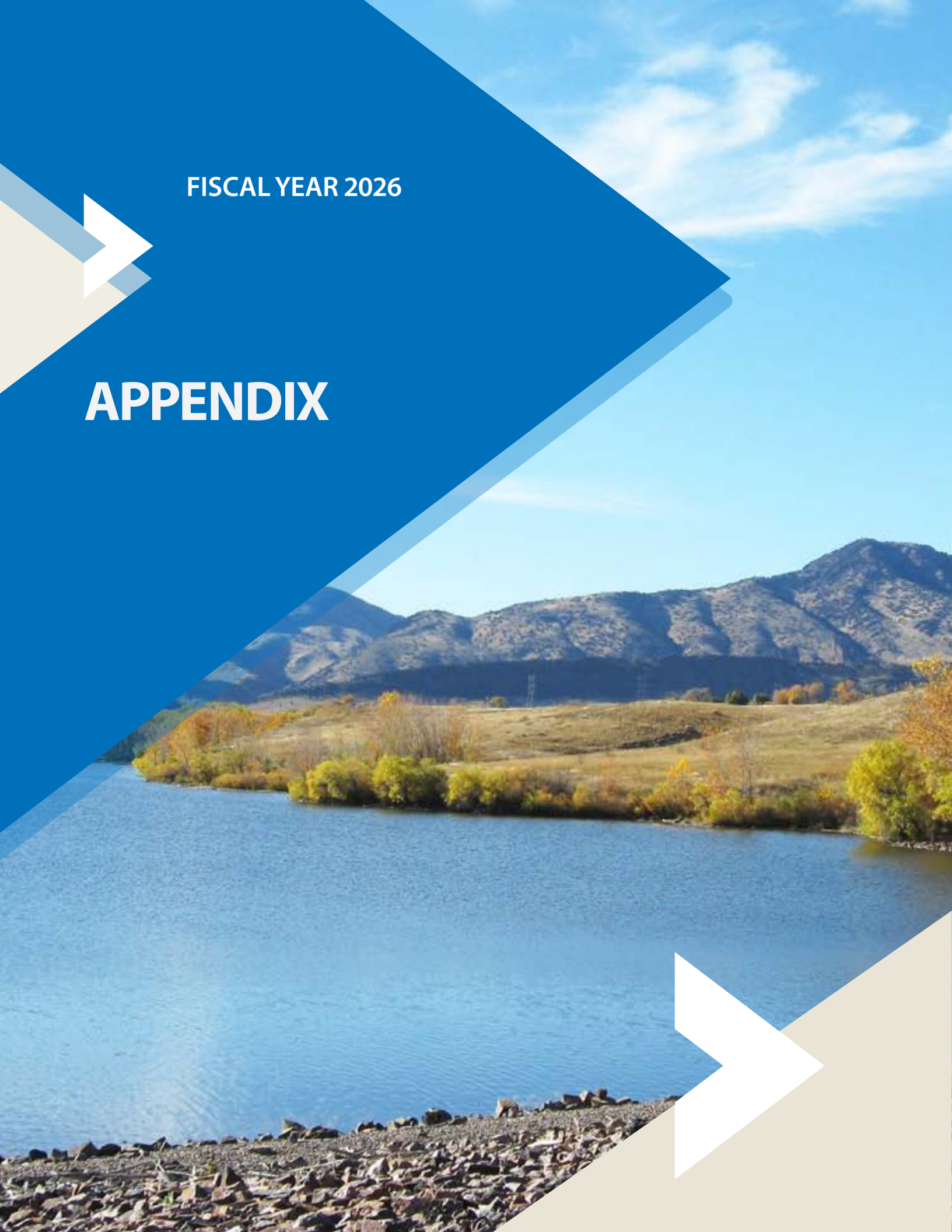
Work to be Completed

The navigation center renovation project, which includes mechanical, electrical, plumbing, and interior improvements, is on track for completion by year-end 2025.

Source	2025 Revised	2026	2027	2028	2029	2030
Annual Core Technology Infrastructure Replacement						
EQUIPMENT REPLACEMENT FUND	-	891,000	-	-	-	-
Total	-	891,000	-	-	-	-

FISCAL YEAR 2026

APPENDIX





Lakewood
Colorado

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund
MAYOR AND CITY COUNCIL	\$ 91,372	\$ -	\$ 91,372	\$ 91,372	
Colorado Municipal League	91,372	-	91,372	91,372	General
CITY ATTORNEYS OFFICE	\$ 190,000	\$ 334,506	\$ 524,506	\$ 190,000	
Outside Legal	190,000	334,506	524,506	190,000	General
CITY CLERK'S OFFICE	\$ 128,850	\$ 105,000	\$ 233,850	\$ 173,850	
Elections (Annual/Regular/Coordinated with Jefferson County)	128,850	-	128,850	128,850	General
Special Election		105,000	105,000	45,000	General
COMMUNITY RESOURCES - ADMIN	\$ 600,000	\$ 60,000	\$ 660,000	\$ 660,000	
4th of July Event (Drone Show)	200,000	60,000	260,000	260,000	General
Youth Programs Grants	400,000	-	400,000	400,000	General
COMMUNITY RESOURCES - GOLF	\$ 5,468,750	\$ (3,375,303)	\$ 2,093,447	\$ 8,221,546	
Fox Hollow Bunker Renovation	300,000	224,697	524,697	-	Golf
Golf Maintenance Tractor Storage Building	300,000	(300,000)	-	500,000	Golf
Fox Hollow Club House (Construction Drawings)	330,000	-	330,000	-	Golf
Fox Hollow Club House Renovation	3,300,000	(3,300,000)	-	6,000,000	Golf
Fox Hollow & Homestead Club House Improvements	200,000	-	200,000	200,000	Golf
Fox Hollow & Homestead Golf Course Maintenance & Improvements	400,000	-	400,000	580,000	Golf
Fox Hollow and Homestead Debt Service	438,750	-	438,750	641,546	Golf *
Golf Maintenance Equipment	200,000	-	200,000	300,000	Golf
COMMUNITY RESOURCES - HERITAGE CULTURE & THE ARTS	\$ 350,000	\$ 250,000	\$ 600,000	\$ 651,000	
LCC LED lighting, restroom upgrades, classroom renovations, sound system and floor tiling.	-	250,000	250,000	166,000	OS/TABOR
Performance Now Theater Co.	350,000	-	350,000	400,000	HCA
Presley Theatre Productions Corp	-	-	-	85,000	HCA
COMMUNITY RESOURCES - PARKS	\$ 2,167,000	\$ (750,000)	\$ 1,417,000	\$ 1,337,000	
Morse Park Pool Design	1,000,000	(1,000,000)	-	200,000	TABOR
Park Fertilizer Program	130,000	-	130,000	130,000	General/OS *
Park Infrastructure	125,000	-	125,000	125,000	CTF
Playground Replacement	230,000	250,000	480,000	200,000	OS/CTF
Residential Tree Assistance Program	100,000	-	100,000	100,000	General
Right-of-Way Mowing Contract	162,000	-	162,000	162,000	General
Small Park & Median Maintenance Contract	295,000	-	295,000	295,000	General
Trash Collection	125,000	-	125,000	125,000	General
COMMUNITY RESOURCES - PLANNING & CONSTR.	\$ 5,565,649	\$ 9,291,000	\$ 14,856,649	\$ 10,225,568	
Addenbrooke Park	-	350,000	350,000	-	OS
Bear Creek Greenbelt Renovations	50,000	245,000	295,000	85,000	OS/TABOR
Bear Creek Lake Park Improvements	-	1,404,000	1,404,000	100,000	OS/TABOR
Belmar Park Improvements	800,000	(720,000)	80,000	125,000	OS
Carmody Recreation Center Improvements	-	3,200,000	3,200,000	2,500,000	CTF/OS/TABOR
Carmody Playground Surfacing	-	-	-	350,000	TABOR
Custodial Services/ Recreation Centers	376,649	-	376,649	376,649	General

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund
Graham Park Renovations	-	100,000	100,000	250,000	TABOR
Heritage Lakewood Belmar Park Improvements	320,000	200,000	520,000	50,000	OS
Clements Center Lighted Parking	-	30,000	30,000	268,000	OS
Meadowlark Park Playground Replacement	200,000	-	200,000	-	General
Neighborhood Participation Program	180,000	116,000	296,000	180,000	OS/CIF
Peak View Park Development	-	600,000	600,000	-	TABOR
Porter Park	-	100,000	100,000	2,949,919	TABOR/CDBG
Quail Park	-	400,000	400,000	-	OS
Parkland Acquisition	1,016,000	(516,000)	500,000	1,000,000	TABOR/CTF
Ray Ross Improvements	200,000	(50,000)	150,000	-	OS
Site and Facility Improvements	1,723,000	(168,000)	1,555,000	1,891,000	OS/ CTF/ TABOR
Two Creeks Park Development	-	1,500,000	1,500,000	-	OS/CDBG
Washington Heights Facility Improvements	300,000	-	300,000	-	OS
Water Rights Consulting	100,000	-	100,000	100,000	OS *
Wright Street Park Improvements	300,000	2,500,000	2,800,000	-	OS/TABOR
COMMUNITY RESOURCES - RECREATION	\$ 450,000	\$ 305,000	\$ 755,000	\$ 500,000	
Aquatic Infrastructure	150,000	-	150,000	200,000	CTF
Fitness Center Equipment Replacement	100,000	-	100,000	100,000	ERF
Pool Chemicals	100,000	-	100,000	100,000	General
Recreation Center Repairs and Renovations	-	165,000	165,000	-	OSF/CTF
Sports League/Officials Contracts	100,000	(20,000)	80,000	100,000	General *
Whitlock Rec Center Pool	-	160,000	160,000	-	CTF
FINANCE DEPARTMENT	\$ 747,500	\$ -	\$ 747,500	\$ 717,128	
Digital Budget Book	100,000	-	100,000	69,628	General
Financial Statement Audit	95,000	-	95,000	95,000	General
Postage	102,500	-	102,500	102,500	General *
Revenue System Software	450,000	-	450,000	450,000	General *
Economic Development	\$ 10,900,000	\$ (9,500,000)	\$ 1,400,000	\$ 1,100,000	
Land Purchase	9,500,000	(9,500,000)	-	-	EDF
Colorado Gives	800,000	-	800,000	800,000	EDF
Community Support	300,000	-	300,000	300,000	EDF
Pallet Homes	300,000	-	300,000	-	EDF
OS - Building Infrastructure	\$ 3,610,692	\$ 2,662,000	\$ 6,272,692	\$ 3,784,692	
Bulk Gas Utility	532,100	-	532,100	532,100	General
City Facilities Repairs	500,000	-	500,000	500,000	CIF
Civic Center & PSC Parking Structures	250,000	-	250,000	-	CIF
Civic Center Elevator Plaza Replacement	400,000	-	400,000	500,000	CIF
Custodial Services/ Civic Center	377,592	-	377,592	377,592	General
Electronic Vehicle Charging Station	386,000	-	386,000	-	CIF
Fire and Burglar Alarm Monitoring	75,000	-	75,000	75,000	General
Furniture Replacement Municipal Facilities	100,000	-	100,000	250,000	General
Preventative Maintenance Software - Facilities	80,000	-	80,000	-	CIF
Public Safety Center Updates	160,000	-	160,000	1,050,000	CIF
Quail Shop Renovations	100,000	-	100,000	100,000	CIF
Washington Heights Facility Improvements	300,000	-	300,000	300,000	CIF

APPENDIX

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund
PSC Atrium & Exterior Repairs	100,000	-	100,000	100,000	CIF
Former Terumo Site Improvements	250,000	-	250,000	-	CIF
Whitlock Solar Panels	-	2,662,000	2,662,000	-	Grants/CIF
OS - INFORMATION TECHNOLOGY	\$ 6,153,539	\$ -	\$ 6,153,539	\$ 3,791,539	
Asset Management System Maintenance	225,000	-	225,000	225,000	General *
Budget system maintenance	114,000	-	114,000	114,000	General *
Building Permitting System Annual Subscription	210,000	-	210,000	210,000	General
CCO Technology Portfolio Optimization Subscription	112,000	-	112,000	-	General
Core Firewall Maintenance	230,000	-	230,000	230,000	General
Court System Maintenance	80,000	-	80,000	80,000	General *
Copiers	88,000	-	88,000	88,000	General
Desktop Collaboration Software Licensing	485,000	-	485,000	485,000	General
Enterprise Technology Management Subscription	150,000	-	150,000	150,000	General
Enterprise GIS subscription	120,000	-	120,000	120,000	General
HR Risk Management Solution	75,000	-	75,000	75,000	General
Identity Management System Maintenance	85,000	-	85,000	85,000	General
PC and monitor replacement	675,000	-	675,000	-	ERF
Core firewall and security hardware replacement	250,000	-	250,000	-	ERF
City radio replacement	170,000	-	170,000	-	ERF
Internet networking equipment upgrades	115,000	-	115,000	-	ERF
Network equipment replacement	85,000	-	85,000	-	ERF
Phone system, battery, and power equipment replacement	75,000	-	75,000	-	ERF
Data protection site relocation	155,000	-	155,000	-	ERF
DBA Services	96,000	-	96,000	96,000	General
PD radio bi-directional amplifier (BDA) system replacement	210,000	-	210,000	-	ERF
Network switch replacement	225,000	-	225,000	-	ERF
City (non-PD) portable radio replacement	140,000	-	140,000	-	ERF
Courtroom Audio Upgrade	150,000	-	150,000	-	ERF
Managed Detection and Response	110,000	-	110,000	110,000	General
New ERP Annual Subscription	500,000	-	500,000	500,000	General
New ERP Managed Services	75,000	-	75,000	75,000	General
Radio System Maintenance	50,000	-	50,000	50,000	General
Recreation System Replacement Subscription	120,000	-	120,000	120,000	General
Technology Infrastructure Maintenance	100,000	-	100,000	100,000	General *
Web Engagement Subscription	95,000	-	95,000	95,000	General
Telephone & Telecommunication	783,539	-	783,539	783,539	General *
MUNICIPAL COURT	\$ 251,314	\$ -	\$ 251,314	\$ 251,314	
Public Defender	251,314	-	251,314	251,314	General
SUSTAINABILITY AND COMMUNITY DEVELOPMENT	\$ 7,565,583	\$ 14,832,793	\$ 22,398,376	\$ 23,511,866	
40W Artline Framework Plan	150,000	(150,000)	-	-	Grant
40W ArtLine Lighting and Crosswalk Project	530,000	(530,000)	-	530,000	Grant
CDBG Wadsworth Electric Upgrade Project	-	100,000	100,000	-	CDBG
CDBG homeowner rehab program	85,000	85,000	170,000	170,000	CDBG
Encampment Cleanup Contractor	200,000	-	200,000	200,000	General

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund
Extreme Weather Sheltering	466,000	-	466,000	-	General
West Colfax Pedestrian Safety Project	-	10,569,139	10,569,139	17,473,574	Grant/CIF/ TABOR/SEF/LRA/ General
W Colfax Streetscape & Art Improvements - Ward 1 & 2	206,000	-	206,000	594,000	General
Dept. of Energy Benchmarking Grant	5,000,000	-	5,000,000	-	General
EPA Benchmarking Grant	-	375,000	375,000	375,000	General
Westland Area Proposed Improvements	928,583	(464,291)	464,292	464,292	General
DOLA Navigation Center Rehabilitation	-	4,847,945	4,847,945	-	Grant
NEA Our Town Grant	-	-	-	160,000	Grant/General
Navigation Center Improvements	-	-	-	545,000	General
Navigation Center Operations	-	-	-	3,000,000	General
POLICE DEPARTMENT	\$ 6,333,496	\$ -	\$ 6,333,496	\$ 5,933,215	
Colorado Auto Theft Prevention (CMATT)	500,000	-	500,000	500,000	Grant
Ammunition	183,989	-	183,989	183,989	General
Body Camera Program	834,180	-	834,180	834,180	TABOR
Foothills Animal Shelter Annual Assessment	419,465	-	419,465	430,765	General *
Janitorial	117,000	-	117,000	117,000	General
Jefferson Center for Mental Health	155,124	-	155,124	155,124	General *
Jefferson County Regional Crime Lab	241,170	-	241,170	252,082	General *
Jeffco Emergency Call Services	2,762,684	-	2,762,684	2,820,191	General
Juvenile Assessment Center	100,419	-	100,419	105,419	General *
PorchLight Family Justice Center	113,598	-	113,598	113,598	General *
RMS Data Storage - Azure Cloud	300,000	-	300,000	-	General *
RMS Data Storage - Niche	185,000	-	185,000	-	General *
Drone First Responder Program	155,867	-	155,867	155,867	TABOR
Axon Report Writing	165,000	-	165,000	165,000	TABOR
Wellness Psychiatric Services	100,000	-	100,000	100,000	TABOR *
PUBLIC WORKS – ADMINISTRATION	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 1,000,000	
Potential Grants	1,000,000	-	1,000,000	1,000,000	Grant
PUBLIC WORKS – ENGINEERING	\$ 15,746,688	\$ 3,832,058	\$ 19,578,746	\$ 7,474,793	
Colfax Water Main Replacement	-	-	-	5,000,000	CIF
Contract Building Plan Review Services	600,000	130,000	730,000	200,000	General
Environmental Consulting Services	150,000	-	150,000	150,000	General
Maintenance Campus Expansion	500,000	125,000	625,000	-	CIF
Recycling Services	177,930	-	177,930	177,930	General
Sheridan Blvd Sidewalk (Jewell Ave to Florida Ave)	2,420,000	-	2,420,000	-	Grants/TABOR
Stober Elementary SRTS Sidewalk	-	200,000	200,000	791,813	Grants/CIF
CIF - Sidewalk-Shared Use Path Construction	8,958,708	(6,825,503)	2,133,205	1,000,000	CIF
TABOR - Sidewalk-Shared Use Path Construction	325,000	2,613,813	2,938,813	50,000	TABOR
Utility Billing System Annual Costs	105,050	-	105,050	105,050	WEF/SEF/ SWEF *
Wadsworth at Morrison Road	-	6,742,726	6,742,726	-	Grants
Wadsworth Blvd Sidewalk (Mansfield to Jefferson and Eastman to Yale)	2,510,000	63,853	2,573,853	-	Grants/Tabor
W-Line Bridge at 6th Ave Lighting Project	-	782,169	782,169	-	CIF
PUBLIC WORKS – FLEET MGMT	\$ 9,034,000	\$ -	\$ 9,034,000	\$ 8,484,000	

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund
Fuel, Oil, Lubricants	84,000	-	84,000	84,000	General
Fuel Purchases	2,000,000	-	2,000,000	2,000,000	General
Vehicle Repair, Accessory & Maintenance Services	1,500,000	-	1,500,000	1,500,000	General
Vehicles and Equipment	5,450,000	-	5,450,000	4,900,000	ERF/CIF
PUBLIC WORKS – STREET MAINTENANCE	\$ 11,850,822	\$ -	\$ 11,850,822	\$ 9,203,445	
Asphalt Supply Contract(Pri/Sec)	237,000	-	237,000	237,000	General
Asphalt Surface Restoration	1,400,000	-	1,400,000	-	CIF
Belmar Snow Removal	76,445	-	76,445	76,445	General *
Clean Lakewood Initiative	170,000	-	170,000	170,000	General
Concrete Repair Program	2,400,000	-	2,400,000	1,850,000	CIF
Crack Seal Contract	600,000	-	600,000	400,000	CIF
Miscellaneous Concrete Repair	-	-	-	200,000	CIF
Snow and Ice Materials	395,000	-	395,000	395,000	General
Snowplow Contracting Services	375,000	-	375,000	375,000	General
Street Overlay Contract	6,197,377	-	6,197,377	5,500,000	CIF
PUBLIC WORKS – TRANSPORTATION ENG	\$ 6,065,122	\$ 3,504,262	\$ 9,569,384	\$ 5,660,122	
20th/Teller signal rebuild & sidewalk	-	600,000	600,000	-	CIF
27th and Youngfield	-	200,000	200,000	-	CIF
6th Ave and Wadsworth Interchange Partnering	1,000,000	(1,000,000)	-	1,000,000	CIF
6th and Wadsworth Aesthetic Enhancements	-	460,000	460,000	-	CIF *
Alameda/Urban & Miss/Union signal rebuilds	-	900,000	900,000	-	CIF
Annual Traffic Signal Replacements	905,000	(455,000)	450,000	400,000	CIF *
Electricity for street lights	1,705,737	-	1,705,737	1,705,737	General *
Heavy Maintenance Contract Work (Traffic Safety/Signal Maintenance)	640,000	-	640,000	640,000	General CIF
On Call Traffic Consultant	200,000	-	200,000	200,000	CIF
Pavement Markings and Signs	252,165	-	252,165	252,165	CIF
Separated Bike Lanes	100,000	393,530	493,530	200,000	CIF
Signal Inspections	100,000	-	100,000	100,000	CIF
SS4A grant and match	80,000	-	80,000	80,000	General
Street light repairs and maintenance	500,000	-	500,000	500,000	General
Traffic Safety Improvements	582,220	296,794	879,014	582,220	CIF *
Traffic Signal Reconstruction on Kipling at 8th Place & Federal Center Gate #1	-	379,394	379,394	-	Grants
Traffic Signal Reconstruction on Alameda & Utah	-	845,000	845,000	-	TABOR
Traffic Signal Reconstruction on Simms St at 8th Ave	-	884,544	884,544	-	TABOR/CIF
PUBLIC WORKS – SEWER UTILITY	\$ 6,310,000	\$ (407,280)	\$ 5,902,720	\$ 5,375,000	
Sanitary Sewer Root Cutting and Video Inspection of Pipelines Program	250,000	(75,000)	175,000	175,000	SEF
Sewer Master Plan	80,000	-	80,000	100,000	SEF *
Sewer Lining Contracts	430,000	-	430,000	400,000	SEF
Sewer Utility Capital Projects	1,600,000	(332,280)	1,267,720	400,000	SEF
Wastewater Treatment Charges	3,950,000	-	3,950,000	4,300,000	SEF *
PUBLIC WORKS – STORMWATER UTILITY	\$ 17,732,000	\$ (10,984,234)	\$ 6,747,766	\$ 9,545,000	
Local Drainageway Improvements	2,379,000	(1,379,000)	1,000,000	1,000,000	SWEF

Schedule of Large Purchases 2025-2026 Authorization Summary

Description	2025 Original Authorization	2025 Adjustment to Authorization	2025 Total Authorization	2026 Original Authorization	Fund	
Major Drainageway Improvements	14,953,000	(9,605,234)	5,347,766	8,145,000	SWEF	*
Stormwater Maintenance Services	400,000	-	400,000	400,000	SEF	
PUBLIC WORKS – WATER UTILITY	\$ 1,100,000	\$ 709,406	\$ 1,809,406	\$ 1,130,000		
Automatic Meter Reading (AMR) - Water Utility	-	709,406	709,406	-	WEF	
Potable Water Purchases	1,100,000	-	1,100,000	1,130,000	WEF	*
NON-DEPARTMENTAL	\$ 46,708,516	\$ (1,379,866)	\$ 45,328,650	\$ 39,211,495		
ADA Evaluation and Consultation	750,000	-	750,000	-	General	
Civic Center Safety and Security Plans	200,000	(60,000)	140,000	360,000	PCF/WCF	
Dental Insurance	975,000	(39,000)	936,000	936,000	General	
Employer Pension Contributions	11,940,949	118,211	12,059,160	12,403,505	All	
Insurance Claims (Liability, Property/Casualty, Workers' Compensation)	3,500,000	220,000	3,720,000	2,720,000	PCF/WCF	
Insurance Premiums (Liability, Property/Casualty, Workers' Compensation)	1,515,000	237,600	1,752,600	2,103,120	PCF/WCF	
Life Insurance	274,300	-	274,300	274,300	General	
Long-term Disability Insurance	489,250	-	489,250	489,250	General	
Medical Insurance	15,387,017	(550,677)	14,836,340	15,554,320	General	
Medical Insurance (Retiree)	174,000	(14,000)	160,000	160,000	General	
Navigation Center	10,000,000	(1,000,000)	9,000,000	3,000,000	General	
Previous City Manager's Trust	310,000	(60,000)	250,000	250,000	General	*
Retiree Health	340,000	(190,000)	150,000	150,000	General	
Risk Third Party Administrator	440,000	-	440,000	440,000	PCF/WCF	
Survivor Benefits	138,000	-	138,000	138,000	General	
Unemployment Claims - State of Colorado	150,000	(42,000)	108,000	108,000	General	
Vision Insurance	125,000	-	125,000	125,000	General	
TOTAL PURCHASES \$80,000 AND GREATER	\$ 166,120,893	\$ 9,489,342	\$ 175,610,235	\$ 148,223,945		

FUND:

CDBG = Community Development Block Grant

CIF = Capital Improvement Fund

CTF = Conservation Trust Fund

ED = Economic Development

ERF = Equipment Replacement Fund

HCA = Heritage Culture and The Arts Fund

OS = Open Space Fund

PCF = Property & Casualty Fund

SEF = Sewer Enterprise Fund

SWEF = Stormwater Enterprise Fund

WCF = Worker's Comp Fund

WEF = Water Enterprise Fund

* = Sole Source

The schedule above is required by City Council.

Schedule of Transfers

	2024 Actual	2025 Budget	2025 Revised	2026 Budget
FROM:				
TO:				
TRANSFER PURPOSE				
General Fund	\$ 28,093,850	\$ 23,764,542	\$ 31,582,727	\$ 10,000,000
Capital Improvement Fund	\$ 10,480,300	\$ 2,000,000	\$ 500,000	\$ -
Sidewalks and Share Use Paths Construction	1,500,000	1,500,000	-	-
Building Infrastructure Maintenance	500,000	500,000	500,000	-
Maintenance Campus Expansion	7,000,000	-	-	-
Whitlock Solar City Match	1,230,300	-	-	-
Revolving Sustainability Contribution	250,000	-	-	-
Heritage, Culture, and The Arts Fund	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000
City Participation	1,100,000	1,100,000	1,100,000	1,100,000
Grants Fund	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
City Match to Grant Fund	500,000	500,000	500,000	500,000
Equipment Replacement Fund	\$ 3,409,000	\$ 1,500,000	\$ 1,500,000	\$ 100,000
IT Infrastructure Sustainability Program	1,400,000	1,400,000	1,400,000	-
Citywide Radio System Upgrade	-	-	-	-
Citywide Portable Radio Replacement	-	-	-	-
Enterprise Technology Management Solution	300,000	-	-	-
CCO Technology Portfolio Optimization	109,000	-	-	-
Police MDC's Replacement - 5 - year cycle	1,500,000	-	-	-
Recreation Gym Equipment	100,000	100,000	100,000	100,000
TABOR Fund	\$ 12,604,550	\$ 8,664,542	\$ 8,300,000	\$ 8,300,000
2024 TABOR Non-Refund	12,604,550	-	-	-
2025 TABOR Non-Refund (Estimate)	-	8,664,542	8,300,000	-
2026 TABOR Non-Refund (Estimate)	-	-	-	8,300,000
Stormwater Fund	\$ -	\$ 10,000,000	\$ 19,682,727	\$ -
Internal Loan for North Dry Gulch	-	10,000,000	19,682,727	-
Medical & Dental Self-Insurance Fund	\$ 3,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,600,000
Property & Casualty Self-Insurance Fund	\$ 2,600,000	\$ 1,600,000	\$ 1,600,000	\$ 2,600,000
Worker's Compensation Self-Insurance Fund	\$ 600,000	\$ 600,000	\$ 600,000	\$ -
Stormwater Fund	\$ -	\$ 1,203,731	\$ -	\$ 1,203,731
General Fund	\$ -	\$ 1,203,731	\$ -	\$ 1,203,731
North Dry Gulch Loan Re-payment	-	1,203,731	-	1,203,731
Economic Development Fund	\$ 2,231,498	\$ -	\$ 200,000	\$ 200,000
TABOR Fund	\$ 2,231,498	\$ -	\$ 200,000	\$ 200,000
2024 TABOR Non-Refund	2,231,498	-	-	-
2025 TABOR Non-Refund (Estimate)	-	-	200,000	-
2026 TABOR Non-Refund (Estimate)	-	-	-	200,000
Capital Improvement Fund	\$ 1,559,160	\$ -	\$ 1,500,000	\$ 1,500,000
TABOR Fund	\$ 1,559,160	\$ -	\$ 1,500,000	\$ 1,500,000
2024 TABOR Non-Refund	1,559,160	-	-	-
2025 TABOR Non-Refund (Estimate)	-	-	1,500,000	-
2026 TABOR Non-Refund (Estimate)	-	-	-	1,500,000
TOTAL TRANSFERS	\$ 35,084,508	\$ 27,168,273	\$ 35,482,727	\$ 15,503,731

*The Lakewood Reinvestment Authority is a separate legal entity not presented in this budget document.

Acronyms

ACH	Automated Clearing House	CMAQ	Congestion Management Air Quality (Federal Funds)
ACIC	Advisory Commission for an Inclusive Community	CML	Colorado Municipal League
ADA	Americans with Disabilities Act	CMPI	Community Mobility Planning and Implementation Grant
AHCA	American Health Care Act	COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985
APCO	Association of Public Communications Officials	COP	Certificate of Participation
ARPA	American Recovery Plan Act	CORA	Colorado Open Records Act
ARRA	American Recovery and Reinvestment Act	Covid-19	Coronavirus Disease 2019
BCLP	Bear Creek Lake Park	CPA	Certified Public Accountant
BMP	Best Management Practices	CPPB	Certified Professional Public Buyers
BRE	Business Retention & Expansion	CPPO	Certified Public Procurement Officers
CAD	Computer-Aided Dispatch	CR	Community Resources
CADD	Computer-Aided Design and Drafting	CT	Conservation Trust (Fund)
CAFR	Comprehensive Annual Financial Report	DDACTS	Data-Driven Approaches to Crime and Traffic Safety
CAPER	Consolidated Annual Performance and Evaluation Report	DMV	Department of Motor Vehicles
CARES	Coronavirus Aid, Relief, and Economic Security Act (2020)	DNA	Deoxyribonucleic Acid
CAO	City Attorney's Office	DRCOG	Denver Regional Council of Governments
CBI	Colorado Bureau of Investigation	DUI	Driving Under the Influence
CBM	Construction and Building Maintenance division	ECE	Early Childhood Education
CCC	Clements Community Center	EconDev	Economic Development Division
CCIC	Colorado Crime Information Center	ED	Economic Development (Fund)
CDBG	Community Development Block Grant	EEO	Equal Employment Opportunity
CDOT	Colorado Department of Transportation	EEOC	Equal Employment Opportunity Commission
CEG	Continuing Education Group	EOC	Emergency Operations Center
CIF	Capital Improvement Fund	EPA	Environmental Protection Agency
CIPP	Capital Improvement and Preservation Plan	ERF	Equipment Replacement Fund
CJIS	Criminal Justice Information System	ERM	Electronic Records Management
		EUDL	Enforcing Underage Drinking Laws

APPENDIX

FASTER	Funding Advancement for Surface Transportation and Economic Recovery (defined within the Colorado Revised Statute, Title 43, Article 4, Part 8)	HIPAA	Health Insurance Portability & Accountability Act
FBI	Federal Bureau of Investigations	HOME	Home Investment Partnerships Program
FCC	Federal Communications Commission	HRA	Health Reimbursement Account
FCPA	Fair Campaign Practices Act	HRIS	Human Resource Information System
FEMA	Federal Emergency Management Agency	HSIP	Highway Safety Improvement Program Federal Funds
FEVER	Fostering Electric Vehicle Expansion in the Rockies	HUD	Housing and Urban Development (U.S. Department)
FLSA	Fair Labor Standards Act	IGA	Intergovernmental Agreement
FMLA	Family Medical Leave Act	IMB	Intelligent Mail Barcodes
FMS	Financial Management System	IT	Information Technology
FTA	Federal Transportation Act	JAG	Justice Assistance Grant
FTE	Full Time Equivalent	JCOS	Jefferson County Open Space (Grant)
GAAFR	Governmental Accounting, Auditing, and Financial Reporting	JDE	JD Edwards (Software)
GAAP	Generally Accepted Accounting Principles	JIS	Juvenile Information System
GASB	Government Accounting Standards Board	LEAD	Law Enforcement Assisted Diversion
GASB	54 The Governmental Accounting Standards Board Statement Number 54, Fund Balance Reporting and Governmental Fund Type Definitions	LEAF	Law Enforcement Assistance Fund
GENERAL	General Fund	LEAP	Low-Income Energy Assistance Program
GFOA	Government Finance Officers Association	LLC	Limited Liability Company
GIS	Geographic Information System	LLEBG	Local Law Enforcement Block Grant
GOCO	Great Outdoors Colorado	LPBA	Lakewood Public Building Authority
GOLF	Golf Course (Fund)	LRA	Lakewood Reinvestment Authority
GSA	General Services Administration (United States)	LRT	Light Rail Transit
HCA	Heritage Culture & The Arts Fund	LWCF	Land and Water Conservation Fund
HES	Hazard Elimination Safety (Federal Funds)	MATT	Metropolitan Auto Theft Task Force
		MD	Medical & Dental Self-Insurance
		MDEDC	Metro Denver Economic Development Corporation
		MHFD	Mile High Flood District
		NCGA	National Council on Governmental Accounting
		NIBRS	National Incident Based Reporting System

NIMS	National Incident Management System	STP-M	Surface Transportation Program Metro (Federal Funds)
NLC	National League of Cities	SWAT	Special Weapons and Tactics
NRS	Neighborhood Revitalization Strategy	SWEF	Stormwater Enterprise Fund
NPP	Neighborhood Participation Program	TABOR	Taxpayers' Bill of Rights
ODP	Official Development Plan	TAC	Transport Across Colorado
OEDIT	State Office of Economic Development & International Trade	TAP	Transportation Alternatives Program
OS	Open Space (Fund)	TEA-21	Transportation Equity Act for the 21st Century
OSHA	Occupational Safety & Hazards Authority	TIF	Tax Increment Financing
PACR	Planning, Administration and Community Relations division	UDFCD	Urban Drainage and Flood Control District
PC	Personal Computer	UPPCC	Universal Public Procurement Certification Council
PCF	Property/Casualty Self-Insurance Fund	VOA	Volunteers of America
PEG	Public, Education and Government	VoIP	Voice over Internet Protocol
PIF	Public Improvement Fee	WAN	Wide Area Network
POST	Peace Officer Standards and Training	WCF	Worker's Compensation Self-Insurance Fund
PPACA	Patient Protection & Affordable Care Act	WEF	Water Enterprise Fund
PSAP	Public Safety Answering Point	WMDTF	West Metro Drug Task Force
PW	Public Works	YET	Youth Education Teams
RISE	Recreational Inclusive Services for Everyone		
RMS	Records Management System		
ROI	Return on Investment		
RTD	Regional Transportation District		
SCFD	The Scientific and Cultural Facilities District		
SEF	Sewer Enterprise Fund		
SET	Special Enforcement Team		
SHSG	State Historical Society Grant		
SMU	Stormwater Management Utility		
SRO	School Resource Officer		
SRTS	Safe Routes to School Grant		
STATE	State of Colorado		
STATE	TRAILS State Trails Grant		

Glossary

Account

A record of a business transaction; a reckoning of money received or paid.

Accounting System

The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups, or organizational components.

Accounts Payable

A short-term liability account reflecting amounts owed to others for goods and services received by the City (but not including amounts due to other funds).

Accounts Receivable

An asset account reflecting amounts due from others for goods or services furnished by the City, but not including amounts due from other funds.

Accrual Basis

The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

Ad Valorem Tax

A tax based on value (e.g., a property tax)

Agency Fund

A fund used to account for assets held by a government as an agent for individuals, private organizations, or other governments, and/or other funds.

All Funds Budget

The “all funds budget” is the total of the appropriations for all the funds.

Allocation

Funds that are apportioned or designated to a program, function, or activity.

Americans with Disabilities Act (ADA)

The Americans with Disabilities Act prohibits discrimination, based on disability, in employment, public accommodations, government services, transportation and telecommunications.

Appropriation

The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.

Arbitrage

The simultaneous purchase and sale of the same or similar asset in different markets to profit from small differences in the asset’s listed price.

Assessed Valuation

A valuation set upon real estate or other property by a government as a basis for levying taxes. The County Assessor determines the assessed valuation of residential and commercial property as a percentage of its actual value using an established base year for calculating the property values.

Assets

Resources owned or held by a government which have monetary value.

Audit

An official inspection of an individual’s or organization’s accounts, typically by an independent body.

Balanced Budget

Pursuant to Article XII, Section 12.3(g) of the Lakewood City Charter: "The adopted budget for the ensuing fiscal year shall include...the balance between total estimated expenditures and total estimated revenues, including surpluses."

Basis of Accounting

A term used when revenues, expenditures, expenses, and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing and characterization of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.

Bear Creek Lake Park (BCLP)

A regional 2,624 acre park that includes the Soda Lakes. Activities include fishing, boating, sailing, wind surfing, horseback riding, overnight camping, walking trails; open space, nature viewing, interpretive programs, swim beach, picnic shelters and tables, outdoor barbeques, restrooms, and bike trails.

Bond

Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified fixed rate.

Budget

The City's operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, activities, expectations, and results/benefits.

Budget Message

A summary and general discussion of the proposed budget, accompanying the budget document. The budget message is presented in writing by the City Manager, who is the individual under the Lakewood

City Charter responsible for proposing the annual budget.

Capital Assets

Assets of a long-term character which are intended to continue to be held or used beyond one year, such as land, buildings, and improvements.

Capital Improvement and Preservation Plan (CIPP)

A five-year plan for capital construction and/or maintenance associated with preserving capital assets of the City.

Capital Improvement Fund (CIF)

The purpose of the Capital Improvement Fund is to account for expenditures for the acquisition, construction, and improvement of capital assets. Revenue for this fund is primarily derived from 0.5% of the City's three percent (3%) sales and use taxes.

Capital Outlay

The expenditure category that results in the acquisition of, or addition to, fixed assets, including equipment, fixtures, motor vehicles, etc. with an individual cost of \$5,000 or greater, land and buildings of \$50,000, and infrastructure of \$100,000, and an estimated useful life in excess of one year.

Capital Projects Funds

Capital Projects Funds are created to account for resources used for the acquisition, construction, and maintenance of major capital facilities other than those financed by proprietary funds and trust funds. These funds are established to maintain a separate accounting of specific capital projects as directed by City Council.

Cash Reserve

An amount for use in major economic or natural catastrophes.

Certificate of Participation (COP)

Certificates of Participation are obligations issued to finance assets that can be leased, including land, buildings, and equipment. The municipality makes lease payments over a specified period of time to use the property or equipment. The lease payments are subject to annual appropriation by the City Council.

Citizen Participation Plan

The plan sets forth policies and procedures for citizen participation as it relates to the Community Development Block Grant (CDBG) and HOME programs to ensure that requirements of the U.S. Department of Housing and Urban Development (HUD) are met.

Colorado Bureau of Investigation (CBI)

The Colorado Bureau of Investigation is a central crime bureau and laboratory providing criminal investigative support to Law Enforcement agencies to aid in prevention, detection, and investigation of criminal activity throughout the state of Colorado.

Colorado Crime Information Center (CCIC)

Colorado Crime Information Center is the database link to criminal history and warrant information.

Colorado Department of Transportation (CDOT)

The Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.

Colorado Municipal League (CML)

The Colorado Municipal League is a nonprofit, nonpartisan organization that represents Colorado's cities and towns collectively in matters before the state and federal government and provides a wide range of information services to assist municipal officials in managing their governments.

Commission on Accreditation for Law Enforcement Agencies

The Commission is a non-profit corporation that administers the law enforcement accreditation

program. The Commission develops standards, and evaluates local law enforcement agencies on their ability to meet/exceed standards of professional excellence.

Community Development Block Grant (CDBG)

Community Development Block Grants provide financial assistance to communities for public facilities and planning activities that address issues detrimental to the health and safety of local residents, and to reduce the costs of essential community services. The U.S. Department of Housing and Urban Development funds the Community Development Block Grant program.

Community Policing

Community Policing is proactive, solution-based, and community driven. It occurs when law-abiding citizens work together to ensure a safe environment.

Comprehensive Annual Financial Report (CAFR)

The Comprehensive Annual Financial Report provides information which is used by investment companies such as Moodys' Investors Services and Standard and Poors Corporation to determine the City's fiscal integrity and set bond rates. It includes a comprehensive presentation of the City's financial and operating activities.

Comprehensive Plan

The plan sets the policies and guidelines for the development and re- development within the City of Lakewood.

Computer-Aided Design and Drafting (CADD)

Personal computer based software used by engineering technicians to development construction drawings for street, sanitary sewer and storm sewer projects.

Conservation Trust (CT) Fund

This fund is established as required by Section 31-25-220, Colorado Revised Statutes, 1973 to account for monies received from the State of Colorado for Conservation Trust Fund (lottery) purposes.

Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA)

This is a law that requires employers to offer continued medical and dental coverage to employees and/or their dependents who have had a qualifying event which makes them no longer eligible for coverage on the employer's plans.

Contingency

Funds appropriated to cover unexpected expenses that may occur during the budgeted year.

Contractual Services

Services that are purchased from other private or governmental entities under a contract.

Corridor Plan

Corridor plans are created for areas along Lakewood's major streets providing an overall vision for the corridor.

Debt

An obligation resulting from the borrowing of money or from the purchase of goods and services.

Deficit

(1) The excess of the liabilities of a fund over its assets
(2) The excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.

Dental Self-Insurance Fund

This fund was established by Ordinance O-2006-22 for employee medical and/or dental self-insurance purposes which include the payment of claims, administrative expenses, legal expenses, and payment for prevention efforts.

Denver Regional Council of Governments (DRCOG)

The Denver Regional Council of Governments is a voluntary association of 49 county and municipal governments in the greater Denver, Colorado area. The

Council works together to address issues of regional concern including growth and development, transportation, the environment, provision of services to the region's older population, and performs analysis of economic and development trends.

Depreciation

(1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, inadequacy and obsolescence (2) The portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

Duty Death & Disability Trust Fund

This non-city fund was established under the provisions of the Police Duty Death & Disability Trust Agreement to provide benefits to survivors and dependents of police agents killed or agents incurring a total disability in the line of duty.

Economic Development Fund

The Economic Development Fund is established by Ordinance 85-54 to provide financial assistance for public improvements for certain business enterprises which further the economic development goals of the City.

Emergency Operations Center (EOC)

An Emergency Operations Center is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of the City.

Eminent Domain

The power of the City to acquire private property for public use in exchange for the payment of just compensation. This authority originates in the United

States Constitution and is conferred upon cities and towns by state law and upon Lakewood by the Home Rule Charter. It is the policy of the City of Lakewood to view eminent domain as an extraordinary remedy, to be utilized only in after all reasonable attempts at negotiation have failed, and only in strict accordance with all required procedures.

Encumbrances

Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the City Council has decided that periodic determination of net income is appropriate for accountability purposes.

Entity

The basic unit upon which accounting and/or financial reporting activities focus, e.g., the City of Lakewood.

Equal Employment Opportunity Laws (EEO)

Equal Employment Opportunity laws prevent discrimination by employers, based on race, sex, religion, national origin, physical disability, and age.

Equipment Replacement Fund (ERF)

The Equipment Replacement Fund is established to maintain a reserve to replace equipment when it becomes most economical. The Capital Improvement Fund and all Enterprise Funds are charged both direct and indirect fees through the charge back process for vehicle and equipment replacement.

Evapotranspiration

The amount of water being lost to the atmosphere through evaporation and plants going about their daily lives.

Expenditures

The outlay of cash for goods or services which result in a decrease in net financial resources.

Family Medical Leave Act (FMLA)

The Federal Family Medical leave Act of 1993 is a law that requires employers to give employees time off for serious health conditions of themselves or certain specified family members or during the birth or adoption of a child.

Federal Emergency Management Agency (FEMA)

The Federal Emergency Management Agency is an independent agency of the federal government charged with building and supporting the nation's emergency management system. FEMA's mission is to reduce loss of life and property and protect our nation's critical infrastructure from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery.

Fee

A charge levied to a user of a specific good or service in direct exchange for that good or service.

Fiduciary Funds

Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.

Fiscal Year

A twelve-month period of time to which the annual budget applies, and, at the end of which, a

governmental unit determines its financial position and results of its operations.

Food

Food for domestic home consumption is defined per City Code Chapter 3.01.

Full Time Equivalent (FTE)

Full Time Equivalent means the budgetary equivalent of one permanent position continuously filled full time (2,080 hours per year) for an entire fiscal year.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with law, regulations, policies, restrictions or limitations.

Fund Balance

The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.

General Fund

The General Fund account for all transactions of the City of Lakewood not accounted for in other funds and is the City's primary operating fund. This fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's most significant fund in relation to overall expenditures.

Generally Accepted Accounting Principles (GAAP)

Comprehensive standards and applications established for presenting and reporting financial transactions in the United States.

Geographic Information System (GIS)

A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information, i.e., data identified according to their locations.

Golf Course Fund

The Golf Course Fund was established in 1990 to develop the Fox Hollow at Lakewood Golf Course, which opened in August 1993. An additional golf course, Homestead Golf Course, was completed in summer 2002.

Government Finance Officers Association (GFOA)

GFOA is the professional association of state/provincial and local finance officers in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.

Governmental Accounting Standards Board (GASB)

The Governmental Accounting Standards Board was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local governmental entities. The GASB's function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit, and many legislative and regulatory decisions.

Governmental Funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, and capital projects funds.

Grants

Contributions or gifts of cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used or expended for a specific purpose, activity, or facility.

Grants Fund

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

Great Outdoors Colorado (GOCO)

Created by voters in 1992 to distribute lottery proceeds to outdoor projects, including wildlife.

HEAD Start

HEAD Start is a child development program that serves low-income children and their families.

Heritage, Culture & The Arts Fund

This fund is established to provide a full complement of heritage, cultural, and art activities to the general public on a continuing basis financed primarily through user charges.

HOME Grant Funds

HOME Grant funds are made available by the U.S. Department of Housing and Urban Development. The Grant program is designed to encourage partnerships between federal, state and local governments, housing developers, and/or nonprofit service agencies. Grants are used to fund the construction and rehabilitation of affordable housing for low-income families.

Human Resource Information System (HRIS)

A computerized system for human resource related applications, such as employee data management, benefits, etc.

Information Technology (IT)

Includes matters concerned with the furtherance of computer science and technology, design, development, installation and implementation of information systems and applications.

Intergovernmental Agreement (IGA)

Formal agreements between governments that promote and coordinate cooperation.

Intergovernmental Revenues

Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

Internal Service Funds Internal Service Funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental units, or to other governmental units, on a cost-reimbursement basis

JD Edwards (JDE)

The JD Edwards software is the City's integrated financial and human resources management system which is used to manage and perform tasks such as purchasing, accounts payable, tracking budgets and project costs, timesheets and payroll, and managing employee data. In 2003, JD Edwards merged with (the Oracle corporation) and may be periodically referred to as PeopleSoft.

Juvenile Information System (JIS)

A cooperative program that shares juvenile records with authorized/ participating agencies.

KLTV 8

KLTV 8 is the letters used to identify the City's Cable Broadcasting Station:

K - all stations west of the Mississippi use the K

L - Lakewood

TV - Television

8 - Cable channel number utilized for the television station

Lakewood Legacy Foundation

The Lakewood Legacy Foundation was started in 1986 as a community trust and is a 501(C)(3) tax-exempt entity under the Internal Revenue Code. The Foundation has broadened its scope to include the future funding of a wide range of nonprofit programs.

Lakewood Public Building Authority (LPBA)

The Lakewood Public Building Authority was incorporated in 1979 as a Colorado nonprofit corporation

created to facilitate the construction of public improvements within the City.

Lakewood Reinvestment Authority (LRA)

On November 4, 1997, Lakewood voters authorized the creation of an urban renewal authority. Consequently, The Lakewood Reinvestment Authority was formed and officially created on January 12, 1998. The goal of the Lakewood Reinvestment Authority is to assure economic soundness of public/private development within the City and a commitment to increasing the overall revenue base. The LRA is an entity that is legally separate from the City.

Leads Online

An online investigation software system for law enforcement, providing a cloud based software program to manage pawn shop transactions. The software program allows for rapid cross-jurisdiction reporting and investigation.

Light Rail Transit (LRT)

Light rail transit is a mode of urban transportation utilizing predominantly reserved but not necessarily grade-separated rights-of-way. Electrically propelled rail vehicles operate singly or in trains. LRT provides a wide range of passenger capabilities and performance characteristics at moderate costs.

Limited Liability Company (LLC)

A Limited Liability Company is essentially a business entity created by contract between the members, much as a general partnership. An LLC has members rather than shareholders. It has a manager or managers instead of a board of directors. Management may be vested in the members or it may be vested in the manager(s). The members are protected from personal liability for the acts of the LLC, much like shareholders of a corporation.

Line Item

Funds requested and/or appropriated on a detailed or itemized basis.

Local Growth

“Local Growth” for a non-school district means a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements, and additions to, minus deletions from, taxable real property.

Local Law Enforcement Block Grant (LLEBG)

The Local Law Enforcement Block Grant program was created in May 1986 to assist state and local authorities in developing programs that focus on developing criminal justice strategies to achieve safe communities.

Major Fund

The General Fund is always a major fund. Otherwise, major funds are funds whose revenues, expenditures / expenses, assets, or liabilities are at least 10 percent (10%) of corresponding totals for all governmental or enterprise funds and at least 5 percent (5%) of the aggregate amount for all governmental and enterprise funds for the same item. Any other governmental or enterprise fund may be reported as a major fund if the government’s officials believe that fund is particularly important to financial statement users.

Master Plan

A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.

Metro Denver Economic Development Corporation (MDEDC)

The Metro Denver Economic Development Corporation is a public-private not-for-profit economic development organization comprised of over 58 cities, counties, and economic development agencies providing a broad

array of services to assist companies with location, expansion, and market decisions.

Mill Levy

Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed value.

Modified Accrual Basis

The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, that is when they become both “measurable” and “available to finance expenditures of the current period.” “Available” means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recognized when the fund liability is incurred except for inventories and prepaid insurance.

National League of Cities (NLC)

The National League of Cities is a national organization that serves as a national resource to and an advocate for municipal governments. It provides a network for information sharing and for speaking on behalf of America’s cities in Washington, D.C. and all state capitols.

Neighborhood Participation Program

The City of Lakewood offers grants to build projects that would improve qualifying Lakewood neighborhoods. To be eligible, projects must have a general benefit to the neighborhood, must be located on public property, and requests must come from groups representing the neighborhood.

Neighborhood Planning

A plan developed from the collaborative efforts between City staff, residents, and property owners identifying goals and providing guidance about the future direction of a neighborhood.

Occupational Safety & Hazards Authority (OSHA)

Created by Congress in 1971, the Occupational Safety and Hazards Authority establish rules and programs associated with safety and health in workplaces.

One Year Action Plan

This plan is the City’s annual Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) grant application to the U.S. Department of Housing and Urban Development (HUD).

Open Space (OS) Fund

Open Space funds are derived from a one-half of one-percent of the Jefferson County sales tax. Fifty percent of the proceeds are attributable to each municipality for acquisition, construction, development, and maintenance of capital improvements relating to open space and/or recreation.

Operating Expenses

Operating expenses include: supplies and materials which, by their nature, are consumable, and have a useful lifetime of less than one year, or which, after usage, undergo an impairment of, or material change in, physical condition.

Peace Officer Standards and Training (POST)

Peace Officer Standards and Training is a State of Colorado department responsible for establishing standards for police officer certification and training.

Pension Fund

A fund type sub-classification under trusts and agency funds used primarily to account for the activities of a government’s employer- employee retirement system(s).

Performance Review and Development

This is the annual performance review process. Supervisors rely on the Performance Review and Development System to evaluate their employees’ performance every year.

Personnel Services

Personnel services include: all salaries, wages, and benefits, including the City's contribution to retirement plans.

PowerDMS

A document management system that organizes electronic processes for policy and procedure management, standards compliance for accreditation, training, testing and extra-duty employment.

Property & Casualty Self- Insurance Fund

This fund was established for the purpose of paying premiums, claims, judgments, settlements, legal fees, and any other self-insurance related program expenses. The City has chosen to use large self-insured retentions/deductibles for its property and casualty insurance program through the municipal insurance pool.

Proprietary Funds

Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

Public, Education and Government (PEG) Access Fees

KLTV 8 is funded entirely through Public, Education and Government access fees, collected by the cable television company from cable subscribers. These fees are authorized through the federal Cable Act for the distinct purpose of funding Public Education and Government access television and are required through our local franchise agreements with these companies. In Lakewood, cable subscribers pay 50 cents per month for this purpose. The federal government has determined that PEG fees are user fees, not taxes.

Public Improvement Fee (PIF)

A Public Improvement Fee is a private fee imposed by a developer that is collected for the benefit of the developer and is used to finance the public improvements surrounding the given development.

Public improvements include, but are not limited to, public parking facilities, public roads, regional storm management system, road safety improvements, sanitary sewer system, and a trail system/pedestrian access.

Public Safety Answering Point (PSAP)

The Public Safety Answering Point is the dispatch center that receives the initial call for police and fire service from the community.

Records Management System

Computer system where records are stored, updated, and accessed.

Recreational Inclusive Services for Everyone (RISE) Above!

RISE Above! (Formerly Special Populations Programs) are programs and services for those in Lakewood with disabilities. Programs and services include recreational opportunities, Special Olympics training and events, Camp Paha (a summer day camp for those with disabilities), independent living classes, a winter ski program and much more.

Regional Transportation District (RTD)

The Colorado General Assembly created the Regional Transportation District in 1969 to develop, maintain, and operate a public transportation system for the six county areas whose center is Denver, Colorado.

Retiree's Health Program Fund

The Retiree's Health Program Fund was established to account for all of the necessary activities of two benefit plans -- the Benefit Trust Plan, a defined contribution retirement plan that distributes a lump sum amount to eligible employees upon retirement and the Pre-Funded Health Care Plan which distributes a monthly payment to eligible employees upon retirement to supplement insurance premiums.

Rooney Valley Intergovernmental Agreement

The Rooney Valley Intergovernmental Agreement was created in May 2000. The agreement, between the

City of Lakewood and the Town of Morrison, provides for joint planning efforts, as well as revenue and cost sharing in the Rooney Valley development area.

Sales Tax

The City of Lakewood imposes a 3.0% sales tax on the sale of tangible personal property sold at retail or for specific taxable services.

School Resource Officer (SRO)

The School Resource Officer program promotes a police-school partnership at the middle and high school levels.

Scientific and Cultural Facilities District (SCFD)

A sales tax of 0.1% applies to all sales in the district. Revenues are grant allocated to various scientific and cultural programs throughout the district.

Service Area

A broad category of services delivered by the City which may cross departmental and/or program lines, and which help identify the areas towards which resources are applied.

Services & Supplies

The expenditure category for services rendered to the City by a vendor.

Sewer Enterprise Fund

The Lakewood Board of Water and Sewer established the Sewer Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for sewer services provided to Lakewood residents on a user charge basis.

Special Enforcement Team (SET)

The Special Enforcement Team is dedicated to gang-related crime suppression, fugitive apprehension and other “quality of life” crime suppression activities.

Special Revenue Funds

Special Revenue Funds are established for the purpose of accounting for monies received by the City of Lakewood that are restricted in nature and can only be utilized for specific purposes.

Special Weapons and Tactics (SWAT) Team

The Special Weapons and Tactics Team is a highly trained and specially equipped unit of the Police Department that responds to serious community safety and security issues such as hostage/barricaded gunman incidents; conducts high-risk warrant service; and performs other special operations.

Station Area Plan

A plan for each of the six light rail stations in Lakewood identifying appropriate land uses and development densities within approximately 1/2 mile of the stations.

Statute

A written law enacted by the Colorado Legislature.

Stormwater Enterprise Fund

The Stormwater Enterprise Fund was created by City Council adopting Ordinance O-98-28 to account for user fees collected from property owners to maintain existing storm water facilities, meet federal requirements for storm water quality, and to build new drainage facilities. All activities necessary to provide such services are accounted for in this fund.

Strategic Goals

Outcomes or vision statements established by the Mayor and City Council at its annual planning sessions, which guide the goals, activities, expectations, results/benefits, organizational structure, and appropriation of resources in the budget. Under the Council-Manager structure, it is the responsibility of the City Manager to cause strategic goals to be carried out, through the various executive and administrative authority and powers (including budgetary powers) set out in the Lakewood Charter.

Sustainability

Current needs are met without sacrificing the ability of future generations to meet their own needs by balancing long-term environmental, financial, and economic concerns.

TABOR Fund

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

Tax Increment Financing (TIF)

Tax increment financing may be used in accordance with Colorado Urban Renewal law. In such cases, tax bases can be frozen for a period of time whereby incremental taxes in excess of the frozen base are typically used to provide redevelopment.

Taxes

Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.

Taxpayers' Bill of Rights (TABOR)

Colorado voters passed the Taxpayers' Bill of Rights (Article X, Section 20 of the Colorado Constitution) in November 1992. The amendment restricts the City's total revenue growth to prior year revenue plus the Denver-Boulder Consumer Price Index, and a growth measure, which only includes net new construction, net changes in taxable/non-taxable properties, and annexed property. The amendment also requires each government to establish an emergency reserve of 3.0% of all non-exempt funds.

Transport Across Colorado (TAC)

Cooperative effort from state, county, and local law enforcement agencies to transport prisoners to destinations without charge.

Trust Funds

Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.

U.S. General Services Administration (GSA)

The U.S. General Services Administration is an agency of the federal government responsible for securing the buildings, products, services, technology, and other workplace essentials federal agencies need.

Urban Drainage and Flood Control District (UDFCD)

The Urban Drainage and Flood Control District was established by the Colorado legislature in 1969, for the purpose of assisting local governments in the Denver metropolitan area with multi-jurisdictional drainage and flood control problems.

Use Tax

A tax levied as a complement to the City sales tax at 3 percent (3%) and is imposed upon taxable purchases where a sales tax was not legally imposed.

Voice over Internet Protocol (VoIP)

Voice over Internet Protocol is a technology that allows voice conversations using a broadband Internet connection instead of a regular (or analog) phone line.

Water Enterprise Fund

The Lakewood Board of Water and Sewer established the Water Enterprise Fund was established as required by Chapter 13.04, Section 080 of the City of Lakewood Municipal Code, 1974 supplement, to account for water services provided to Lakewood residents on a user charge basis.

Water Rights and Acquisition Fund

The Water Rights and Acquisition Fund was established to account for revenues restricted specifically to the acquisition of water rights.

West Metro Drug Task Force (WMDTF)

The West Metro Drug Task Force is a multi-agency association of law enforcement investigators that focuses on reducing the availability of illegal substances by targeting individuals and groups involved in the importation, manufacturing and distribution of those substances.

Wide Area Network (WAN)

A Wide Area Network is a geographically dispersed telecommunications network. The term distinguishes a broader telecommunication structure from a Local Area Network. A wide area network may be privately owned or rented, but the term usually connotes the inclusion of public (shared user) networks.

Workers' Compensation Self-Insurance Fund

This fund was established by Ordinance O-86-91 for purposes, which include the payment of claims, administrative expenses, employee compensation, funding a loss control program, and an incentive awards program.

Youth Educational Tours (YET)

Jail tours for at-risk youth.

