



WESTMINSTER

2021

City of Westminster

**ADOPTED
BUDGET**



WESTMINSTER



WESTMINSTER

2021 Budget

Adopted Budget for Fiscal Year:
January 1, 2021 to December 31, 2021

City Council

Herb Atchison	Mayor
Anita Seitz	Mayor Pro Tem
David DeMott	Councillor
Rich Seymour	Councillor
Kathryn Skulley	Councillor
Lindsey Smith	Councillor
Jon Voelz	Councillor

City Staff

- Donald M. Tripp, City Manager •
- Jody Andrews, Deputy City Manager • Barbara Opie, Deputy City Manager •
 - Larry Dorr, Deputy City Manager/Chief Financial Officer•
- David Frankel, City Attorney • Tiffany Sorice, Municipal Judge •
 - Dave Downing, Community Development Director•
 - Tammy Hitchens, Finance Director • Doug Hall, Fire Chief •
- Matthew Booco, General Services Director • Dee Martin, Human Resources Director •
 - Emily Littlejohn, Information Technology Director•
 - Jason Genck, Parks, Recreation and Libraries Director•
- Tim Carlson, Police Chief • Max Kirschbaum, Public Works and Utilities Director•

Policy & Budget Department Staff

- Chris Lindsey, Assistant City Manager •
- Theresa Booco, Policy & Budget Analyst •
- Fred Kellam, Policy & Budget Analyst •
- Mikeal Parlow, Policy & Budget Analyst•
- John Prejzner, Policy & Budget Analyst•

Thank You!

The City Manager's Office and the Policy & Budget Department would like to thank the countless City Staff across all departments for their help in putting together the budget and this budget document. Thank you!

Cover Design:

- Amanda Wood, Innovation and Communication Division •



WESTMINSTER
COLORADO

ORGANIZATIONAL CHART



HOW TO USE THIS DOCUMENT

The City of Westminster's budget document reflects the Adopted 2021 Budget. The fiscal year for Westminster commences January 1 and ends on December 31 of the same year.

This budget document is organized into ten primary sections. These sections are the Budget Message, Community Profile, Budget Process, Operating Budget Summary, Revenues & Expenditures Summary, Budget by Department, Budget by Fund, Capital Improvement Program, Staffing, and Glossary.

Budget Message

The budget message is the City Manager's letter of transmittal to the City Council for the budget. The Budget Message sets the tone and the theme for the budget. Included in the transmittal are outlines of any significant changes in the budget from previous budgets, revenue and expenditure changes, and detail of any new program or program changes the City will be undertaking in the upcoming year.

Community Profile

This section is designed to provide the reader with an overview of the Westminster community. Topics discussed in this section include economic development information referencing demographics, real estate, the local economy, transportation, community, taxes and government, education, and housing.

Budget Process

This section is designed to provide the reader with a better understanding of the City's budgeting process. The budgeting process is explained, including the timetable followed and legal requirements adhered to by City Council and Staff. Financial policies for the City are also included in this section.

Operating Budget Summary

This section lists those items included in the operating budgets for 2021 and acts as a summary of adjustments to the operating budget. Items include staffing adjustments, studies and equipment, and additional or reallocation of funds to support existing programs. Additional information on the items included on this list may be found in the respective department narrative pages in the Budget by Department Section.

Budget by Fund

This section provides an overview of budgeted funds other than the General or Utility Funds that are identified in the Revenues & Expenditures Summary Section. Most of the funds in this section are supported by revenues that are dedicated or restricted for a specific purpose.

Budget by Department

This section provides the reader information about all City departments and divisions and their operating budgets. Overviews, achievements and objectives for the next year are presented on a departmental level. Each division has an overview, achievements, and objectives for the next year.

Capital Improvement Program (CIP)

This section includes a listing of the projects approved for 2021. In most years, the CIP is a comprehensive five-year program. However, due to the impacts caused by the COVID-19 pandemic, the 2021 CIP program reflects only one year of planning due to financial uncertainty. The City plans to resume a five-year CIP for the 2022 budget process.

Debt Service

This section includes debt obligations of the City, including bonded and other indebtedness of the City.

Staffing

The staffing section includes a summary chart of personnel changes by department for the upcoming two years. In addition, it lists all positions, by department and division, authorized by the City Council for the upcoming two years. The 2021 column represents the authorized staffing levels.

Glossary

The glossary is designed to assist the reader in better understanding certain terms and acronyms that are used in the budget document.

Adopted 2021 Budget
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WESTMINSTER



WESTMINSTER

BUDGET MESSAGE



WESTMINSTER

CITY MANAGER'S BUDGET MESSAGE

Mayor, Mayor Pro Tem, and City Councillors:

Staff is pleased to present this Adopted 2021 Budget. We appreciate the time, effort, and feedback received from the City Council and the community since the initial version was released on September 15.

Due to projected revenue losses, the 2021 Proposed Budget was built utilizing the following measures to balance:

- Administrative reductions;
- Continuation of a strategic hiring plan;
- Analysis of informal reserves;
- Capital reductions;
- Lines of business changes;
- Review of fees and taxes; and
- Utilization of reserves and use of any 2020 carryover.

These will be explained further in the following pages and throughout this budget document.

While Council would normally receive a two-year budget, earlier this year, Staff recommended and Council agreed that preparation of a one-year budget is the most appropriate and prudent course of action given the current situation caused by the COVID-19 pandemic and the economic challenges that have accompanied this public health crisis.

City Council's recent adoption of Emergency Ordinance 27 extended the deadline for the 2021 budget adoption until November 30. This extension allowed for additional input from residents, more financial analysis and extensive review by City Council in the face of the COVID-19 pandemic. Staff appreciates this additional time in the budget process as we navigate these difficult circumstances together. The City Charter requirement deadline of September 15 for the City Manager's presentation of the Proposed Budget to City Council was not changed with the emergency ordinance. This allowed City Council at its September 19 Study Session to understand the 2020 and 2021 financial forecast and the fiscal response to COVID-19 as proposed by staff. While we realize that this is not consistent with schedules and delivery compared to years past; the additional analysis on business re-openings has been beneficial.

Additionally, this Proposed Budget is more succinct than in years past due to the shorter production time created by a volatile economic environment. Because of the fluid nature of the situation, Staff expected the initial Proposed Budget to be the beginning of the budget work, not the end. We appreciate the time, effort, and feedback received from the City Council and the public since September 15. This

updated Proposed Budget incorporates the feedback received at the October 5 Study Session and beyond. As previously stated, the budget is on track to be adopted no later than November 30.

Through both the pandemic and economic crises, Staff have successfully worked to ensure continuity of City operations, ensure the safety of the community, follow the City's Vision, Mission, and Strategic Plan, and partner with and support local businesses and residents to render assistance where possible. And with the uncertainty of the pandemic and accompanying economic impacts in mind, the proposed budget reflects a continued commitment to the welfare and well-being of the Westminster community, and it is a fiscal expression of our vision for the future that aligns with the Vision, Mission, and Strategic Plan direction from you, Mayor and Councillors (see the attachment that follows this message).

Economic Climate

The COVID-19 pandemic arose in the country and in Colorado during the first quarter of this year. In early March, Colorado experienced its first presumptive positive case of COVID-19. Subsequent to that, cases climbed and community spread continued at a rapid rate. In order to mitigate the effects of the pandemic, prevent further spread, and avoid health resources from being overwhelmed, the following actions were taken:

- On March 11, 2020, Governor Polis issued Executive Order D 2020 003 - Declaring a Disaster Emergency Due to the Presence of Coronavirus Disease 2019 in Colorado.
- On March 12, 2020, Mayor Atchison issued a Declaration of Emergency for the City of Westminster. The emergency declaration provides the City Manager and Staff temporary authority to take such actions as necessary to ensure continuity of City operations and the expenditure of funds (within set limits and with notification to City Council) to mitigate the impacts of this crisis on the City and our residents. It is also an important legal notification and justification (as required under the Stafford Act and the Colorado Disaster Emergency Act) to county, state, and federal agencies that the City is experiencing an exigent situation and may require outside assistance with response and/or recovery.

Both the State and City disaster declarations remain in place.

In addition to the emergency declarations, other state and local public health orders were soon issued that initially included a "stay-at-home" order which resulted in the closure of non-essential businesses and services for several weeks. Subsequently, as COVID-19 case counts decreased, these orders were relaxed to "safer at home" orders that have allowed gradual reopening of businesses that had been previously subject to closure. Businesses and public buildings have continued the reopening process through the summer, however many are still closed or remain under limitations mandated by state and local public health orders.

These economic impacts have resulted in significant revenue losses to local businesses, the highest unemployment seen since the Great Depression, and a significant decrease in sales tax revenue, the main driver and support of City services. Usage fees associated with golf and recreation also decreased greatly during this time, as did the ability of residents to utilize these services.

On nearly a weekly basis since March, Staff have updated Council on COVID-19 impacts and how City operations are adjusting in response to the current state of the pandemic. The preparation of the 2021 proposed budget reflects anticipated impacts over the course of the next year.

With the preparation of the last biennial budget (2019-2020) along with the 2020 Budget Amendment, Staff took steps to maintain the General Reserve Fund at 10% of the operating budget. During 2020 we have implemented a number of steps to control costs by implementing a strategic hiring plan, stopping travel, freezing capital projects, and utilizing CARES and FEMA funds where eligible. These go a long way to offsetting the projected reduction of recurring revenues of over \$18M in 2020 compared to 2019.

We believe that by implementing these changes and by permanently reducing capital projects in 2020, the City will make it through 2020 without using any of the City's formal reserves (the General Reserve and the General Fund Stabilization Reserve).

Budget Guiding Principles

I have set forth these guiding principles for Staff in the development of the budget in response to the decline in revenues and the need to align our spending within the City's available resources. The following guiding principles have been considered during the deliberation of many difficult choices:

- Align with the Vision, Mission, and Strategic Plan;
- Meet all the legal requirements of the City's Charter and Municipal Code as well as state and federal legal requirements;
- Ensure the continued safety of the community to receive timely responses to public safety needs;
- Support residents' needs for employment, access to housing options, and services;
- Provide access for the community to affordable means of recreation, socialization, engagement with open space and parks, and self-actualization to exercise, socialize and thrive;
- Ensure reliable, safe, and clean water, and sewer services;
- Ensure that the City's business processes are sustainable, secure, accurate, transparent and accessible to all in support of the necessary administration of the City;
- Provide for adequate funding for capital equipment, infrastructure maintenance and project activities that are necessary to continue operations and take care of what we own;

- Keep our promises and commitments to partners whenever possible or communicate and agree with them to discontinue those projects and programs;
- Maintain a safe and reliable multi-modal transportation system;
- Treat all City employees equitably, valuing their work, and making pay and benefit recommendations that are sustainable and market-driven across all job classifications;
- Support business needs for adequate infrastructure, regulatory efficiency, and a skilled workforce.

It has been the Staff and my endeavor to make choices that most effectively and efficiently meet the stated guiding principles. The final authority rests with the City Council and our Staff will implement that policy.

2021 - Navigating the Near-Term

Staff has spent significant time and effort this year increasing the ability to track and forecast the revenues impacted by the COVID-19 pandemic and related business closures. Every month provides additional detail on revenue impacts, both negative and positive. These month-to-month changes have made it difficult to create a consistent revenue projection for 2020, much less 2021. These changes have highlighted the importance of establishing the budget as a beginning, a financial projection of where we see the future *right now*, to allow us to be flexible and make changes in the future.

The impacts to revenue in 2021 remain very unclear. As we saw happen very quickly in 2020, another “stay-at-home” order will have drastic repercussions for our community. Additionally, the closure of local businesses and ongoing unemployment will limit household income and thus the sales & use tax revenue collections.

We estimate that we will see a reduction of over \$14M in recurring revenues in the General Fund in 2021 compared to 2019. Due to the estimated revenue shortfall, we are proposing a temporary reduction of the sales & use tax transfer that helps pay for General Fund capital projects; in 2020 this transfer is \$4.4M, reducing to \$1.2M in in the 2021 Proposed Budget. Additionally, there are several areas outside of the City’s control in 2021 where we are projecting cost increases, like the contribution to the Fire and Police Pension Association, the costs to implement the 2021/2022 collective bargaining agreement with Local 2889, and costs related to the City’s property and liability insurance.

Many will recall that the 2019-2020 Budget was built around three focus areas: Financial Sustainability, Infrastructure, and Employees. By necessity this budget sacrifices that longer term focus in order to allow the community to navigate the near-term impacts of the public health and economic crises which include the seven measures mentioned earlier to bridge the projected revenue losses.

In response to the COVID-19 pandemic, Staff implemented a strategic hiring plan on March 17, 2020, which is estimated to save the General Fund \$2.3M. The 2021 Budget

proposes the continuation of the hiring plan by keeping vacant, and therefore not budgeting for, 29.3 permanent benefited full-time equivalent (FTE) positions along with 6.5 temporary benefited FTE. This approach will provide additional salary savings of over \$1.9M in the 2021 General Fund budget.

Staff has done a detailed review of informal reserves held across the financial system to see where we can make do with less. Staff is proposing to draw down these reserves in the Medical/Dental Fund, the Workers Compensation Fund, and several of the accounts within the General Capital Outlay Replacement Fund.

In order to support the ongoing operations of the organization and the services depended upon by the Westminster community, we have reduced capital spending in the 2021 Budget for the General Capital Improvement Fund. Much of the capital budget for 2021 is limited to restricted revenue sources, many located within the Streets Division of Public Works & Utilities and in Parks, Recreation, and Libraries Departments.

The Executive Leadership Team and Staff have reviewed many lines of business and levels of service across the General Fund and associated funds. By necessity, this budget includes reductions in service across many programs without causing layoffs. These include:

Department	Program	Approximate Amount of Reduction
CD	Reallocation of Costs to Stormwater Fund	\$ 156,000
CD	Off Hour Inspections	\$ 17,500
FD	Public Outreach	\$ 6,000
HR	Employee Recognition	\$ 30,000
PBD	Reduction in Lobbyist Contract	\$ 10,000
PD	Motorcycles for Traffic Enforcement	\$ 31,000
PD	K-9 Patrol/Drug Detection	\$ 12,000
PRL	Library Hours	\$ 400,000
PRL	FTE Vacancy Savings Through 2021	\$ 350,000
PRL	Recreation Center and Pool Operations	\$ 345,000
PRL	Park Operations	\$ 200,000
PRL	Mature Adult Center (MAC) Operations	\$ 125,000
PRL	Pension Costs Reallocated to Golf	\$ 90,000
PRL	Recreation Programs	\$ 55,000
PRL	Standley Lake	\$ 40,000
PRL	Special Events	\$ 17,000
PWU	Large Item Cleanup	\$ 175,000

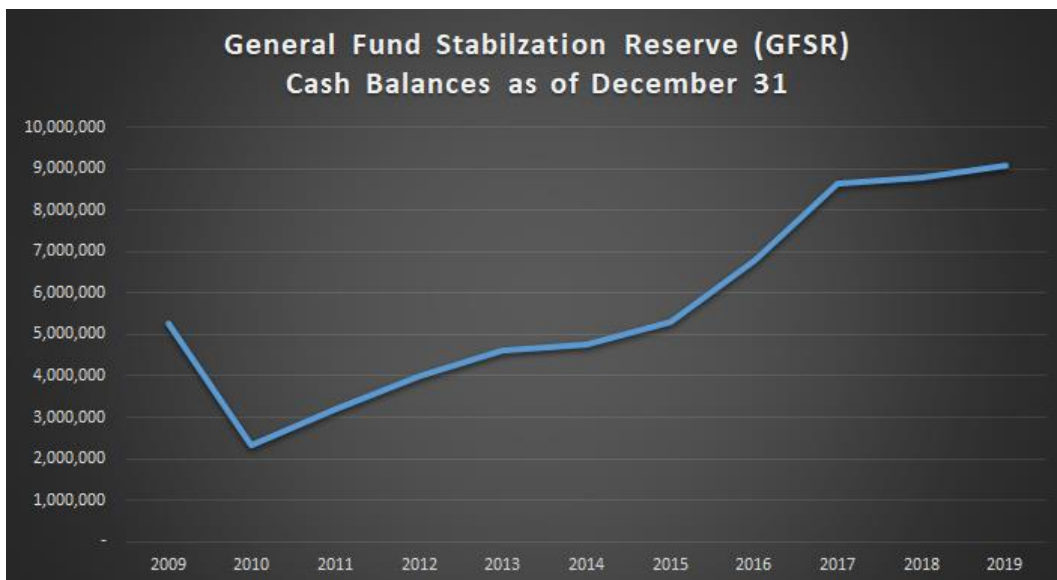
We do not believe these changes to the City’s services will affect quality of life or property values for the Westminster community.

I have directed that we will make several administrative reductions within the 2021 Budget. We propose to eliminate any budget for food and travel related to training. Additionally, a number of departments have cut budgets related to consulting, professional services, and other object accounts, by an additional approximately \$700,000. These departments include City Council, City Attorney’s Office, City Manager’s Office, Human Resources, Finance, Economic Development, Information Technology, and Policy & Budget.

Staff is in the process of reviewing tax and fee structures across the organization. We propose to eliminate the sales tax exemption on the purchase of cigarettes in order to allow for administrative efficiency and allow for incidental increased revenues. Staff will return with proposals around infrastructure, development, special rescue, parks and recreation, and transportation network company fees. Additionally, we appreciate City Council’s review of potential marijuana, sales, and property tax measures in August.

Staff is also projecting the utilization of the General Fund Stabilization Reserve to balance with the declining revenues. This will be balanced by any carryover available after the end of fiscal year 2020, while we project the amount of unrestricted carryover will be minimal.

Established in 2009, the GFSR is intended to mitigate impacts of variations in sales & use tax revenue collections; in years when sales & use tax collections exceed budget, funds are typically added to the GFSR to remain with target range of 5-10% of annual sales & use tax collections. Conversely, in years when sales & use tax collections are in decline, funds are utilized in order to mitigate the need for more immediate programmatic reductions. As of August 31, 2020, the GFSR cash balance was just over \$9.1 million:



Many of the items mentioned in this section are detailed further in the Operating Budget Summary section of this document.

Budget as a Beginning

As I mentioned at the beginning, we expected this Proposed Budget to be the beginning, not the end, of our budget work to ensure continued services to our community. We believe this budget will continue to change during 2021. As mentioned, each month provides us with additional insight and trend as to whether there will be more or less revenue to run this great city.

Conclusion

The City faces considerable challenges as the economy recovers through the pandemic. Staff also see our current situation as an opportunity to innovate and use the considerable talent and experience of existing staff and financial resources to navigate the City through these difficult times in order to continue to serve the Westminster community and provide a viable financial path forward. The resourcefulness and resiliency of this community and this organization is like none other, and together we will rise and return to the great work we have undertaken.

I would like to acknowledge all of the Departments for the dedication they put forth in preparing this comprehensive budget document. I look forward to working together with this talented and passionate City Council and Staff on the opportunities and challenges that lie ahead.

Respectfully Submitted,



Donald M. Tripp
City Manager

VISION

We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

MISSION

Our job is to deliver exceptional value and quality of life through S-P-I-R-I-T (Service, Pride, Integrity, Responsibility, Innovation, Teamwork)

STRATEGIC PLAN

Visionary Leadership, Effective Governance And Proactive Regional Collaboration

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

- Develop communication, management and planning tools that move the city toward its vision while providing excellent government.
- Collaborate with state agencies, counties, school districts, neighboring cities and other governmental and non-governmental entities.

Vibrant, Inclusive And Engaged Community

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with city cultural, business and nonprofit groups.

- Advance strategies that demonstrate Westminster is a regional leader in providing affordable/workforce housing.
- Develop programs and strategies that build a unique sense of community in Westminster.
- Lead the development of cultural opportunities in Westminster.
- Identify the distinct neighborhoods of Westminster and help them begin to work together, as neighbors, to grow the sense of place and community in their neighborhoods.

Beautiful, Desirable, Safe And Environmentally Responsible City

Westminster thoughtfully creates special places and settings. The city is an active steward, protecting and enhancing natural resources and environmental assets. The city promotes and fosters safe and healthy communities.

- Make a citywide commitment to sustainability.
- Promote ongoing excellent management and maintenance of the city's parks and open space system.
- Provide opportunities for residents, visitors and employees to improve their personal wellness – physically, emotionally and intellectually.

Dynamic, Diverse Economy

Westminster is a local government that fosters social, economic and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

- Develop an economic development strategy that contributes to city vision attainment and is executed through collaborative work between the City of Westminster, the business community, residents and other partners of Westminster.

Financially Sustainable Government Providing Excellence In City Services

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

- Develop and maintain comprehensive municipal capital infrastructure master plan and financing strategy.
- Promote the organizational culture of Service, Pride, Integrity, Responsibility, Innovation and Teamwork (SPIRIT).
- City Manager will develop an annual program of specific department business process improvement reviews.

Ease Of Mobility

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible and connected by local and regional transportation options through planning, collaboration, advocacy and execution. Transportation objectives include walkability, bike friendly, drivability, and mass-transit options.

- Promote all modes of transportation, including improved walkability and bikeability of Westminster, and alternative transportation technologies such as smart city technologies.



WESTMINSTER



WESTMINSTER

COMMUNITY PROFILE



WESTMINSTER

City Economic Profile 2020



WESTMINSTER

COLORADO



THE COVID-19 PANDEMIC HAS, NO DOUBT, HAD A SERIOUS IMPACT ON THE ENTIRE WORLD. WHILE THE ECONOMIC CRISIS CAN BE FELT GLOBALLY, RIGHT HERE IN OUR OWN CITY WE HAVE ALREADY BEGUN TO SEE SIGNS OF RECOVERY AND RESILIENCE. Our City Council and staff have stepped up during this time of need, and put programs and initiatives in place that will help our businesses get back on their feet, and back to serving their customers. We want you to know that Westminster continues to be a smart investment. Development projects continue to move forward, infrastructure improvements are continuing on schedule, and our city and community continue to support its businesses, with an eye on economic recovery.

Respectfully,
HERB ATCHISON
MAYOR

THE CURRENT GLOBAL PANDEMIC HAS MADE AN UNPRECEDENTED IMPACT ON OUR ECONOMY AND WAY OF LIFE. IT HAS ALSO, HOWEVER, REVEALED MANY OF WESTMINSTER'S FINEST QUALITIES. We have sought to capture that spirit in a broad campaign known as WestyRISE, which represents the characteristics of resilience, innovation, strength, and empowerment of the community. As we work together to recover from the profound impacts that COVID-19 has had at all levels of society, our city is especially attuned to the vulnerabilities of small business owners and the workforce. We have mobilized programs and initiatives to support and retain our businesses, opened opportunities for new investment, and worked to provide housing stability for residents.

Respectfully,
JOHN L. HALL
DIRECTOR OF ECONOMIC DEVELOPMENT

LOCATED BETWEEN DENVER AND BOULDER, WESTMINSTER HAS PRIME PROXIMITY to the area's exceptional intellectual capital as well as the incredible millennial workforce. Plus, we're right in the heart of the U.S. 36 Tech Corridor connecting Denver to Boulder.

New development is happening throughout the city—transit-oriented development, high-density development, mixed-use development. We're taking a different approach to some of our new growth while still maintaining more than 30% of our land for open space, parks, and recreation, all while working to preserve and revitalize our historic areas.

By car, bus, bicycle, rail, or international airliner, Westminster moves easily. We have an extensive multimodal transportation network, including an enhanced public transportation system, two well-maintained highway systems, and a superior regional trail system that connects to over 145 miles of trails.

Just ask companies like Ball Corporation, Maxar, Zimmer Biomet, and Trimble. They're putting down roots and stretching out. All of this growth and expansion is attracting more amenities such as local and national restaurants, hotels, and shopping and entertainment experiences.

117,832

POPULATION

46,137

HOUSEHOLDS

37.2

MEDIAN AGE

38.8%

BACHELOR'S DEGREE
OR HIGHER

13.9%

MASTER'S,
PROFESSIONAL, OR
DOCTORATE DEGREE

\$73,017

AVG. DISPOSABLE
INCOME

977,789

WORKFORCE WITHIN
10 MILES

Source: US Census Bureau, Community Analyst, December 2019



Real Estate

With 26 business parks, 68 retail centers, and almost 16 million square feet of commercial space, Westminster has real estate options to meet almost every business need. Comprehensive real estate information, including available demographics and detailed maps, is available through the Economic Development Department at www.westminstereconomicdevelopment.org.

SPACE TYPE	TOTAL RENTABLE SQUARE FOOTAGE	VACANCY RATE	ESTIMATED SPACE AVAILABLE*
Industrial/Flex	3,552,936	7.2%	439,837
Retail	8,951,666	6.6%	715,119
Office Class A	2,618,765	9.1%	237,237
Office Class B	3,195,256	9.3%	437,810
Office Class C	391,265	2.7%	16,732

Source: Costar, March, 2020

*Includes available space that may not be vacant.



 **Building Our Future**

22, 2019 | Kickoff - P... ter Refresh

Ball Corp. Corporate Headquarters Groundbreaking

Characteristics of the Local Economy

There are over 4,000 businesses located in Westminster. The business community includes small family-owned businesses, service companies, and high-tech manufacturers, as well as national and international headquarters.

Top Primary Employers

2020 RANK	EMPLOYER	2019 EMPLOYMENT
1	Ball Corporation* Aerospace and Packaging	1,252
2	Maxar* Geospatial Technologies	1,071
3	St. Anthony's North Hospital Healthcare Provider	1,015
4	Trimble Geopositioning Technologies	733
5	Alliance Data Systems Network Credit Authorization	677
6	Tri-State Generation* Electric Energy Wholesaler	541
7	MTech Mechanical Technologies Group HVAC Systems	535
8	ReedGroup Human Resources Management	496
9	Epsilon Marketing Agency	454
10	CACI International Research & Technology	407

Note: Chart does not include retail businesses. Source: City of Westminster Department of Economic Development, December 2019.

* Corporate Headquarters

Key Employers by Industry

AEROSPACE

- ▶ Ball Aerospace
- ▶ Maxar*
- ▶ Trimble

ENERGY AND UTILITIES

- ▶ Ascent Geometrics*
- ▶ Kahuna Ventures*
- ▶ Tri-State Generation*
- ▶ Stonehenge Energy*

FINANCIAL SERVICES

- ▶ Alliance Data
- ▶ Alloya
- ▶ Citywide Home Loans
- ▶ Phoenix Financial*
- ▶ ServiceLink

HEALTHCARE AND LIFE SCIENCES

- ▶ ARCA Biopharma*
- ▶ AxisPoint Health
- ▶ Cerapedics*
- ▶ Flagship Biosciences*
- ▶ McKesson
- ▶ ProtoMED*
- ▶ Swisslog North American Operations HQ
- ▶ TriSalus*
- ▶ Zimmer Biomet Spine Division HQ

MANUFACTURING

- ▶ Air Comm Corp*
- ▶ Aspen Electronics*
- ▶ Ball Corporation*
- ▶ Metalcraft*
- ▶ Serpentix*
- ▶ Springs Fabrication
- ▶ Tenere

RESEARCH AND DEVELOPMENT

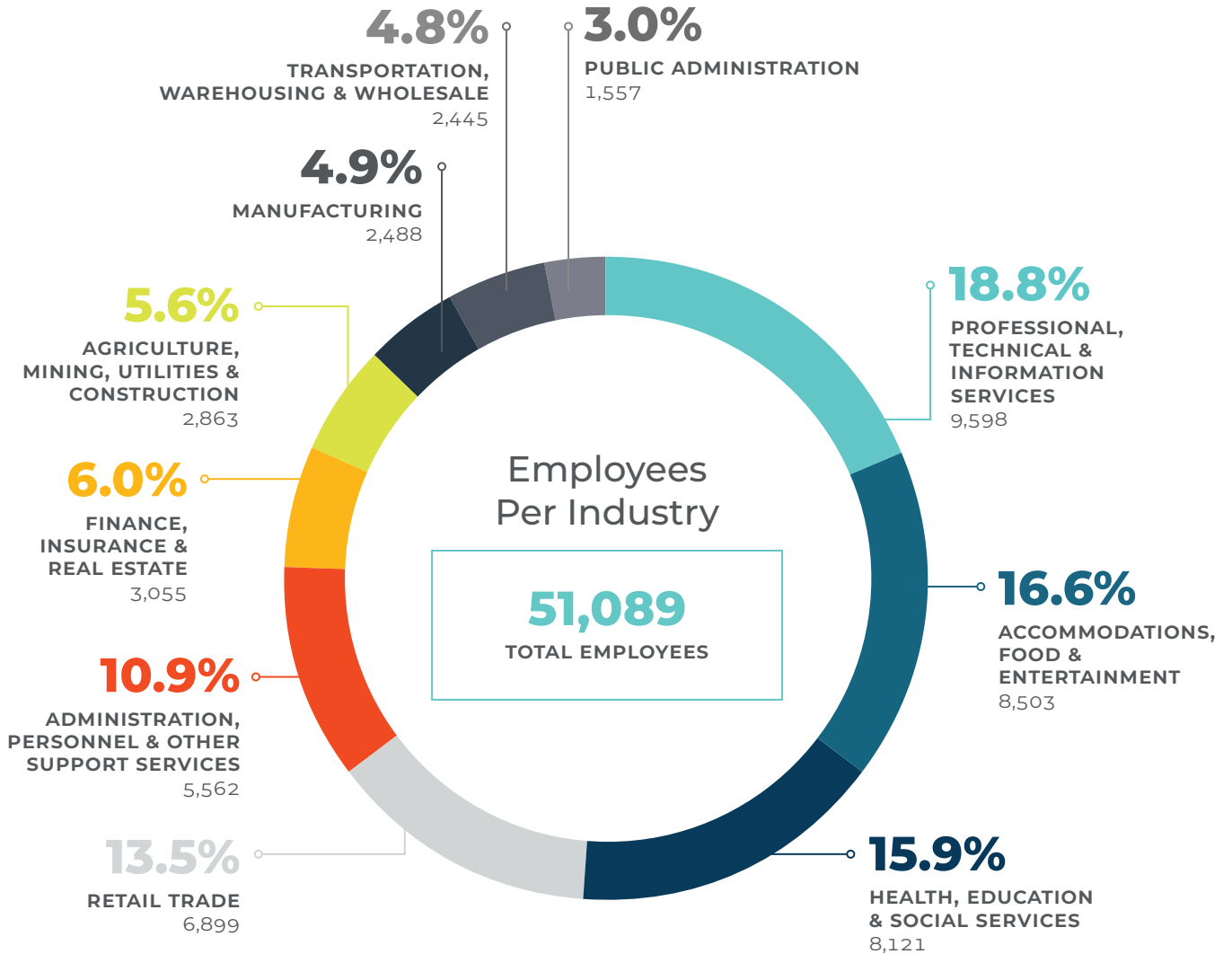
- ▶ Cintron Medical*
- ▶ Plato BioPharma*
- ▶ Protogenic
- ▶ Synchroness*

TECHNOLOGY AND INFORMATION

- ▶ CACI International
- ▶ Coalfire*
- ▶ Deck Nine*
- ▶ Epsilon Data Practice*
- ▶ General Dynamics IT
- ▶ Polycom
- ▶ ReedGroup*

Daytime Employment by Industry

Source: Quarterly Census of
Employment and Wages, Q1, 2019



Transportation

Westminster's strategic location provides easy and convenient access to the metro Denver and Boulder areas through an extensive multimodal transportation network, which includes:

- ▶ An enhanced public transportation system
- ▶ Quick access to regional and international airports
- ▶ A superior regional trail system
- ▶ Two well-maintained highway systems

By car, bus, bicycle, rail, or international airliner, Westminster moves easily.

HIGHWAYS

A comprehensive highway system connects Westminster to the rest of the metro Denver area and Colorado. Our road system totals approximately 1,102 miles of street network, not including CDOT highways.

DIRECT ACCESS TO

- ▶ U.S. 36
- ▶ Interstate 25

CONVENIENT ACCESS TO

- ▶ Northwest Parkway
- ▶ E-470
- ▶ Interstate 70
- ▶ Interstate 76

ENHANCED TRANSIT NETWORK

The B Line commuter rail line runs between Westminster Station (Westminster Station Drive and Grove Street) and Union Station in downtown Denver. Trains run every 30 minutes during rush hours and every hour at all other times. Travel time is 15 minutes.

The Flatiron Flyer is RTD's bus rapid transit (BRT) service connecting Denver, Boulder, and all points in between. BRTs run every 15 minutes from the U.S. 36 and Sheridan and U.S. 36 and Church Ranch stations. With two stations along the U.S. 36 corridor, Westminster residents and visitors have convenient and reliable options when traveling along the Front Range.

Local Transit Service through RTD runs several bus lines that serve Westminster neighborhoods and Park-N-Rides. Service varies between 30 and 60 minutes depending on the bus route. For all RTD schedules, visit: www.rtd-denver.com/app/schedules.

AIRPORTS

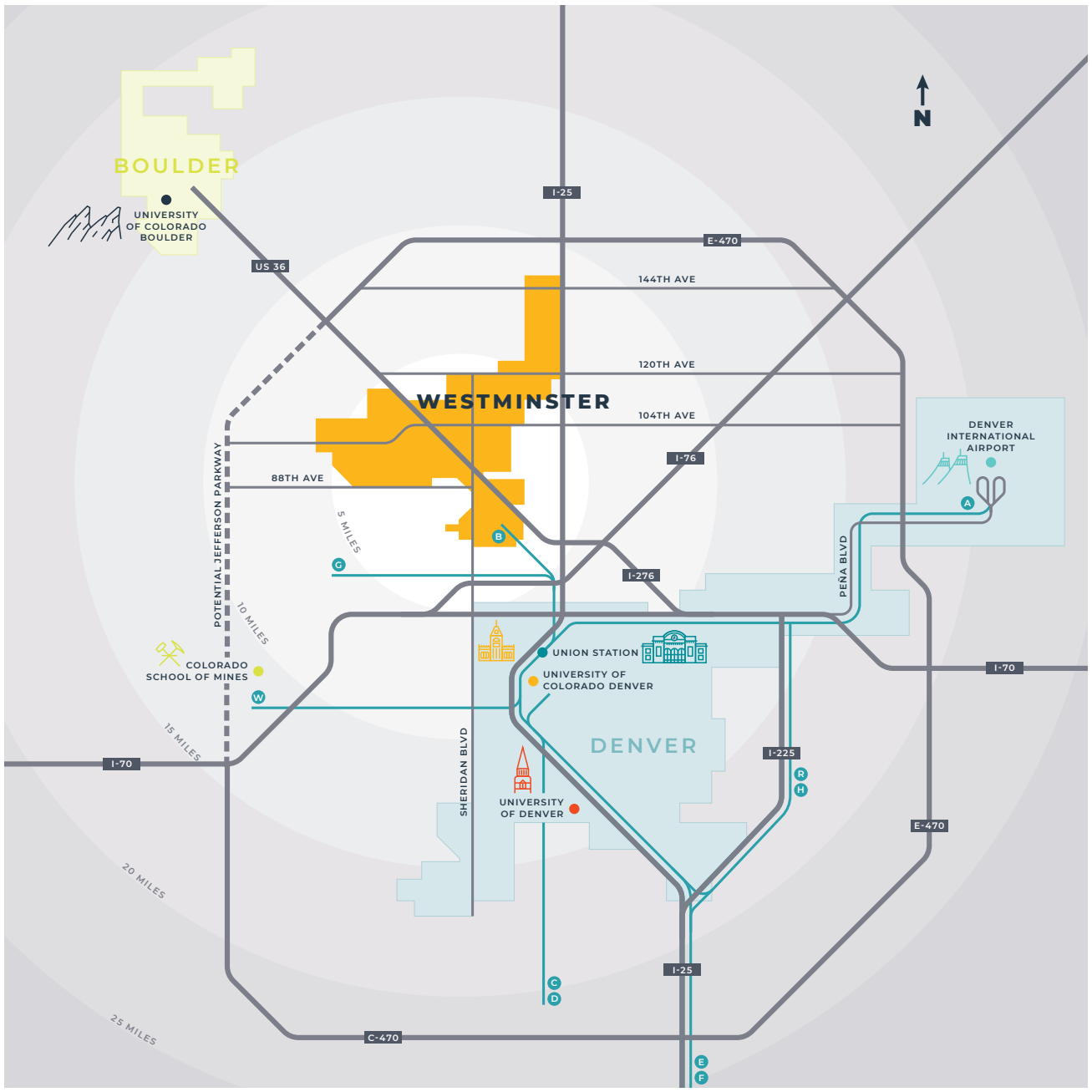
Denver International Airport (DEN) is a 30-minute drive from Westminster. It offers non-stop service to more than 215 destinations, including London, Paris, Munich, Tokyo, and Rome.

Rocky Mountain Metropolitan Airport is adjacent to Westminster. It's Colorado's fourth busiest airport and offers complete U.S. Customs and ground services.

REGIONAL TRAIL SYSTEM

The city's trails system provides an alternate means of transportation and has 145 miles of trails connecting Westminster. The U.S. 36 Bikeway provides residents and visitors with 16 miles of safe and simple bicycle connection to Denver and Boulder.

Commuting Solutions has an [INTERACTIVE BICYCLE MAP](http://www.commutingsolutions.org/bike/bikemap) to help you get around the Front Range area by bike and bus. (www.commutingsolutions.org/bike/bikemap)



Community

Westminster is a first-ring suburb in the metro Denver area, but that doesn't begin to describe the unique places, neighborhoods, and development projects that can be found across the city. Already known for its great use of open space and abundance of parks, Westminster is creating several urban spaces, including its new city hub, Downtown Westminster. These targeted developments will add vibrancy and variety, while maintaining our traditional suburban neighborhoods.

With the arrival of commuter rail, the Westminster Station area is quickly growing adding great connectivity to downtown Denver. Add in magnificent retail and entertainment districts and a historic section that is the true heart of the city, and Westminster has a place for everyone.

Westminster won second place in the National League of Cities' 2017 Cultural Diversity Awards for the development of the Westminster Inclusivity Board and the innovation it brings to the community.

CHARACTERISTICS OF THE POPULATION

POPULATION (RACE)

80.2%

CAUCASIAN

8.2%

OTHER

6.0%

ASIAN

22.1%

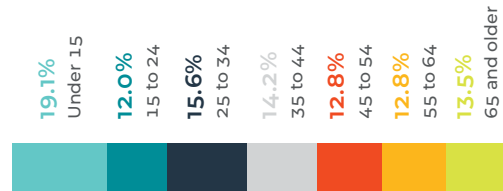
HISPANIC OR
LATINO

PERSONS OF HISPANIC
ORIGIN MAY BE OF ANY
RACE

1.6%

AFRICAN

AGE DISTRIBUTION



EMPLOYED RESIDENT POPULATION BY OCCUPATION

11.1%

MANAGEMENT

18.1%

SERVICE

28.2%

PROFESSIONAL

5.5%

PRODUCTION

25.5%

SALES & OFFICE

11.6%

CONSTRUCTION

Source: US Census Bureau, Community Analyst, December 2019



34

**CITY SIZE IN
SQUARE MILES**



3,097

**ACRES OF
OPEN SPACE**



145

**MILES OF
TRAILS**



60

**DEVELOPED
PARKS**



5

**GOLF
COURSES**



6

**RECREATION
CENTERS**



GOVERNMENT

Incorporated in 1911, Westminster's council-manager form of government is consistently recognized for excellence in management and delivery of full services to businesses and residents. Westminster is in both Jefferson and Adams counties and enjoys some of the highest bond ratings in the state, including AAA and AA+, with the leading national rating agencies.

BUSINESS LICENSE

All Westminster businesses must have a business license to operate in the city. Licenses are available at no cost through the City Clerk's Office. For information, call 303.658.2162, or visit the city website at www.cityofwestminster.us, click on Business and scroll to the Business & Sales Tax Licenses box.

Taxes

CITY PROPERTY TAX

3.65 MILLS

Total city, county, and school tax mill rates vary between 77 and 150 mills, depending on location. Contact the appropriate county assessor's office for exact mill rates and tax calculations at www.co.adams.co.us or www.jeffco.us.

CITY SALES/USE TAX

3.85%

Total city, county, and state sales tax is 8.35% in Jefferson County and 8.6% in Adams County.

COLORADO TAX

4.63%

The income tax rate for corporations and individuals is 4.63%.

State tax on equipment used for Biotech, R&D, and Manufacturing:
None

Sources: City of Westminster Sales Tax Division at 303.658.2065; cityofwestminster.us; Colorado Department of Revenue at taxcolorado.com, 2019

Sources: City of Westminster Information Technology Department, November 2019



Telecommunication

Westminster has high-tech and high-speed telecommunication structures in place for business and home use. Major service providers include:

DSL
Century Link

WIRELESS DATA
Sprint, Verizon, AT&T, and T-Mobile

HIGH-SPEED CABLE INTERNET ACCESS
Comcast

FIBER OPTIC NETWORK
Century Link, Comcast, and Level 3

Education

ELEMENTARY AND SECONDARY EDUCATION

Located in both Adams and Jefferson counties, Westminster offers three excellent public school systems, charter schools, and private schools. Advantages of a Westminster education include low student-teacher ratios, gifted-and-talented programs, International Baccalaureate programs, STEM programs, and challenging curricula and learning opportunities to meet the diverse needs of students.

Adams 12 Five Star Schools
adams12.org

Westminster Public Schools
westminsterpublicschools.org

Jefferson County Public Schools
jeffcopublicschools.org

Private Schools
privateschoolreview.com

HIGHER EDUCATION

Major universities, colleges, and professional schools in metro Denver and Boulder area are served by mass transit and a quick commute from Westminster.

University of Colorado Anschutz Medical Campus
30-40 MIN ucdenver.edu

Colorado School of Mines
30 MIN mines.edu

DeVry University
IN WESTMINSTER devry.edu

Front Range Community College
IN WESTMINSTER frontrange.edu

Regis University
10 MIN regis.edu

Metropolitan State University of Denver
20 MIN msudenver.edu

University of Colorado at Boulder
20 MIN colorado.edu

University of Colorado at Denver
20 MIN ucdenver.edu

University of Denver
30-40 MIN du.edu





Water and Sewer Rates

The City of Westminster provides water and sewer service throughout the city.

COMMERCIAL WATER RATES

A two-tiered rate structure (\$7.78 or \$9.54 per 1,000 gallons in 2020, depending on consumption levels) is in effect, with the breakpoint dependent on the account's water budget (determined from the average of the past 10 years of water use, or the Service Commitment Agreement).

COMMERCIAL SEWER RATES

\$8.15 per 1,000 gallons in 2020 (calculated using average water consumption from December through February).

RECLAIMED WATER SYSTEM

\$6.04 per 1,000 gallons in 2020. The system provides a dependable, drought-resistant, environmentally sound source of water for irrigation that is charged at 80% of the potable rate.

Electricity and Gas Service

The City of Westminster is serviced by Xcel Energy. For rate information, contact Xcel Energy. WWW.XCELENERGY.COM

Sources: City of Westminster Public Works and Utilities Department, December 2019. To determine rates for businesses using large quantities of water or to determine availability of reclaimed water, contact the Public Works and Utilities Department at 303.658.2176.

Housing Market Statistics

Westminster's residential communities include a variety of housing and neighborhoods, from apartments and starter homes to luxury executive homes. New urbanism and mixed-use neighborhoods have been developed, and many Westminster neighborhoods are nestled in and around parks, golf courses, and open space.

	SINGLE-FAMILY DETACHED HOMES	TOWNHOMES & CONDOMINIUMS
Median Sales Price	\$390,000	\$246,000
Avg. Days on Market	20	20

Source: Zillow & RE/MAX Alliance, December 2019

RENTAL HOUSING	AVG. RENT	AVG. PRICE PER SQ. FT.	VACANCY RATE
1 bed	\$1,249	\$1.90	9.4%
2 bed, 1 bath	\$1,380	\$1.69	6.4%
2 bed, 2 bath	\$1,680	\$1.57	11.1%
3 bed	\$2,254	\$1.68	6.7%

Source: Colorado Division of Housing & Apartment Association of Metro Denver Rental Report, Q2 2019

Affordable Housing

Westminster has made a commitment to address housing needs because affordable housing impacts the overall prosperity of our entire community by:

- ▶ Stabilizing the workforce
- ▶ Reinforcing smart growth patterns
- ▶ Revitalizing neighborhoods
- ▶ Attracting businesses

Our balanced approach to housing includes an effort to disperse affordable housing throughout the city. It also seeks to provide a range of housing options across the spectrum of incomes. The city is working with developers to provide housing at various income levels and to serve members of the community, such as teachers, firefighters, and nurses, who are struggling to find workforce housing in our current market, as well as senior citizens who want to age in the community they've called home.



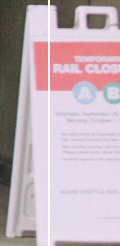
WESTMINSTER
COLORADO

STMINSTER STAT

DEPARTMENT OF ECONOMIC DEVELOPMENT

4800 WEST 92ND AVENUE, WESTMINSTER, CO 80031

P | 303.658.2108 W | WESTMINSTERECONOMICDEVELOPMENT.ORG T | @WESTMINSTERBIZ





WESTMINSTER

BUDGET PROCESS



WESTMINSTER

BUDGET PROCESS

The Budget is the City's blueprint for service delivery to the community. Per the City Charter, the City Council must adopt a balanced budget for the next fiscal year. The fiscal year for Westminster commences January 1 and ends December 31.

The voters approved a charter amendment in November 2000 that allows City Council to adopt a two-year budget. For budget years 2003-2020, the City prepared two-year, biennial budgets. Under this process, a two-year budget was initially adopted in the even-numbered years, with a shortened "mid-year" process that occurred during the odd-numbered years to allow for amendments to be made to the second year of the adopted budget. Because of uncertainties caused by the COVID-19 outbreak in 2020, the City reverted back to a one-year budget for fiscal year 2021. Similarly, rather than preparing a five-year capital improvement plan (CIP), the City's standard practice, the CIP planning horizon was shortened to only one year for the 2021 budget, and is considered a temporary change.

A major focus of the City's budget process is to identify the needs of the community and the resources necessary to meet those needs. The City's budget process accomplishes this by using major City goals and other important objectives established by City Council through the strategic planning process. The process to develop the 2021 Budget was significantly different than in previous years.

As a means to involve public participation in the budget process, City Council encourages community input through various means that included the following:

- Public Meetings & Hearing - Two public meetings and one public hearing is held throughout budget preparation at Council meetings provide the community a channel to present issues for budget consideration, such as traffic signals, safety concerns, and road improvements.
- Community Survey - Completed every two years (in even numbered years), the survey is sent directly to 4,000 households requesting responses to resident satisfaction with City services and specific policy direction.
- Council Outreach Meetings - These forums offer residents an opportunity to meet with Councillors and Staff to become informed about neighborhood issues and to provide input to the City.
- Online Engagement Platforms - The City invited ideas from the community to solve some of the big challenges the city is facing - COVID-19 related and more - through the IdeaScale platform. This was a first for the City's budget process. Staff received 49 suggestions through the IdeaScale platform and the detail on those ideas can be found here on the City's WestyRise website.

- Other Communication Mediums - Throughout the year, Council and Staff receive requests or concerns from citizens via telephone calls, e-mails, Facebook, Access Westminster, and other contacts, which are centralized in the City Manager's Office for response.

The interaction between City Council and the community is an important component of the City's governance and community members are encouraged to communicate with City Council and Staff on an ongoing basis.

Other Plans Used in the Budget Process

While the City's strategic plan is one core tool to inform budget decisions, the City also uses other plans during budget development, which have different perspectives than the strategic plan.

Major plans used in the budget process include the City's Comprehensive Plan and major plans with specific focus areas. Examples of major plans, other than the strategic plan, include the Parks, Recreation & Libraries Plan and Water Supply Plan. The City is also in the process of developing two new major plans that will have an impact on future budget decisions, including the Sustainability Plan and Transportation & Mobility Plan.

Updates to existing plans, and creation of new plans are being made through intentional efforts to coordinate planning efforts and ensure goal alignment between the plans. These planning efforts continue under the banner of Westminster Forward. Formal adoption of the underlying plans was originally planned to occur in 2020, but is not expected to occur until after 2020 due to impacts of COVID-19 on the planning processes.

Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2021 Budget development schedule, a schedule that was modified compared to recent year's due to impacts of the COVID-19 outbreak.

- February 24, 2020 - Overview of the City's Two-Year Budget Development Process and Proposed 2021/2022 Budget Development Timeline;
- May 18, 2020 - Councillor's Bill No. 21 An Ordinance Re: Supplemental Appropriation Amending the 2020 Budget of the General Fund for the Purpose of Expending CARES Act Funding Deemed Necessary Due to the Public Health Emergency with Respect to COVID-19;
- June 15, 2020 - Presentation of 2020 Westminster Community Survey Results;
- July 26, 2020 - Budget Policy Prioritization Retreat;
- July 27, 2020 - Public Meeting on the Development of the 2021 City Budget;
- August 17, 2020 - Councillor's Bill No. 27 An Emergency Ordinance Providing for the Adoption of the 2021 Budget No Later Than November 30th, 2020;

- August 17, 2020 - Presentation on Results of Ballot Measure Feasibility Survey;
- September 15, 2020 - Release of Proposed 2021 Budget;
- September 19, 2020 - City Council Retreat on the Proposed 2021 Budget;
- September 28, 2020 - First Reading of Councillor's Bill No. 29 Re: Appropriation of Fiscal Year 2019 Carryover into Fiscal Year 2020;
- September 28, 2020 - Public Hearing on the Proposed 2021 Budget;
- October 5, 2020 - Proposed 2021 Budget - City Council Budget Retreat Follow-Up;
- October 12, 2020 - Second Reading of Councillor's Bill No. 29 Re: Appropriation of Fiscal Year 2019 Carryover into Fiscal Year 2020;
- October 26, 2020 - Public Hearing on the Proposed 2021 Budget.
- November 9, 2020 - Resolution No. 43 re Adoption of the 2021 Budget, First Reading Councillor's Bill No. 33 Appropriating Funds for the 2021 Budget, and Resolution No. 44 Establishing the 2021 Pay Plan.
- November 23, 2020 - Second Reading of Councillor's Bill No. 33 Appropriating Funds for the 2021 Budget.

FINANCIAL POLICIES

Legal Requirements

The City of Westminster's City Council and Staff adheres to the following legal requirements pursuant to the City Charter:

Section 9.1: The fiscal year of the City and of all its agencies shall begin on the first day of January of each year and end on the thirty-first day of December of the same year.

Section 9.2: The City Manager shall prepare and submit to the City Council on or before the fifteenth of September of each year a recommended budget.

Section 9.3: If required by the City Council, by resolution or ordinance, the City Manager shall submit to the City Council, simultaneously with his recommended budget, a schedule showing all recommended capital outlay expenditures during the following five fiscal years.

Section 9.4: A public hearing on the proposed budget shall be held before its final adoption at such time and place as the City Council shall direct.

Section 9.5(a): Not later than the second Monday of October in each year, the City Council shall meet to consider the adoption of a budget for the next fiscal year. City Council shall adopt by resolution the budget no later than the fourth Monday in October. When City Council adopts the budget, City Council shall provide for a levy of the amount necessary to be raised by taxes upon real and personal property for municipal purposes.

Section 9.5 (c): Nothing in this section 9.5 shall be construed to preclude the City Council from adopting a budget for two (2) fiscal years instead of one (1) fiscal year, according to such procedures as City Council shall prescribe by ordinance. (Voter approved in November 2000.)

Budget Basis

Budgets are prepared on a modified accrual basis. Obligations of the City are budgeted as expenditures and estimated revenues are recognized as actual revenues when they are measurable and available; for this purpose, measurable indicates the level of revenues can be determined and available means the revenues are collected either during the current fiscal period (i.e. calendar year), or soon enough thereafter to be used to pay liabilities for the current fiscal period. The City of Westminster considers revenues to be available to pay liabilities if they are received up to 45 days after the end of the fiscal year.

The Comprehensive Annual Financial Report (CAFR) represents the City's financial information pursuant to Generally Accepted Accounting Principles (GAAP) and are also described as general purpose audited financial statements. Similar to the budget, the CAFR uses the modified accrual basis of accounting for reporting in the governmental funds, a basis of accounting that uses a current financial resources measurement. In contrast to the budget, the CAFR reports activities in proprietary

funds using the accrual basis of accounting, or the economic resources measurement focus.

Further described elsewhere in this document, the CAFR includes more funds that what are shown in the budget. These include risk management self-insurance funds, fiduciary funds, and funds representing component units, or legally-separate entities for which the City is financially accountable, including authorities and general improvement districts.

Lapsing of Appropriations

All operating budget appropriations lapse at the end of each fiscal year. In contrast, appropriations for capital projects within the capital improvement plan are continuing in nature and do not automatically lapse. At the end of each year, all capital projects are reviewed by management to determine which projects are ready to close. Remaining balances from closed projects are typically “unappropriated”, and in limited circumstances, remaining project balances may be transferred to other projects with appropriate authorizations.

Methods for Amending the Budget

The adopted budget may be revised throughout the fiscal year through various methods. All budget adjustments that move appropriations between departments or budgeted funds, or result in a net change in appropriations, require authorization by City Council. Pursuant to City policy, City Council authorization is also required when moving appropriations between capital projects where such an adjustment would represent a change in the use of funds.

Routine Budget Revisions

Budgets within operating line item accounts within a department and fund may be transferred throughout the year by management, often without a requirement for City Council authorization.

Supplemental Appropriation Budget Adjustments

City Council routinely authorizes budget adjustments through a formal supplemental appropriation process on a quarterly basis, where multiple budget adjustment authorizations are requested at one time. Supplemental appropriations to the budget are considered budget adjustments made to the Adopted or Amended budget. Stand-alone supplemental appropriation requests may also be submitted to City Council for authorization throughout the year depending on the circumstance.

Carryover Appropriation Budget Adjustments

Appropriation of prior-year carryover also amends the adopted budget, which is also considered a supplemental appropriation. Carryover is generated when actual revenues exceed budgeted revenues and when actual expenditures are less than budgeted expenditures during a fiscal year. Carryover may also include a component of fund balance that was never appropriated for expenditure. Carryover generated in the prior year is calculated in May in coordination with the annual financial statement audit. In general, it is the City’s practice to limit the appropriation of prior-year carryover into the current year budget to those needs that are considered critical or

time-sensitive, then utilize remaining carryover funds in the next formal budget process.

Mid-Cycle Budget Amendment

In years that involve a two-year or biennial budget, the City performs a formal mid-cycle review of the original adopted budget for purposes of amending the second year of the biennial budget. This process allows for budgetary flexibility with the two-year budget and is a shortened version of the full biennial budget.

Reserve Policies

- General Fund Stabilization Reserve (GFSR) – Adopted by City Council on March 8, 2010.
- Utility Capital Project Reserve (CPR) – Amended by City Council on January 24, 2011.
- Utility Revenue Stabilization Reserve (RSR) – Amended by City Council on January 24, 2011.

Additional Financial Policies

- Accounts Receivable Processing Administrative Memo
- Budgeting and Receipting of City Funds Administrative Memo
- Business Expenses and Fringe Benefits Affecting Taxable Income Policy
- Business Meals Policy
- Capital Improvement Project Management Process Administrative Memo
- Capital Improvement Projects Administrative Memo
- Capital Projects Review Team Administrative Memo
- Capitalization Policy for Fixed Assets Administrative Memo
- Car Allowance Policy
- Cash Handling Policy Administrative Memo
- Debt Policy – Adopted by City Council on October 24, 2011.
- Gift Certificate Policy
- Grant Administration Policy Administrative Memo
- Investment Policy – Adopted by City Council on January 28, 2013.
- Mileage Reimbursement Policy
- Purchasing Card Policy Administrative Memo
- Purchasing Procedures: Authorization for Expenditures, Budget Revisions, Contracts, Change Orders, & Refunds Administrative Memo
- Purchasing Procedures: Guidelines for Formal Bids and Requests for Proposals Administrative Memo
- Travel Policy
- Unclaimed Intangible Property Administration for Checks Policy



WESTMINSTER

OPERATING BUDGET SUMMARY



WESTMINSTER

OPERATING BUDGET SUMMARY

Overview:

This Summary includes service changes and other significant proposed changes and dollar amount. This section is organized by fund, department or office, and division.

ALL FUNDS - City-wide

Revenues

- Sales & Use Tax Impacts - These revenues post to the Sales & Use Tax and POST Funds. Sales & Use Tax Fund is considered General Fund revenue and accounts for the City's general 3.00% and voter-approved public safety 0.60% taxes. The POST Fund receives the remaining voter-approved 0.25% sales & use taxes for use on open space, parks, recreation, and trails.

The 2021 Proposed Budget assumes 2021 sales tax returns will be approximately 98% of 2019 actual collections. Commonly included in the sales tax revenues are sales tax audit recovery revenues; when including audit recovery revenues, total sales tax revenues in 2021 are expected to be closer to 91% of 2019 collections, as 2019 audit recoveries were elevated compared to prior years.

While impacts of COVID have adversely impacted sales tax collections of the City overall, recent collection data shows more positive results than originally anticipated at the outset of COVID. Staff is confident with the forecast contained in the 2021 Proposed Budget in the absence of additional concrete data that would warrant an adjustment. Even with this confidence used in preparing the budget, Staff believe it is critical to monitor revenue collections closely each month due to the dynamic economic conditions caused by COVID and resulting impacts on revenues.

It is important to understand that the economic impacts of COVID to underlying business sectors remitting sales taxes to the City is uneven, meaning that sales tax remittances from certain sectors, such as bars and restaurants are significantly down, while remittances from other sectors, such as online sales and grocery stores are up. While some business sectors are severely impacted by COVID and is quite concerning to Staff, impacts to City sales tax collections are not as severe due to the diversification of business sectors within Westminster.

Use taxes, including use tax audit revenues, are projected lower at close to 70% of 2019 collections; generally, use taxes are more susceptible to economic disruptions. Of the total sales & use taxes projected for 2021, approximately 86% is sales tax and 14% is use tax, previously reported at 85% and 15%, respectively.

Expenditures

- Salary Adjustments – The City develops the Employee Total Compensation Package by a thorough review of pay and benefits of other cities and special districts that are direct competitors for quality staff. The City has four regular pay plans: Non-Exempt General, Non-Exempt Police, Exempt, and Department Head/Division Manager. Employees in these pay plans may receive adjustments to their pay in three different manners: market adjustment, benchmark review, and step/grade or merit adjustments. Increases to pay for Non-Exempt Fire Commissioned Employees have been addressed in the Council approved Firefighter Collective Bargaining Agreement effective through 2022.

Staff complete a market analysis of comparable cities and special districts to determine whether market adjustments need to be made to the various pay plans. In the 2021 Budget, Staff is proposing no market adjustments or an “across the board increase” to the pay plans.

Staff also conduct a benchmark review, studying different positions to ensure they are paid at market, which is completed every other year. This review was completed this year as part of the 2021 budget development process. In all, 67 different positions were evaluated (the positions that are not evaluated are aligned internally to the 67 benchmarks to ensure that all positions receive an analysis). As a result of the review, there are 8 different recommended benchmark changes that impact 261.919 full-time equivalent (FTE) staff. The majority of the increases are related to the Police Officer position (158 FTE) and related employees in the Non-Exempt Police pay plan (26 FTE).

Lastly, exempt employees (including Department Heads and Division Managers) are eligible for a merit increase, provided they are not at the top of their pay range, based on their employment evaluation. Non-exempt employees are eligible to receive pay grade and step increases at on their employment anniversary, provided that they have satisfactory work performance. For 2021, Staff recommends that employees in the Non-Exempt General, Exempt, and Department Head/Division Manager pay plans not receive automatic grade/step increases nor be eligible for merit increases. Combined with no market increase, wages for employees in these pay plans will be frozen at the 2020 amounts, except those receiving increases based on the benchmark survey. Employees in the Non-Exempt Police Pay Plan are proposed to receive automatic step increases in accordance with the pay plan due to market competition.

The cost for benchmark and step/grade increases is approximately \$567,500.

- Hourly and Seasonal Pay Plan – Along with employees in the Non-Exempt General, Exempt, and Department Head/Division Manager pay plans, there are no recommended adjustments to the Hourly and Seasonal Pay Plan in 2021.

The Pay Plan continues to meet the Colorado and Federal minimum wage standards.

- Pension -There are two pension funds in the City, one that covers sworn Police and Fire employees (Fire and Police Pension Association, or FPPA) and a second one that covers all other benefited employees. Employer FPPA contributions begin on the first date of employment while contributions for all other employees begin after 22 months of continuous employment.

In 2020 a state law was passed increasing the employer share of FPPA contributions by 0.5% per year for the next 10 years. The cost for this increase in 2021 is approximately \$156,000.

Because pension contributions are based on employee salaries, any salary adjustments result in an increase in pension contributions. Furthermore, as employees complete 22 months of service, employer contributions for their pension begins. Due to a large number of employees completing their 22 months of service in 2020 and 2021, the increase in pension costs is larger than the increase in salaries. Overall, the increase in pension costs is approximately \$440,000.

- Medical/Dental Insurance - In order to control cost increases in 2021, the City will utilize some of the reserves in the Medical/Dental Fund to offset an increase in health care costs. Additionally, plan design changes are proposed to lower costs. As a result, health care costs are projected to increase by less than 0.1% (compared to 5.5% in the last budget), or approximately \$13,000. Employees will see an increase of 3% to their share of the rates.
- Other Benefits - Staff is currently projecting Medicare, life insurance, survivor income benefit, long-term disability, and unemployment benefits to increase by approximately \$270,000.
- General Leave Buyback - This program is offered to employees from time to time, as funding becomes available, and provides the option to employees to "cash out" a portion of their general leave at a discounted rate; not only is this a benefit for employees, but it also helps reduce the City's long-term liability for accrued compensated absences. In 2021, there are no funds budgeted for this program (compared to \$142,000 in the last budget).

GENERAL FUND

Revenues

- Recreation Fees – The COVID-19 outbreak had substantial impact to recreation fees in 2020 due to extended closures. As recreation facilities and activities continue to increase through the recovery, revenue collections are expected to improve as the City enters 2021. Even so, the 2021 Proposed Budget assumes that total recreation fees will be \$5.4 million, or 70% of what the City received in 2019. Recreation fees in the General Fund exclude golf recreation fees, which are accounted for in the Golf Fund.
- Sales & Use Tax Transfer – The largest General Fund revenue source is sales & use tax and accounts for approximately 2/3 of General Fund revenue. The 2021 Proposed Budget includes transfer from the Sales & Use Tax Fund and into the General Fund of just under \$91 million, compared to \$93.7 million in the 2020 Amended Budget. The 2021 transfer has been adjusted down to \$89.3 million (\$1.7 million reduction) compared to the original 2021 Proposed Budget from September 2020. This reduction included \$500,000 related to a reduction in the 2021 sales tax audit estimated revenues, and \$1.2 million related to the adjustment with the Adams County Transportation Sales Tax adjustment described in the following paragraph.
- Adams County Transportation Sales Taxes – Through 2020, these restricted transportation sales taxes have been accounted for solely in the General Capital Improvement Fund (GCIF), while related expenditures occurred both in the General Fund (for street maintenance) and in GCIF (for Arterial Roadway Improvements). At the end of each year, eligible expenditures in both the General Fund and GCIF were matched to restricted revenues in GCIF in order to demonstrate appropriate use of the funds for financial reporting purposes. In 2021, 2/3 (or \$1.2 million of the estimated) will be accounted for in the General Fund, where most of the expenditure activity occurs, and the remaining \$600,000 remaining in GCIF. This adjustment is intended to better align restricted revenues with related expenditures within the same fund. This adjustment for 2021 is also considered a temporary strategy as Staff researches best practices to best account for these funds.

This adjustment is fully offset by a corresponding \$1.2 million adjustment in the Sales & Use Tax Fund transfer revenue, which will instead go into GCIF for purposes of providing unrestricted revenues to fund capital projects that are not eligible to be funded by restricted revenues.

- Highway Users Tax Fund (HUTF) – HUTF is projected at approximately \$3.2 million in the 2021 Proposed Budget. This is a reduction compared to recent years collections. Recurring HUTF collections often reach \$3.5-\$3.6 million annually, however, non-recurring additions were received in 2018 and 2019 due to State legislation, bringing total collections in 2018 and 2019 to approximately

\$4.4 million in each of those years. For 2021, revenue projections were adjusted down to only include the ongoing base HUTF revenues, and further adjusted down due to disruptions in driving patterns caused by COVID-19.

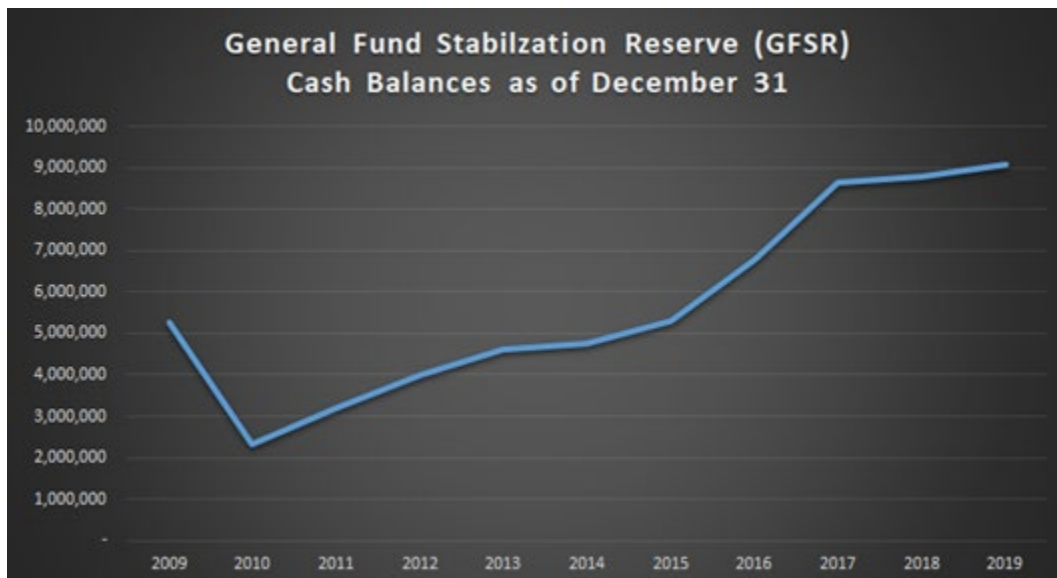
- Accommodations Tax - The General and General Capital Improvement (GCIF) Funds both received accommodations tax revenues; accommodations tax received from the Westin hotel has been accounted for as General Fund revenue, with the remaining accommodations taxes being accounted for as GCIF revenue. Since 1990, the accommodations tax in the General Capital Improvement Fund has been earmarked through budget adoptions for use in the Community Enhancement Program. The 2021 Proposed Budget recommends this earmark be removed to allow for more budgetary flexibility and to better align available funding with high-priority needs, thus allocating all of the accommodations tax revenue in the General Fund.

At the same time the earmark is proposed to be removed, over \$550,000 in staffing costs that were budgeted in the Community Enhancement Program are proposed to be funded in the operating budget of the General and Parks, Open Space and Trails Funds going forward, rather than in the capital budget.

Accommodations taxes show more variability in collection patterns than other revenues including sales & use tax. For example, 2013 collections retained by the City were approximately \$2.5 million (\$900 thousand in the General Fund and \$1.6 million in GCIF). In 2019, collections reached approximately \$4.1 million (\$1.1 million in the General Fund and \$3 million in GCIF). In 2021, the budget assumes a decline in accommodations taxes down, to a total of \$1.6 million due to continued impacts of COVID-19. The estimate included in the original 2021 Proposed Budget from September 2020 assumed 50% collections in 2021 compared to 2019, which has been revised down to 40% of 2019 collection based on additional collection data and outlook for the hotel/motel/conference center industries.

- Admissions Taxes - The 2021 Proposed Budget anticipates a substantial reduction in admissions taxes compared to recent years due to impacts of COVID-19. The majority of admissions taxes collected have been from movie theatre admissions. The 2021 Proposed Budget assumes only \$252,000 in retained admissions taxes for 2021, compared to the five-year average of \$605,000. Staff are optimistic that business sectors that collect admissions taxes will improve, but even so, Staff is using a conservative approach with these admissions tax collections for 2021.
- Transfer from the Water and Wastewater Funds - A transfer is booked from the Water and Wastewater Funds to support services provided by the General Fund to either fund. Combined, this transfer is proposed to decrease by approximately \$186,000 due to results of a cost allocation study and the ongoing balancing of expenses between the General and Utility Funds.

- Transfer from the Storm Drainage Fund - The 2021 Proposed Budget includes a transfer from the Storm Drainage Fund to the General Fund to support the services provided by the General Fund. This is the first year this cost allocation is being implemented for the Storm Drainage Fund. This will increase General Fund revenues by approximately \$128,000.
- Use of Reserves - The 2021 Proposed Budget includes a transfer from the General Fund Stabilization Reserve (GFSR) of approximately \$5.3 million, down from \$6.3 million that was shown in the original 2021 Proposed Budget from September 2020. The primary causes of the GFSR adjustment include 1) the addition of accommodations taxes for the General Fund that were inadvertently excluded from the total General Fund revenue totals, and 2) a reduction in the Sales & Use Tax fund transfer in connection with reduced sales tax audit revenue estimates for 2021. The GFSR transfer represents the difference between total fund revenues and total fund expenditures. Established in 2009, the GFSR is intended to mitigate impacts of variations in sales & use tax revenue collections; in years when sales & use tax collections exceed budget, funds are typically added to the GFSR to remain with target range of 5-10% of annual sales & use tax collections. Conversely, in years when sales & use tax collections are in decline, funds are utilized in order to mitigate the need for more immediate programmatic reductions. As of August 31, 2020, the GFSR cash balance was just over \$9.1 million (history shown in the table below). In addition to the GFSR, the City has a separate General Fund reserve with a balance of \$12.8 million as of August 31, 2020; use of the General Fund Reserve is not part of the 2021 Proposed Budget.



Fund-wide Expenditures

- Staffing Levels - Beginning in March 2020 the City entered into a strategic hiring plan in which employment vacancies are not filled automatically. Instead, vacancies are evaluated on a case by case basis and require approvals at multiple levels. Positions that have not been approved to be filled are projected to remain vacant through 2021. As a result, funding for 42 positions has been removed from the budget resulting in savings of over \$1.9 million.
- Administrative Reductions - The City believes in further developing employees once they join the organization. This is a benefit to both the employee and the organization as staff develop new skills and obtain/maintain relevant professional certifications. Thus, the City routinely pays for costs associated with such events. However, in 2021 opportunities for such training will be limited due to the pandemic. As a result, the City has reduced funding for training, meeting expenses, travel reimbursement, consulting, and other object accounts by approximately \$700,000.

Central Charges

- Professional Services - This account allocates funds for various city-wide contracts, including lobbying, succession planning, and engagement. Overall, this account has been reduced by \$145,000 compared to 2020.
- GCORF Equipment Rental (Replacement/New Vehicles, Copier Replacement, and Equipment) - In response to the sudden and sharp decrease in revenues, the City halted many capital projects. This reduction in funding for capital will continue into 2021 as this account was reduced by over \$0.5 million.
- Property/Liability Fund Transfer - This account is used to account for the General Fund's contribution towards Property/Liability (P/L) insurance. Due to a projected increase in the numbers and cost of claims and the ongoing balancing of costs between the General and Utility Funds, the transfer budget is proposed to increase approximately \$800,000.
- Workers' Compensation Fund Transfer - This account is used to account for the General Fund's contribution towards Workers' Compensation (WC). Due to a healthy reserve in the WC Fund, the transfer was eliminated in the 2021 budget, providing for nearly \$450,000 in savings.

City Manager's Office

- Ballot Initiative - At the request of the City Council, a ballot measure related to the creation of a ward system is being considered. As a result, \$20,000 in related expenses have been added to the budget, for a total proposed Election Expense budget of \$60,000.

Community Development Department

- Off Hour Inspections - While the Department operates on a Monday to Thursday schedule, occasionally special inspections are made available on Fridays. However, this service comes at an additional cost as overtime costs are incurred. In 2021, this service has been scaled down by nearly half, providing for \$17,500 in savings.
- Professional Services - This account provides funds for various consulting services related to planning, engineering, strategic planning, contractual plan review and inspections, and other miscellaneous items. Staff anticipates fewer contracts for this type of work in 2021; therefore, the 2021 budget has been reduced by approximately \$125,000.
- Reallocation of Costs to Stormwater Fund: This item represents a reallocation of a portion of the City Engineer's personnel costs, along with a 1.0 FTE Senior Engineer position that designs and manages stormwater infrastructure projects. This transfer of \$156,000 accurately reflects cost centers and does not negatively impact projects and activities planned in the Storm Drainage Fund.

Finance

- Contractual Charges and Software Maintenance: Finance anticipates minimal increases in these two categories for WDesk license (+\$28,000) which is the software utilized to prepare the Comprehensive Annual Financial Report (CAFR).

Fire Department

- Public Outreach - The Fire Department conducts annual events to promote public education on fire safety, school education, and other outreach programs. Due to limited public interactions, the Citizen Fire Academy has been eliminated in 2021 and other outreach programs have been scaled down resulting in a savings of \$5,500.
- Contract Services - The subscription cost for the Fire Department's record management system was only budgeted for a partial year of support due to a mid-year implementation; additionally, there is a need to maintain a license to access the legacy records management system. Due to these expenses, the contract services account is proposed to increase approximately \$49,000.

General Services

- Community Recycling Centers - Administered through the Facilities Maintenance Division, the City provides four single-stream recycling locations for common recyclables (plastic, glass, aluminum, paper, cardboard, etc.). Recycling is collected in roll-offs and collection occurs on a daily basis. The drop off sites have become an eyesore due to overfilling, broken glass, placing

items outside the containers, windblown recycling, and illegal dumping. Staff time and City funds are spent to clean up the sites and properly dispose of items that are illegally dumped. In order to resolve these issues, the budget includes maintaining the current community recycling drop-off program for 2021 and increasing the budget by \$52,000. The City's internal, cross-departmental task force on recycling will reengage with a goal to shift the City's decentralized, unmonitored drop-off sites to a centralized, monitored site. The task force will seek to find private sector partners and identify state or federal grants with the goal of making the program financially sustainable beginning in 2022.

- City-wide Radon Testing Program - This item is proposed to establish a standard procedure to test for radon gas at City facilities. Current practice for testing air quality at City is only on a case-by-case basis. Radon testing is recommended every five years and this request only reflects testing costs of \$25,000 and does not include costs for radon mitigation.
- Environmental Management System - This item is proposed to establish an Environmental Management System at a cost of \$35,000 that implements a set of processes and practices that enable an organization to reduce its environmental impacts and increase operating efficiency. Current environmental program activities are fragmented across the City and conducted by individuals in different departments, which increases the risk of potential environmental incidents and violations. Benefits of implementing this program include reduced liability in the areas of health and safety, state and federal violations; unification and coordination of compliance efforts across the city; waste reduction and associated waste disposal costs.
- COVID-19 Cleaning Expenses - This item is proposed as substantial cost increases are expected to continue into 2021 due to impacts from COVID-19. This cost of approximately \$255,000 is related to the increased needs for day porters and fogging at multiple City Facilities.
- COVID-19 Supplies - This item is proposed for the increased need for additional custodial supplies due to impacts of COVID-19 at a cost of \$36,000.

Human Resources

- Employee Recognition - Each year the City hosts multiple employee recognition events to honor its most valuable asset, its employees. In 2021, Staff proposes scaling back on a number of events, including the end of year motivational speaker, resulting in savings of approximately \$30,000.

Information Technology

- Enterprise Resource Planning Software Consolidation - The City uses JDE as its enterprise resource planning (ERP) system. Costs for the software were spread out across multiple departments, including IT, Finance, and Human Resources.

Beginning in 2021, the costs are proposed to be consolidated into the IT Department for ease of administration. Costs for the software increase by 3% annually.

Parks, Recreation, and Libraries Department

- FTE Vacancy Savings Through 2021 – PRL is proposed to encumber additional vacancy savings through 2021. All vacancies will undergo a strategic, programmatic review before filling with a benefitted position. This level of vacancy savings is predicated on lower service levels from PRL than in previous years. Changes to proposed service levels below will necessitate changes to this vacancy savings. This will provide approximately \$350,000 in savings. The department will continue to hire part-time non-benefitted employees to implement service delivery as it is not possible to provide services without staff resources.
- Special Events – PRL hosts approximately 15-20 annual events, of which 3-5 are large scale community events with thousands of people in attendance. Due to the restrictions currently in place on large events and the FTE vacancy savings, PRL will pursue creative partnerships with sponsors and other organizations to facilitate alternative smaller events that would minimize interactions while still engaging the participants. The target result will be more special events (at a smaller level of attendance) and approximately \$17,000 in savings.
- Park Operations – Currently pavilion rentals are allowed from April to October of each year. Rental availability is proposed to be reduced due to staffing limitations. Staff will focus on rentals at premium locations at premium fees to maximize staff resources and revenue. Due to savings in staffing costs, utilities, landscape supplies, Staff anticipate savings of approximately \$200,000.
- Library Hours – Under normal operations, both libraries are open seven days a week for a total of 59 hours each. The 2021 Budget proposes reduced hours of operation by 11 hours, or one full day per week each at each library location, as well as changes in program delivery to more virtual programs as well as implementation of a mobile library. This will provide savings of approximately \$400,000.
- Mature Adult Center (MAC) Operations – The MAC typically operates year round five days a week under normal circumstances. Due to the pandemic, Staff projects the center to be closed until May 1 as it has been used to assist community partners that provide resources to community members experiencing food insecurity. The reduced operations are projected to result in expense savings of approximately \$125,000.
- Recreation Center and Pool Operations – Similarly to the MAC, other recreation centers are proposed to operate under reduced hours in 2021 due to anticipated lower usage than normal. Overall, recreation centers hours will be

reduced by a total of 57 hours each week spread across five different facilities, and pool availability will be reduced by 148 hours across 2 facilities, resulting in savings of approximately \$345,000.

- Recreation Programs – Offering of recreation programs are proposed to be reduced strategically in 2021 due to the limitations caused by the pandemic. This will provide in approximately \$55,000 in expense savings.
- Standley Lake – Standley Lake will reopen under the normal schedule (May – September), however services are proposed to be altered resulting in savings of approximately \$40,000.
- Pension Costs Reallocated to Golf – Golf plans to operate as normal in 2021. Approximately \$90,000 in pension benefit costs will be carried by this enterprise fund in 2021 instead of the General Fund.

Police Department

- Body-Worn Camera Technician – A new 1.0 FTE position is proposed to be added to the budget to manage the City’s body-worn camera program. This position will manage the software and comply with any reporting and redaction requirements. Body-worn cameras are required per Colorado State Statute beginning in 2023, however the City is committed to providing them to the Police Department, and the community, as soon as possible.
- E-911 Funds – The City receives funds from the Jefferson County Emergency Communications Authority (JCECA). The JCECA collects funds from the emergency telephone charge imposed on cell phone users and then allocates them to different emergency service providers, such as the City’s 911 dispatch center. In 2020, the City is projected to receive approximately \$1.2 million from the JCECA, \$500k of which has been allocated towards capital replacement and the remaining \$700k for operating costs of the dispatch center. In the 2021 budget, it is proposed to use all of the \$1.2m in revenue to pay for operating costs.
- Motorcycles for Traffic Enforcement – The Police Department utilizes a motorcycle unit to conduct traffic enforcement. Operating such a unit requires annual motorcycle replacements. Beginning in 2021, the budget includes the elimination of one motorcycle in the fleet, from 15 to 14. By doing so, it would not reduce any officer positions, but rather a motorcycle used for training. As a result, annual motorcycle replacements will be reduced from an average of 3 per year to 2. Additionally, to align more with actual usage of equipment, LIDAR and RADAR replacements will be reduced. These reductions will provide a 3-year savings of approximately \$109,000.
- K-9 Patrol/Drug Detection – The Police Department has a Canine (K-9) Unit currently consisting of five K-9 teams. The officers assigned to this unit are not

rotational but indefinite assuming proper performance. Staff proposes the reduction of one team and believes that four teams will meet the City's needs going forward. A current handler has retired and a replacement K-9 is not being pursued, allowing for a savings of approximately \$12,000.

Public Works & Utilities Department

- Large Item Cleanup Program - The City conducts an annual large item cleanup program available to Westminster residents. In 2009 City Council determined that the Large Item Cleanup Program was not a core service and discontinued the program due to the increasing costs and the citywide financial hardships during the Great Recession. The Program was reinstated in 2016 at City Council's direction. Due to the financial challenges the City is facing, Staff recommends not funding this program in 2021, thus providing a savings of \$175,000.

UTILITY FUNDS

Revenues

- Water – No water rate adjustments are anticipated for 2021. The 2021 Proposed Budget assumes total fund revenues of \$59.3 million and does not anticipate issuance of debt.
- Wastewater - No wastewater rate adjustments are anticipated for 2021. The 2021 Proposed Budget assumes total fund revenues of \$31.7 million and does not anticipate issuance of debt. The \$31.7 million includes a transfer from the Capital Projects Reserve (CPR) for wastewater in the amount of \$8.5 million. The utility operates on a break-even basis over time; however, in an individual year, revenues may not equal expenditures due to the timing of cash flows. In years when annual revenues are less than expenses, the difference is typically transferred from the CPR to pay for current year capital projects outlays.
- Storm Drainage - No storm drainage fee adjustments are anticipated for 2021. The 2021 Proposed Budget assumes total fund revenues of \$4.6 million and does not anticipate issuance of debt.

Expenses

- Water PILUT Change – The Utility Fund (Water, Wastewater, Storm Drainage) makes payments in-lieu of use taxes (PILUT) to the Sales & Use Tax Fund, and the Parks, Open Space & Trails Fund. PILUT transfers are in connection to the use tax liability for the use of heavy machinery used by contractors within the City. Prior to 2021, PILUT transfers appeared in the capital improvement plan (CIP) and shown as a project. PILUT payments are based on capital projects of the Utility, but are not actual projects; therefore, the 2021 Proposed Budget reclassifies these as interfund transfers, rather than projects. While construction materials are exempt from use tax for city-managed projects, there is no similar exemption in the Westminster Municipal Code for use taxes imposed on contractors for heavy machinery use. Based on proposed capital projects for the water system in 2021, the total PILUT paid by the Water Fund is proposed at approximately \$29,000.
- Wastewater PILUT Change - As described in the Water Fund section, the 2021 Proposed Budget reclassifies PILUTs as transfers, rather than including them in the capital improvement plan as a capital project. Based on proposed capital projects for the wastewater system in 2021, the total PILUT paid by the Wastewater Fund is proposed at \$152,000.
- Storm Drainage PILUT Change - As described in the Water Fund section, the 2021 Proposed Budget reclassifies PILUTs as transfers, rather than including them in the capital improvement plan as a capital project. Based on proposed

capital projects for the wastewater system in 2021, the total PILUT paid by the Storm Drainage Fund is proposed to be approximately \$21,000.

- Water Transfer to CPR - The 2021 Proposed Budget assumes a transfer of \$11.0 million into the Utility Capital Projects Reserve (CPR) Fund for the water system. The utility operates on a break-even basis over time; however, in an individual year, revenues may not equal expenses due to the timing of cash flows. In years when annual revenues exceed expenditures, the difference is transferred into the CPR where it is held temporarily, then later used in a subsequent year to fund capital project outlays.
- Storm Drainage Salary Reallocation - A portion (25%) of a City Engineer's salary has been reallocated from the General Fund to the Storm Drainage Fund to more accurately reflect the cost of storm drainage activities associated with this position. As a result, approximately \$38,000 in additional expenses is proposed in 2021.
- Storm Drainage Indirect Charges - This item implements central service cost allocations from the General Fund into the Storm Drainage Fund. Examples of indirect costs for the Storm Drainage Program includes General Fund support from central service departments, such as Human Resources, Information Technology, and Finance. The 2021 Proposed Budget proposes a cost allocation of approximately \$128,000 to the Storm Drainage Fund and is based on a cost allocation study conducted in 2018.
- Revenue Service Representatives (RSRs) - Two additional RSRs have been added in order to help Utility Billing to maintain adequate customer service and critical billing tasks. The total cost in 2021 is \$103,000 and will be offset by a reduction in the transfer to the CPR.

GOLF FUNDS

Revenue

- Revenue Projections - Total Golf Fund revenues are projected at \$4.1 million in 2021, similar to collections in 2018. The COVID-19 outbreak impacted golf revenues in 2020, but not to the extent of recreation fees in the General Fund as limited re-openings of the golf course began in May 2020. Staff anticipate that while usage of the golf courses may be less than recent years, Staff are optimistic that the golf courses visits will recover quickly from COVID considering the attendance in 2020 after the courses re-opened. One adjustment was made to Golf Fund revenues by increasing green fee projections by approximately \$45,000 as golf revenues collections continue to show favorable results, bringing the total Golf Fund revenue in 2021 closer to \$4.2 million.

- Transfer from POST - Non-recurring reduction in transfer funds from POST, from \$250,000 to approximately \$94,000, for outstanding debt service payments for capital improvements at the Walnut Creek Golf Preserve.

Expenses

- Golf Operations - Golf operations will continue to operate with restrictions in place resulting in projected savings of over \$305,000.
- Benefit Costs - In previous budgets, the General Fund absorbed benefit costs for the Golf Funds as it relates to pension expenses. Beginning in 2021, this cost will be absorbed by the Golf Funds, resulting in an added cost of approximately \$90,000 (savings of this amount are realized by the General Fund).

WORKERS' COMPENSATION FUND

Revenues

- Use of Reserves - The Workers' Compensation (WC) Fund has a healthy reserve of over \$7M. Due to this, and to realize savings in other funds that make transfers to WC, approximately \$817,000 in fund balance will be used in 2021.

Expenses

- Salary Expenses - In order to more accurately reflect work that is done by Human Resource employees related to Workers' Compensation, 50% of several employees' salaries are being reallocated from the Property and Liability Fund to the WC Fund. As a result the WC fund will have an approximately \$135,000 in additional expenses (savings of this amount are realized by the Property & Liability Fund).
- Firefighter Cancer Trust Premium - Effective January 1, 2021, the Colorado Firefighter Heart and Cancer Benefits Trust will include breast cancer as a covered cancer. Therefore, breast cancer will now be automatically covered alongside brain, digestive, genitourinary, hematological, and skin cancers. As a result, the City's premium will increase by approximately 17%, or \$5,500.

PROPERTY AND LIABILITY FUND

Expenses

- Claims Expenses - Due to increased numbers and costs of claims, Staff project that costs will increase by approximately \$460,000 in 2021.

SALES AND USE TAX FUND

Revenues

- Cigarette Tax Exemption – Currently cigarettes are exempt from the City’s sales tax. Staff proposes propose to eliminate the sales tax exemption on the purchase of cigarettes in order to allow for administrative efficiency and allow for incidental increased revenues. If this exemption is removed for 2021, it will result in a projected increase of \$600,000 in 2021 in the Sales & Use Tax Fund. This increase is partially offset by the elimination of the State cigarette share-back revenue that is accounted for in the General Fund; recent annual collections of the existing share-back have been approximately \$200,000.
- Sales Tax Audit Revenue – With the original 2021 Proposed Budget provided in September 2020, Sales Tax Audit revenues were likely more conservative at \$1.68 million. These were previously projected using historical actual collections, including 2019 actual collections which were elevated compared to normal years. As such, this revenue line was adjusted down \$500,000, and also referenced under the General Fund section as the adjustment impacts to the Sales and Use Tax Transfer into the General Fund.

PARKS, OPEN SPACE, AND TRAILS (POST) FUND

Revenues

- General Capital Improvement Fund - The 2021 Proposed Budget reclassifies open space revenues received from Adams and Jefferson Counties as POST Fund revenue, rather than General Capital Improvement Fund revenue. These county revenues are still planned for use towards open space capital needs and this adjustment is intended to better align and group open space activities into one fund, POST.

Expenses

- Capital Projects – The 2021 Proposed Budget includes the budgeting of POST capital projects directly in POST. In recent years, POST funds were transferred into the General Capital Improvement Fund (GCIF) and POST capital projects were budgeted in GCIF. Even with a tracking mechanism in place under the former budgeting method, Staff propose this change to reduce administrative complexity with budgeting, and to align and account for open space activities in the POST Fund.
- Golf Fund Transfer – Non-recurring reduction in a transfer to the Golf Fund, from \$250,000 to approximately \$94,000, is proposed for outstanding debt service

payments for capital improvements at the Walnut Creek Golf Preserve. This reduction allows for additional funding in the POST capital budget for open space acquisitions.

GENERAL CAPITAL IMPROVEMENT FUND (GCIF)

Revenues

- Revenue Decline - The 2021 Proposed Budget projects a total of \$7.5 million for this fund compared to \$21.9 million per the 2020 Amended Budget. If excluding use of carryover (or fund balance) from the revenues, 2021 estimated revenues total \$4.2 million, compared to \$16.8 million in the 2020 Amended Budget.
- Sales and Use Tax - Elimination of a Sales & Use Tax Fund transfer to pay for General Fund capital projects; in 2020, this transfer was budgeted at \$4.8 million. This elimination is proposed in order minimize programmatic reductions in the operating budget. As further described under the General Fund section, \$1.2 million was added in transfer revenues from the Sales and Use Tax Fund into GCIF.
- Adams County Transportation Sales Taxes- As further described under the General Fund section, \$1.2 million of this revenue was reduced in GCIF and reassigned to the General Fund. This adjustment is fully offset by the adjustment made to the Sales and Use Tax Transfer adjustment into GCIF.
- POST Transfer - Elimination of the transfer from the POST Fund; in 2020, this transfer was budgeted at \$2.7 million. Going forward, Staff proposes that new funding for POST capital projects will be budgeted in POST, rather than in the General Capital Improvement Fund.
- Westminster Economic Development Authority (WEDA) - One-time increase in a transfer from WEDA, from \$800,000 budgeted in 2020 to \$1.4 million. These funds are unrestricted reimbursements from WEDA to the City for costs incurred by the City, which may include maintenance & contractual costs, capital contributions/outlays, and debt service on outstanding certificates of participation.



WESTMINSTER



WESTMINSTER

BUDGET BY FUND



WESTMINSTER

BUDGET BY FUND

Most funds within the City's control and reported in the City's general-purpose audited financial statements are required to have an appropriation, however, not all funds subject to appropriation are reflected in this budget document.

Examples of funds that are not appropriated through the City's standard budget process or minimally referenced in this document include:

- Funds for legally-separate entities that are within the City's control. Budgets for these funds are adopted by board resolution for the respective entity, and the members of City Council generally serve in ex-officio capacities as the board members of these entities. Examples of these entities include the Westminster Economic Development Authority, general improvement districts, the Westminster Building Authority and the Westminster Housing Authority.
- Risk management funds. The City's risk management funds include Property & Liability, Worker's Compensation and Medical & Dental self-insurance funds. Pursuant to Colorado law, appropriations are not required for eligible public entity insurance pools, and therefore these funds are not appropriated. While payments out of other funds and into the risk management funds require an appropriation, the risk management funds themselves are not appropriated.
- Fiduciary funds. The City's fiduciary funds include pension trust funds for the City's 401(a) general employee defined contribution retirement plan and the volunteer firefighters defined benefit retirement plan. These funds are not included in the budget as they are held in trust on behalf of others and unavailable to support City programs.
- Funds appropriated only by supplemental appropriation, rather than appropriation through the original budget. These funds include the Community Development Block Grant (CDBG) Fund and the Investigation Recoveries Fund. CDBG funds are not appropriated until after the award amount becomes known. Asset forfeiture revenues of the Investigation Recoveries Fund may only be budgeted after receipt due to federal regulations; additionally, state law requires that any expenditure of asset forfeiture funds must be approved by a committee on the disposition of forfeited funds.

CITY FUND STRUCTURE

The following table presents City funds according to Generally Accepted Accounting Principles (GAAP) classifications. Indented and italicized funds immediately following the General and Utility Funds are appropriated separately in the budget, but are combined into the General and Utility Funds within the City's general-purpose audited financial statements. The table includes all funds that require an appropriation, plus self-insurance funds. The table excludes funds representing legally-separate entities, including authorities and general improvement districts, and fiduciary funds that are reported in the City's general-purpose audited financial statements.

Governmental Funds (Funds primarily supported by taxes, grants, and similar)			
Fund	Sub-Classification	Major or Non-Major?	Subject to Appropriation?
General Fund	N/A	Major	Yes
<i>Sales & Use Tax Fund</i>	N/A	N/A	Yes
<i>General Reserve Fund</i>	N/A	N/A	Yes
<i>General Fund Stabilization Reserve Fund</i>	N/A	N/A	Yes
Parks, Open Space & Trails Fund	Special Revenue Fund	Non-Major	Yes
Conservation Trust Fund	Special Revenue Fund	Non-Major	Yes
Community Development Block Grant Fund	Special Revenue Fund	Non-Major	Yes (1)
Investigation Recoveries Fund	Special Revenue Fund	Non-Major	Yes (1)
General Capital Improvement Fund	Capital Projects	Major	Yes
Debt Service Fund	Debt Service	Non-Major	Yes
Proprietary Funds (Funds that receive significant revenue from fees and charges)			
Fund	Sub-Classification	Major or Non-Major	Subject to Appropriation?
Utility Fund	Enterprise	Major	Yes
<i>Water Fund</i>	Enterprise	N/A	Yes
<i>Wastewater Fund</i>	Enterprise	N/A	Yes
<i>Storm Drainage Fund</i>	Enterprise	N/A	Yes
<i>Utility Rate Stabilization Reserve Fund</i>	Enterprise	N/A	Yes
<i>Utility Capital Reserve Fund</i>	Enterprise	N/A	Yes
Golf Fund	Enterprise	Non-Major	Yes
Parking Management Fund	Enterprise	Non-Major	Yes
General Capital Outlay Replacement Fund	Internal Service	Non-Major	Yes
Fleet Maintenance Fund	Internal Service	Non-Major	Yes
Property & Liability Self-Insurance Fund	Internal Service	Non-Major	No
Worker's Compensation Self-Insurance Fund	Internal Service	Non-Major	No
Medical & Dental Self-Insurance Fund	Internal Service	Non-Major	No

(1) These funds only appropriated by supplemental appropriation, rather than included in the original budget.

CITY DEPARTMENT AND FUND RELATIONSHIPS (1)

The following table identifies all City funds where each department may have an appropriation. While the table only includes City Funds (excluding authorities and general improvement districts), it should be noted that the Economic Development Department also manages capital projects budgeted in the Westminster Economic Development Authority Fund, for the development of Downtown Westminster.

Department	Operating Budget	Capital Budget
City Attorney's Office	General Fund	General Capital Improvement Fund
City Council	General Fund	N/A
City Manager's Office	General Fund	General Capital Improvement Fund
Community Development	General Fund Utility Fund (Storm Drainage)	General Capital Improvement Fund Utility Fund (Storm Drainage)
Economic Development	General Fund Community Development Block Grant Fund (2)	General Capital Improvement Fund
Finance	General Fund Utility Fund (Water)	General Capital Improvement Utility Fund (Water)
Fire	General Fund	General Capital Improvement Fund
General Services	General Fund Fleet Maintenance Fund	General Capital Improvement Fund Conservation Trust Fund Parks, Open Space & Trails Fund Golf Fund
Human Resources	General Fund	General Capital Improvement Fund
Information Technology	General Fund	General Capital Improvement Fund
General Government (Non Department-Specific)	Each budgeted fund contains "Central Charges" accounts for general purposes, such as interfund transfers, debt service, and staff benefit costs for that fund.	General Capital Outlay Replacement Fund
Parks, Recreation & Libraries	General Fund Parks, Open Space & Trails Fund Golf Fund Utility Fund (Storm Drainage)	General Capital Improvement Fund Conservation Trust Fund Parks, Open Space & Trails Fund Golf Fund
Police	General Fund Investigation Recoveries Fund (2)	General Capital Improvement Fund
Policy & Budget	General	General Capital Improvement Fund
Public Works & Utilities	General Fund Utility Fund (Water) Utility Fund (Wastewater)	General Capital Improvement Fund Utility Fund (Water) Utility Fund (Wastewater)

(1) Only includes City funds that require an appropriation; excludes funds representing legally-separate entities, such as the Westminster Economic Development Authority and general improvement districts.

(2) Indicates City funds only budgeted by supplemental appropriation and not included in the original budget.

REVENUE & EXPENDITURE SUMMARIES

The following table provides a high-level summary of each budgeted fund that receives appropriations through the original budget. For many funds, no beginning balance is projected as the City’s practice is to appropriate all or most of the available resources, and it is assumed the full appropriation for the current year will be spent. In a few instances, a beginning balance is shown, and may reflect carryover from a prior year that has not yet been appropriated for expenditure, but is planned for appropriation in the upcoming budget year.

Reserve funds for the General and Utility Funds are shown separately from the General and Utility Funds as these reserves are accounted for in separate funds in the budget, rather than directly within the fund balance of those funds. For this reason, the General and Utility Funds do not show a beginning fund balance, but the corresponding reserve funds do.

The City appropriates \$1 million each year as General Fund contingency, intended to address relatively minor budget issues. General Fund contingency differs from formal reserves in that contingency is smaller than reserve balances, and contingency is routinely appropriated in the budget. Use of budgeted contingency requires a City Council approval by resolution. In contrast, use of formal reserves requires passage of a two-reading appropriation ordinance.

Budget Summary by Fund - Adopted 2021 Budget

Fund	Beginning Balance		Funds			Ending Balance
	(1/1/21) +	Revenues =	Available -	Expenditures -	Contingency =	(12/31/21)
General	\$0 +	\$141,661,849 =	\$141,661,849 -	\$140,661,849 -	\$1,000,000 =	\$0
Utility	\$0 +	\$95,777,273 =	\$95,777,273 -	\$95,313,038 -	\$0 =	\$464,235
General Stabilization Reserve	\$9,219,828 +	\$111,666 =	\$9,331,494 -	\$5,335,273 -	\$0 =	\$3,996,221
General Reserve	\$14,473,615 +	\$167,910 =	\$14,641,525 -	\$0 -	\$0 =	\$14,641,525
Utility Rate Stabilization Rsv	\$19,709,139 +	\$216,732 =	\$19,925,871 -	\$0 -	\$0 =	\$19,925,871
Utility Capital Projects Rsv	\$45,675,450 +	\$11,353,901 =	\$57,029,351 -	\$8,530,895 -	\$0 =	\$48,498,456
Golf	\$0 +	\$4,205,608 =	\$4,205,608 -	\$4,205,608 -	\$0 =	\$0
Parking Management	\$0 +	\$699,983 =	\$699,983 -	\$699,983 -	\$0 =	\$0
Fleet Maintenance	\$30,797 +	\$2,412,380 =	\$2,443,177 -	\$2,443,177 -	\$0 =	\$0
Gen Cap Outlay Replacement	\$0 +	\$2,387,000 =	\$2,387,000 -	\$2,387,000 -	\$0 =	\$0
Sales & Use Tax	\$0 +	\$91,706,062 =	\$91,706,062 -	\$91,706,062 -	\$0 =	\$0
Parks, Open Space & Trails (POST)	\$0 +	\$9,079,418 =	\$9,079,418 -	\$9,079,418 -	\$0 =	\$0
Conservation Trust	\$58,144 +	\$871,856 =	\$930,000 -	\$930,000 -	\$0 =	\$0
General Cap Improvement	\$3,322,853 +	\$4,203,147 =	\$7,526,000 -	\$7,526,000 -	\$0 =	\$0
Debt Service	\$124,150 +	\$3,230,619 =	\$3,354,769 -	\$3,354,769 -	\$0 =	\$0
SUBTOTAL	\$92,613,976 +	\$368,085,404 =	\$460,699,380 -	\$372,173,072 -	\$1,000,000 =	\$87,526,308
(Less Transfers)	\$0 +	(\$135,598,507) =	(\$135,598,507) -	(\$135,598,507) -	\$0 =	\$0
GRAND TOTAL 2021	\$92,613,976 +	\$232,486,897 =	\$325,100,873 -	\$236,574,565 -	\$1,000,000 =	\$87,526,308

The General Fund is the City's primary operating fund for most City departments. Major revenues and percentages of total fund sources for 2021 include sales & use taxes (shown in the budget as an interfund transfer), property taxes, recreation charges, franchise fees, and Highway Users Trust Funds.

Sales & use tax is by far the largest component of General Fund revenue, often times at 2/3 or more of total revenues collected. This revenue is budgeted in a separate fund and is shown as an interfund transfer, but is considered General Fund revenue and reported as such in the City's general-purpose audited financial statements.

2021 Estimated Revenues

2021 differs from recent history as use of the General Fund Stabilization Reserve (GFSR) is planned, approximately \$5.3 million, and is included in interfund transfers. Use of GFSR is the only interfund transfer revenue that is not received on a recurring basis. As such, percentage statistics adjacent to each revenue type are calculated based on total sources, excluding the \$5.3 million use of GFSR.

Sales & Use Taxes (\$89.28 million; 65.5% of fund revenue)- As further described in the Operating Budget Summary, 2021 estimated sales tax revenues that include sales tax returns and related revenues, such as audit recovery, are projected to be 91% of 2019 actual collections, and generally flat over 2020 estimated collections. The 91% assumption may be considered substantial, but sales tax audit collections were elevated in 2019 compared to prior years. When removing audit revenues, returns are expected to be 98% of 2019 actuals, or 99% after adjusting to reflect the removal of the City's sales tax exemption for cigarettes.

Use taxes are generally more sensitive to economic conditions compared to sales taxes, and as such, are projected at 70% of 2019 actual collections.

Property Taxes-Property Taxes (\$6.58 million; 4.8% of fund revenue) - property taxes derived from the City's 3.65 property tax mill levy is expected to be essentially flat in 2021 over 2020. Real property must be revalued every odd-numbered year for property tax purposes and noticeable changes are not anticipated to occur until the next revaluation process, impacting the 2022 budget.

Recreation Charges (\$5.42 million; 4% of fund revenue) - recreation fees primarily include fees paid for indoor/outdoor recreation facilities and program offerings, excluding golf activities. Recreation charges also include revenues received from the Ice Centre. Materially impacted by the COVID-19 outbreak, 2021 revenues are estimated at only 70% of collections from 2019, reflecting expectations of continued impacts of COVID-19 into 2021.

Franchise Fees (\$4.35 million; 3.2% of fund revenue) - Franchise fees are generally flat in growth and that trend continues into 2021.

State-Shared Highway Users Tax Funds (\$3.18 million; 2.3% of fund revenue) - much of this revenue is comprised of fuel taxes, and collections are expected to increase approximately 2.5% in 2021 over 2020 (with 2020 being down 29% compared to 2019, due to impacts of COVID-19 on driving behavior).

General Fund

	2018	2019	2020	Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Adopted
Sources						
Taxes	\$7,393,602	\$7,509,399	\$8,473,723	\$7,094,217	\$7,336,271	\$8,560,905
Licenses & Permits	\$3,280,098	\$4,192,595	\$2,888,423	\$1,604,170	\$2,346,433	\$2,463,999
Intergovernmental Revenue	\$8,384,623	\$8,860,309	\$18,190,560	\$10,361,771	\$18,064,661	\$8,987,895
Charges for Services	\$19,434,296	\$18,323,070	\$18,596,015	\$8,249,099	\$12,566,478	\$15,772,710
Fines	\$1,632,697	\$1,522,989	\$1,400,000	\$639,825	\$940,503	\$1,400,000
Interest Income	\$312,575	\$510,723	\$296,520	\$205,370	\$313,431	\$235,777
Miscellaneous	\$2,922,218	\$2,793,120	\$2,038,011	\$650,262	\$1,920,698	\$2,062,500
Leases	\$223,584	\$122,276	\$80,164	\$122,477	\$156,700	\$82,600
Interfund Transfers	\$83,982,509	\$91,709,854	\$95,772,795	\$68,981,612	\$95,772,795	\$102,095,463
Carryover	\$1,482,434	\$0	\$6,040,467	\$0	\$6,040,467	\$0
Total Sources	\$129,048,636	\$135,544,335	\$153,776,678	\$97,908,803	\$145,458,436	\$141,661,849
Uses						
City Attorney's Office	\$1,583,834	\$1,683,559	\$1,805,465	\$1,118,472	\$1,432,425	\$1,723,412
City Council	\$256,031	\$233,589	\$298,392	\$133,696	\$200,700	\$269,038
City Manager's Office	\$2,706,014	\$3,182,675	\$3,403,605	\$2,164,438	\$3,239,383	\$3,672,517
Community Development	\$5,922,730	\$6,460,413	\$6,682,482	\$4,307,013	\$6,417,304	\$6,419,380
Economic Development	\$1,631,497	\$1,955,832	\$2,367,034	\$1,122,332	\$2,105,014	\$2,134,381
Finance	\$2,603,442	\$2,676,051	\$2,947,738	\$1,863,353	\$2,881,156	\$2,888,497
Fire	\$15,224,502	\$16,396,145	\$16,910,331	\$10,849,122	\$16,829,850	\$17,103,468
General Services	\$4,735,282	\$5,223,685	\$5,752,593	\$3,333,766	\$5,806,570	\$6,030,401
Human Resources	\$2,160,739	\$2,367,179	\$2,724,879	\$1,503,532	\$2,404,502	\$2,460,142
Information Technology (1)	\$0	\$40,000	\$4,874,095	\$3,038,320	\$4,848,740	\$4,915,015
Parks, Recreation and Libraries	\$17,761,059	\$18,307,928	\$19,290,867	\$10,125,747	\$15,746,525	\$17,804,921
Police	\$25,941,956	\$27,702,666	\$30,297,618	\$19,081,666	\$29,861,589	\$29,373,718
Policy & Budget (2)	\$0	\$0	\$747,015	\$409,476	\$626,101	\$624,945
Public Works & Utilities	\$9,301,045	\$10,525,699	\$10,741,987	\$4,500,952	\$10,183,150	\$10,408,605
Central Charges	\$30,200,615	\$32,048,280	\$32,705,238	\$17,892,643	\$30,808,394	\$32,228,007
Central Charges (Emergency CARES Act Funds)	\$0	\$0	\$8,978,448	\$3,214,570	\$8,978,448	\$0
Transfer Payments	\$9,019,890	\$6,738,475	\$2,248,891	\$1,461,925	\$2,070,862	\$2,605,402
Contingency	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Total Uses	\$129,048,636	\$135,542,176	\$153,776,678	\$86,121,023	\$144,440,713	\$141,661,849

(1) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.

(2) Policy & Budget Department was created in 2019; 2020 is the first year it is reflected as a new department in the budget.

The Utility Fund is the largest enterprise of the City and accounts for all activities of the utility. The Utility Fund is comprised of three underlying funds that represent each of the utility systems accounted for in the Utility Fund. The Utility Fund operates on a break-even basis over time and is funded by end users of the utility systems through user charges. Additionally, and specific to the water and wastewater systems, tap fees payments are paid by new users and developers connecting to the systems.

2021 Estimated Revenues

Charges for services, comprising of rates and fees paid by end users of the utility systems provide most of the funding for all utility areas. Further revenue detail is provided under each fund representing specific utility systems in the following pages.

No “other financing sources” are shown for the Utility Fund in 2021 as no debt issuance is anticipated for any of the underlying utility systems.

Utility Fund **(comprised of Water, Wastewater, and Storm Drainage)**

	2018 Actuals	2019 Actuals	2020 Revised	2020 Actual (9/1/2020)	2020 Estimated	2021 Adopted
Sources						
Licenses & Permits	\$105,884	\$105,854	\$113,000	\$60,763	\$89,223	\$106,000
Intergovernmental Revenue	\$430,165	\$409,360	\$49,500	\$44,550	\$44,550	\$0
Charges for Services	\$76,143,490	\$78,638,597	\$92,381,210	\$55,711,687	\$89,223,673	\$83,907,265
Interest Income	\$1,511,574	\$2,260,043	\$1,246,331	\$1,065,554	\$1,207,331	\$851,106
Miscellaneous	\$2,420,738	\$6,541,931	\$908,825	\$760,085	\$868,324	\$874,111
Interfund Transfers	\$14,073,560	\$3,204,465	\$1,554,465	\$802,977	\$1,204,465	\$10,038,791
Bond Proceeds	\$0	\$28,046	\$21,888,938	\$45,254,062	\$45,254,062	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$164,271,655	\$0	\$0	\$0
Carryover	\$11,583,449	\$11,184,757	\$15,863,130	\$0	\$15,863,130	\$0
Total Sources	\$106,268,859	\$102,373,053	\$298,277,054	\$103,699,679	\$153,754,758	\$95,777,273
Uses						
Community Development	\$229,963	\$584,302	\$942,628	\$498,121	\$846,555	\$996,555
General Services	\$60,673	\$0	\$0	\$0	\$0	\$0
Finance	\$761,708	\$822,060	\$909,629	\$572,073	\$936,571	\$1,091,941
Information Technology (1)	\$4,122,109	\$4,077,774	\$0	\$0	\$0	\$0
Parks, Recreation and Libraries	\$372,516	\$354,232	\$396,231	\$172,542	\$336,823	\$383,863
Public Works & Utilities	\$24,319,667	\$24,876,051	\$30,036,236	\$15,728,892	\$26,194,746	\$30,648,559
Central Charges	\$13,011,819	\$16,176,554	\$40,618,516	\$27,802,707	\$30,693,108	\$11,071,195
Transfer Payments	\$12,265,405	\$9,771,101	\$34,961,225	\$12,959,464	\$40,931,897	\$20,497,925
<i>Sub-Total Operating</i>	<i>\$55,143,860</i>	<i>\$56,662,074</i>	<i>\$107,864,465</i>	<i>\$57,733,799</i>	<i>\$99,939,700</i>	<i>\$64,690,038</i>
Capital Improvement Program	\$49,266,061	\$43,184,470	\$190,412,589	\$10,285,537	\$32,646,824	\$30,623,000
Total Uses	\$104,409,921	\$99,846,544	\$298,277,054	\$68,019,337	\$132,586,524	\$95,313,038

(1) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.

The Water Fund accounts for water system activities within the City's utility enterprise.

2021 Estimated Revenues

Approximately 96% of estimated revenues in the Water Fund come from charges for services, mainly comprised of water sales revenues and tap fees. No water sales rate changes are expected to occur in 2021, resulting in insignificant variation in water sales revenues from 2020 year-end estimates. The 2021 budget reflects a reduction in estimated water sales revenues compared to 2020, as 2020 was a dry year with elevated consumption, and financial modeling tools used to develop revenue estimates smooth these types of variations on a year-to-year basis.

Tap fees are generally projected using a conservative approach in the Water Fund, as tap fees are quite variable and reliant upon on development activity in the City. Because of this budgeting approach, and considering tap fees that have been paid in 2020, 2021 budget estimates show a decline compared to 2020.

As previously mentioned, no "other financing sources" are shown for the Utility Fund in 2021 as no debt issuance is anticipated for any of the underlying utility systems, such as the water utility system.

Water Fund

	2018	2019	2020	2020	2020	2021
	Actuals	Actuals	Revised	Actual (9/1/2020)	Estimated	Adopted
Sources						
Licenses & Permits	\$105,884	\$105,854	\$113,000	\$60,763	\$89,223	\$106,000
Intergovernmental Revenue	\$430,165	\$409,360	\$49,500	\$44,550	\$44,550	\$0
Charges for Services - Sales	\$42,583,266	\$43,424,244	\$53,881,926	\$30,545,948	\$50,690,953	\$49,792,500
Charges for Services - Tap Fees	\$9,423,611	\$10,578,705	\$9,000,000	\$6,177,308	\$9,620,199	\$6,500,000
Charges for Services - Other	\$582,212	\$798,212	\$30,192	\$265,423	\$74,580	\$581,098
Interest Income	\$826,483	\$1,265,473	\$667,406	\$711,433	\$702,430	\$493,258
Miscellaneous	\$1,000,451	\$1,110,140	\$402,818	\$246,052	\$350,587	\$400,000
Interfund Transfers	\$4,928,255	\$1,204,465	\$1,204,465	\$802,977	\$1,204,465	\$1,507,896
Bond Proceeds	\$0	\$0	\$21,780,000	\$21,092,124	\$21,092,124	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$96,162,249	\$0	\$0	\$0
Carryover	\$11,583,449	\$0	\$9,745,878	\$0	\$9,745,878	\$0
Total Sources	\$71,463,776	\$58,896,453	\$193,037,434	\$59,946,578	\$93,614,989	\$59,380,752
Uses						
Finance	\$761,708	\$822,060	\$909,629	\$572,073	\$936,571	\$1,091,941
Information Technology (I)	\$4,122,109	\$4,077,774	\$0	\$0	\$0	\$0
Parks, Recreation and Libraries	\$127,871	\$121,507	\$146,231	\$24,763	\$86,823	\$146,363
Public Works & Utilities	\$16,822,188	\$17,068,080	\$20,405,736	\$10,776,775	\$18,261,416	\$20,826,512
Central Charges	\$8,454,374	\$10,486,337	\$34,060,681	\$26,180,568	\$24,135,273	\$5,763,910
Transfer Payments	\$9,758,570	\$4,495,957	\$25,630,408	\$10,583,736	\$25,630,408	\$17,000,026
<i>Sub-Total Operating</i>	<i>\$40,046,820</i>	<i>\$37,071,715</i>	<i>\$81,152,685</i>	<i>\$48,137,915</i>	<i>\$69,050,491</i>	<i>\$44,828,752</i>
Capital Improvement Program	\$31,416,956	\$20,745,877	\$111,884,749	\$4,897,320	\$24,564,498	\$14,552,000
Total Uses	\$71,463,776	\$57,817,592	\$193,037,434	\$53,035,235	\$93,614,989	\$59,380,752

(I) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.

The Wastewater Fund accounts for wastewater system activities within the City's utility enterprise.

2021 Estimated Revenues

After adjusting to remove an \$8.5 million transfer into the Wastewater Fund from the Wastewater Capital Projects Reserve Fund, approximately 99% of estimated revenues in the Wastewater Fund for 2021 come from charges for services, mainly comprised of wastewater sales revenues and tap fees. No wastewater sales rate changes are expected to occur in 2021, resulting in minimal variation (almost flat) in wastewater sales revenues from 2020 year-end estimates. The difference between 2021 budget and 2020 year-end estimates is smaller for wastewater sales compared to water sales revenues found in the Water Fund as the wastewater sales revenues are not as sensitive to weather patterns.

Similar to the Water Fund, tap fees in the Wastewater Fund are generally projected using a conservative approach, as tap fees are quite variable and reliant upon on development activity in the City. Because of this budgeting approach, and considering tap fees that have been paid in 2020, 2021 budget estimates show a decline compared to 2020.

As previously mentioned, no "other financing sources" are shown for the Utility Fund in 2021 as no debt issuance is anticipated for any of the underlying utility systems, such as the wastewater utility system.

Wastewater Fund

	2018	2019	2020	2020	2020	2021
	Actuals	Actuals	Revised	Actual (9/1/2020)	Estimated	Adopted
Sources						
Charges for Services - Sales	\$16,480,736	\$19,106,462	\$23,186,252	\$13,831,210	\$21,003,376	\$20,867,627
Charges for Services - Tap Fees	\$2,961,092	\$4,719,269	\$2,100,000	\$2,108,500	\$3,658,247	\$2,000,000
Charges for Services - Other	\$11,744	\$11,705	\$11,040	\$7,903	\$11,771	\$11,040
Interest Income	\$639,388	\$994,570	\$514,320	\$298,781	\$422,830	\$304,453
Miscellaneous	\$453,077	\$617,922	\$12,000	\$7,465	\$11,169	\$10,000
Interfund Transfers	\$9,145,305	\$2,000,000	\$350,000	\$0	\$0	\$8,530,895
Other (e.g. Bond Proceeds)	\$0	\$28,046	\$108,938	\$24,161,938	\$24,161,938	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$62,200,983	\$0	\$0	\$0
Carryover	\$0	\$11,184,757	\$5,970,672	\$0	\$5,970,672	\$0
Total Sources	\$29,691,343	\$38,662,731	\$94,454,205	\$40,415,797	\$55,240,003	\$31,724,015
Uses						
Public Works & Utilities	\$7,194,018	\$7,566,355	\$9,172,593	\$4,753,335	\$7,511,830	\$9,403,140
Central Charges	\$3,465,291	\$4,616,580	\$6,557,835	\$1,622,139	\$6,557,835	\$5,307,285
Transfer Payments	\$2,474,835	\$5,236,144	\$9,330,817	\$2,375,728	\$15,301,489	\$3,347,590
<i>Sub-Total Operating</i>	<i>\$13,134,144</i>	<i>\$17,419,079</i>	<i>\$25,061,245</i>	<i>\$8,751,202</i>	<i>\$29,371,154</i>	<i>\$18,058,015</i>
Capital Improvement Program	\$16,159,849	\$21,243,652	\$69,392,960	\$4,897,320	\$7,345,981	\$13,666,000
Total Uses	\$29,293,993	\$38,662,731	\$94,454,205	\$13,648,522	\$36,717,135	\$31,724,015

The Storm Drainage Fund accounts for storm drainage system activities within the City's utility enterprise.

2021 Estimated Revenues

Stormwater drainage fees are the primary funding source for the Storm Drainage Fund and make up approximately 89% of all fund revenues in 2021. The stormwater drainage fees are imposed on the owners of each lot or parcel of land within the City containing an impervious surface. As no fee increases are proposed in 2021, this revenue is projected flat compared to recent year collections.

Miscellaneous revenues shown for 2021 reflect contributions from Adams County in connection to capital improvements made in the Westminster Station Area. In order to fund this project, the City issued \$4.6 million in private placement bonds in 2015 that were paid off in 2019. The contributions to the City from Adams County began in 2015 and end in 2024; amounts of the contributions are based on the principal of the private placement bonds that were issued in 2015.

As previously mentioned, no "other financing sources" are shown for the Utility Fund in 2021 as no debt issuance is anticipated for any of the underlying utility systems, such as the storm drainage utility system.

Storm Drainage Fund

	2018 Actuals	2019 Actuals	2020 Revised	2020		2021 Adopted
				Actual (9/1/2020)	2020 Estimated	
Sources						
Charges for Services	\$4,100,828	\$0	\$4,171,800	\$2,775,395	\$4,164,547	\$4,155,000
Interest Income	\$45,702	\$0	\$64,605	\$55,340	\$82,071	\$53,395
Miscellaneous	\$967,210	\$4,813,869	\$494,007	\$506,568	\$506,568	\$464,111
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$5,908,423	\$0	\$0	\$0
Carryover	\$0	\$0	\$146,580	\$0	\$146,580	\$0
Total Sources	\$5,113,741	\$4,813,869	\$10,785,415	\$3,337,304	\$4,899,766	\$4,672,506
Uses						
General Services	\$60,673	\$0	\$0	\$0	\$0	\$0
Community Development	\$229,963	\$584,302	\$942,628	\$498,121	\$846,555	\$996,555
Parks, Recreation and Libraries	\$244,645	\$232,725	\$250,000	\$147,779	\$250,000	\$237,500
Public Works & Utilities	\$303,461	\$241,616	\$457,907	\$198,782	\$421,500	\$418,907
Central Charges	\$1,092,154	\$1,073,637	\$0	\$0	\$0	\$0
Transfer Payments	\$32,000	\$39,000	\$0	\$0	\$0	\$150,308
<i>Sub-Total Operating</i>	<i>\$1,962,896</i>	<i>\$2,171,280</i>	<i>\$1,650,535</i>	<i>\$844,682</i>	<i>\$1,518,055</i>	<i>\$1,803,270</i>
Capital Improvement Program	\$1,689,256	\$1,194,941	\$9,134,880	\$490,897	\$736,345	\$2,405,000
Total Uses	\$3,652,152	\$3,366,221	\$10,785,415	\$1,335,579	\$2,254,400	\$4,208,270

Reserve Fund Cash Balances

	2018	2019	2020		2020	2021
	Ending	Ending	Ending		Estimated	Adopted
	Balance	Balance	Balance	2020 Cash	Ending	Estimated
	(Actual)	(Actual)	(Revised	Balance	Balance	Ending
			Budget)	(9/1/2020)		Balance
General Fund Stabilization Reserve	\$8,779,085	\$9,062,509	\$9,233,072	\$9,109,026	\$9,219,828	\$3,996,221
General Reserve	\$13,112,746	\$13,890,951	\$14,515,681	\$12,819,292	\$14,473,615	\$14,641,525
<i>Sub-Total General Reserves</i>	<i>\$21,891,831</i>	<i>\$22,953,460</i>	<i>\$23,748,753</i>	<i>\$21,928,318</i>	<i>\$23,693,443</i>	<i>\$18,637,746</i>
Utility Rate Stabilization Reserve	\$16,576,784	\$17,681,395	\$18,003,555	\$17,958,077	\$19,709,139	\$19,925,871
Utility Capital Project Reserve	\$19,245,885	\$21,558,200	\$31,899,150	\$28,552,250	\$45,675,450	\$48,498,456
<i>Sub-Total Utility Reserves</i>	<i>\$35,822,669</i>	<i>\$39,239,595</i>	<i>\$49,902,705</i>	<i>\$46,510,327</i>	<i>\$65,384,589</i>	<i>\$68,424,327</i>
Total Reserves	\$57,714,500	\$62,193,055	\$73,651,458	\$68,438,645	\$89,078,032	\$87,062,073

Each reserve for the General and Utility Fund is accounted for in separate funds for budget purposes and are combined into the funds they serve (i.e. General and Utility Funds) within the City's annual financial statements.

The General Fund Stabilization Reserve (GFSR) is intended to mitigate impacts of variations in sales & use tax revenue collections, the primary General Fund revenue sources. In years when sales & use tax collections exceed budget, funds are typically added to the GFSR to remain with target range of 5-10% of annual sales & use tax collections. Conversely, in years when sales & use tax collections are in decline, funds are utilized in order to mitigate the need for more immediate programmatic reductions.

The GFSR is the only budgeted fund anticipated to experience a change in fund balance of more than 10% in 2021. This change in fund balance is intentional, and use of the GFSR in 2021 illustrates how the GFSR is intended to operate. The fund was established as a separate fund in fiscal year 2009, separating the stabilization reserve from the General Fund Reserve (described on the following page). Since that time, the GFSR was only used in 2010.

Because of the financial impact that began in 2020, caused by the COVID-19 pandemic, the City made a strategic decision to utilize a portion of the GFSR in order to mitigate more extensive reductions in expenditure appropriations and service levels. Use of the GFSR is considered a temporary solution, most suitable for a short-lived economic downturn.

A primary risk or consequence of using the GFSR is the risk of a prolonged economic downturn, a situation where a longer-term solution would be required. Once the economic outlook and revenue collections improve, replenishment of the GFSR will be a top priority of the City in order to prepare the City for the next economic downturn.

Reserve Fund Cash Balances

The General Fund Reserve serves as an emergency reserve with a minimum target of 10% of annual General Fund operating expenditures.

The Utility Rate Stabilization Reserve is intended to mitigate impacts of variations in water and wastewater sales revenues, most often due to weather. The target balance in the rate stabilization reserve is 25% of budgeted annual water rate revenues and 10% of budgeted annual wastewater rate revenues.

The Utility Capital Projects Reserve contains funds for use on capital assets. The utility enterprise operates on a break-even basis over time, but in any given year, tap fee revenues may differ from related capital expenditures for that year. In years when tap fee revenue exceeds capital expenditures, the excess transfers into the capital projects reserve until the funds are needed for capital project implementation. Similarly, if tap fees are less than capital expenditures, funds transfer out of the reserve fund to pay for capital projects. The utility capital projects reserve may also be used to pay for emergency repairs and/or unexpected CIP projects authorized by City Council. Reserve targets include minimums of \$3 million for the water system and \$2 million for the wastewater system, and maximums that represent 40% of the five-year CIP.

The Golf Fund is an enterprise fund and accounts for all activities of the City's two golf courses, Legacy Ridge Golf Course and Walnut Creek Golf Preserve.

2021 Estimated Revenues

The major revenue source of the golf fund includes charges for services. After adjusting 2021 revenues to exclude the transfer of funds from Legacy Ridge Golf Course to the Walnut Creek Golf Preserve, charges for services are approximately 97% of total fund revenues in 2021. A majority of charges for services include green fee revenues, with the remainder being other fees paid to the golf courses, and merchandise sales.

While the COVID-19 outbreak adversely impacted golf revenues in 2020, golf activities were not as impacted compared to other recreation services provided by the City as golf activities commenced in May 2020 after a brief shutdown. Because of optimistic expectations of a continuing recovery from COVID-19, coupled with green fee increases that occurred in 2020, Staff maintain a positive outlook for 2021 revenue collections at the golf courses, reflected in the table below.

No "other financing sources" are shown below. However, Staff is evaluating the various methods to finance golf irrigation replacements, which may include the issuance of debt.

Golf Fund

	2018 Actuals	2019 Actuals	2020 Revised	2020		2021 Adopted
				Actual (9/1/2020)	2020 Estimated	
Sources						
Other Grants	\$1,400	\$1,500	\$1,425	\$0	\$0	\$0
Charges for Services	\$3,655,051	\$4,194,475	\$3,298,840	\$2,292,998	\$3,082,785	\$3,806,400
Interest Income	\$31,833	\$69,777	\$33,373	\$22,237	\$30,335	\$24,556
Miscellaneous	\$16,208	\$78,356	\$0	\$1,519	\$1,519	\$0
Interfund Transfers	\$524,910	\$450,000	\$467,174	\$311,449	\$467,174	\$374,652
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$1,429,834	\$0	\$0	\$0
Carryover	\$258,300	\$0	\$629,060	\$0	\$419,849	\$0
Total Sources	\$4,487,702	\$4,794,108	\$5,859,706	\$2,628,203	\$4,001,662	\$4,205,608
Uses						
Parks, Recreation & Libraries	\$2,948,751	\$3,151,607	\$3,801,465	\$2,001,821	\$3,506,094	\$3,462,064
Central Charges	\$236,522	\$1,006,332	\$281,233	\$168,175	\$232,977	\$312,864
Transfer Payments	\$1,073,893	\$0	\$217,174	\$144,783	\$217,174	\$280,680
<i>Sub-Total Operating</i>	<i>\$4,259,166</i>	<i>\$4,157,939</i>	<i>\$4,299,872</i>	<i>\$2,314,779</i>	<i>\$3,956,245</i>	<i>\$4,055,608</i>
Capital Improvement Program	\$220,515	\$206,671	\$1,559,834	\$104,328	\$116,159	\$150,000
Total Uses	\$4,479,681	\$4,364,610	\$5,859,706	\$2,419,107	\$4,072,404	\$4,205,608

The Parking Management Fund is an enterprise fund and accounts for all parking management activities in the Westminster Station Area and Downtown Westminster.

2021 Estimated Revenues

As the parking management program began in 2020, most of the funding sources, or 91.4% budgeted for 2021 include transfers from the General Fund. This fund began collecting parking fee revenue in October 2020 and because of this, a trend is not readily available. For 2021 total parking fee revenue is estimated at \$59,000 and actual collections for the parking program are significantly dependent upon development activity in Downtown Westminster.

No “other financing sources” are shown for the Parking Management Fund in 2021 as no debt issuance is anticipated.

Parking Management Fund

	2018	2019	2020	2020 Actual	2020	2021
	Actuals (1)	Actuals (1)	Revised	(9/1/2020)	Estimated	Adopted
Sources						
Charges for Services	\$0	\$0	\$49,320	\$0	\$11,500	\$59,000
Fines	\$0	\$0	\$10,125	\$0	\$0	\$0
Interest Income	\$0	\$0	\$0	\$836	\$1,112	\$979
Interfund Transfers	\$0	\$0	\$639,206	\$426,137	\$639,206	\$640,004
Total Sources	\$0	\$0	\$698,651	\$426,973	\$651,817	\$699,983
Uses						
Community Development	\$0	\$0	\$698,651	\$373,995	\$651,817	\$699,983
Total Uses	\$0	\$0	\$698,651	\$373,995	\$651,817	\$699,983

(1) Use of this fund began in 2020.

The Fleet Maintenance Fund is an internal service fund in support of citywide fleet maintenance and fueling activities. As it is an internal service fund, funding sources are primarily transfer payments from funds receiving services from the Fleet Maintenance Fund.

2021 Estimated Revenues

Revenue trends for the Fleet Fund, and “other financing sources” are irrelevant as almost all funding in this fund comes from transfers from other funds.

Fleet Maintenance Fund

	2018	2019	2020	2020	2020	2021
	Actuals	Actuals	Revised	Actual (9/1/2020)	Estimated	Adopted
Sources						
Interest Income	\$16,129	\$26,206	\$0	\$10,407	\$15,461	\$0
Miscellaneous	\$286	\$3,386	\$0	\$2,189	\$2,189	\$0
Internal Billings	\$2,817,198	\$2,831,595	\$2,660,201	\$1,773,467	\$2,662,390	\$2,412,380
Carryover	\$491,982	\$381,885	\$412,612	\$0	\$412,612	\$30,797
Total Sources	\$3,325,595	\$3,243,071	\$3,072,813	\$1,786,063	\$3,092,651	\$2,443,177
Uses						
General Services	\$2,361,705	\$2,667,868	\$2,660,201	\$1,433,531	\$2,289,850	\$2,443,177
Transfer Payments	\$491,982	\$381,885	\$412,612	\$0	\$412,612	\$0
Total Uses	\$2,853,687	\$3,049,753	\$3,072,813	\$1,433,531	\$2,702,462	\$2,443,177

The Sales & Use Tax Fund is presented as a separate fund in the budget, but is the primary source of revenue of the General Fund. In contrast to this approach, the City's general-purpose audited financial statements combine the Sales & Use Tax Fund into the General Fund. The Sales & Use Tax Fund accounts for the City's 3.0% general, and the voter-approved 0.60% public safety sales & use taxes.

2021 Estimated Revenues

As previously described under the General Fund and further described in the Operating Budget Summary, 2021 estimated sales tax revenues that include sales tax returns and related revenues, such as audit recovery, are projected to be 91% of 2019 actual collections, and generally flat over 2020 estimated collections. The 91% assumption may be considered substantial, but sales tax audit collections were elevated in 2019 compared to prior years. When removing audit revenues, returns are expected to be 98% of 2019 actuals, or 99% after adjusting to reflect the removal of the City's sales tax exemption for cigarettes.

Use taxes are generally more sensitive to economic conditions compared to sales taxes, and as such, are projected at 70% of 2019 actual collections.

No "other financing sources" are shown for the Sales & Use Tax Fund in 2021 as no sales & use tax revenue-supported debt is planned, nor would debt be accounted for in this fund.

Sales & Use Tax Fund

	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Adopted
Sources						
Sales Tax	\$82,446,946	\$84,431,611	\$74,617,891	\$52,096,016	\$76,780,824	\$77,142,387
Use Tax	\$17,383,976	\$19,929,549	\$16,814,591	\$9,667,819	\$14,777,506	\$14,238,000
Interest Income	\$194,673	\$417,844	\$256,788	\$113,446	\$138,915	\$135,858
Miscellaneous	\$29	\$4,008	\$0	\$0	\$0	\$0
Interfund Transfers	\$513,684	\$733,975	\$342,210	\$228,140	\$342,210	\$189,817
Carryover	\$4,622,006	\$5,586,027	\$2,301,309	\$0	\$2,301,309	\$0
Total Sources	\$105,161,314	\$111,103,015	\$94,332,789	\$62,105,421	\$94,340,764	\$91,706,062
Expenditures						
Central Charges	\$4,890,035	\$6,531,699	\$0	\$0	\$0	\$0
Transfer Payments	\$92,997,813	\$102,203,808	\$94,332,789	\$66,887,399	\$94,332,789	\$91,706,062
Total Uses	\$97,887,848	\$108,735,507	\$94,332,789	\$66,887,399	\$94,332,789	\$91,706,062

The Parks, Open Space & Trails (POST) Fund is a special revenue fund and accounts for activities funded by the City's voter-approved 0.25% parks, open space & trails sales & use tax, and open space taxes received by Adams and Jefferson Counties.

2021 Estimated Revenues

The City's .25% POST sales & use taxes reflect 74% of the total 2021 POST Fund sources. Projections for these revenues are the same as the outlook for general and public safety taxes in the Sales & Use Tax Fund.

Beginning in 2021, and as further described in the Operating Budget Summary, open space taxes received from Adams and Jefferson Counties are reflected in the POST Fund. These open space taxes are reflected in the intergovernmental line item for 2021, at a total of \$2.3 million. 2019 actual collections of these revenues were elevated compared to recent years, and considering continued impacts of COVID, these revenues are estimated at 93% of 2019 actual collections, considered a conservative approach.

Budget by Fund



No “other financing sources” are shown for the POST Fund in 2021 as no debt issuance is anticipated for open space.

Parks, Open Space & Trails Fund (POST)

	2018 Actuals	2019 Actuals	2020 Revised	2020		2021 Adopted
				Actual (9/1/2020)	2020 Estimated	
Sources						
Sales Tax	\$5,756,392	\$5,893,477	\$5,635,388	\$3,770,788	\$5,593,552	\$5,734,532
Use Tax	\$1,206,522	\$1,383,197	\$1,264,500	\$790,199	\$1,145,208	\$988,355
Intergovernmental (1)	\$0	\$0	\$0	\$0	\$0	\$2,328,000
Interest Income	\$28,716	\$36,400	\$24,797	\$8,358	\$10,305	\$10,349
Miscellaneous	\$6,940	\$6,616	\$19,800	\$4,290	\$4,290	\$5,000
Interfund Transfers	\$37,316	\$59,575	\$23,790	\$15,860	\$23,790	\$13,182
Other	\$0	\$36,988	\$0	\$0	\$0	\$0
Carryover	\$1,013,522	\$1,248,071	\$608,188	\$233,239	\$608,188	\$0
Total Revenues	\$8,049,408	\$8,664,325	\$7,576,463	\$4,822,734	\$7,385,333	\$9,079,418
Uses						
Parks, Recreation & Libraries	\$1,469,993	\$2,206,426	\$2,342,220	\$1,364,178	\$2,085,028	\$2,671,738
Central Charges	\$307,122	\$362,051	\$360,236	\$286,945	\$297,357	\$332,789
Transfer Payments (2)	\$5,525,045	\$5,729,524	\$4,874,007	\$3,171,611	\$4,757,416	\$1,842,891
<i>Sub-Total Operating</i>	<i>\$7,302,160</i>	<i>\$8,298,001</i>	<i>\$7,576,463</i>	<i>\$4,822,734</i>	<i>\$7,139,801</i>	<i>\$4,847,418</i>
Capital Improvement Program (2)	\$0	\$0	\$0	\$0	\$0	\$4,232,000
Total Uses	\$7,302,160	\$8,298,001	\$7,576,463	\$4,822,734	\$7,139,801	\$9,079,418

(1) Open space revenues received from Adams and Jefferson Counties previously were accounted for as revenues of the General Capital Improvement Fund (GCIF) and used for eligible open space capital expenditures. In an effort to consolidate open space activities into the POST Fund, these county open space revenues are proposed to become a revenue of the POST Fund beginning in 2021, and still used for eligible open space capital expenditures.

(2) Beginning in 2021, POST capital projects are will be budgeted directly in the POST fund in order to reduce complexity through the elimination of an interfund transfer. Previous practice included the budgeting of POST capital projects in the General Capital Improvement Fund and were funded by a transfer from POST into GCIF.

The Conservation Trust Fund is a special revenue fund and accounts for lottery funds received from the State of Colorado. This fund only pays for capital improvement projects at the City.

2021 Estimated Revenues

State-shared lottery revenues are the primary funding source for the Conservation Trust Fund, along with interest earnings. Lottery funds for 2021 are projected flat over 2020 based on year-to-date collection activity in 2020, which is trending lower than actual collections in 2019.

No “other financing sources” are shown for the Conservation Trust Fund in 2021 as this fund would not be used for the issuance of debt.

Conservation Trust Fund

	2018	2019	2020	2020	2020	2021
	Actuals	Actuals	Revised	Actual (9/1/2020)	Estimated	Adopted
Sources						
Interest Income	\$48,235	\$118,234	\$61,206	\$35,699	\$49,259	\$41,856
Intergovernmental	\$835,924	\$943,905	\$863,000	\$408,334	\$833,276	\$830,000
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$2,837,713	\$0	\$367,145	\$0
Carryover	\$333,544	\$634,504	\$31,794	\$410,283	\$31,794	\$58,144
Total Sources	\$1,217,703	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000
Uses						
Capital Improvement Program	\$310,045	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000
Total Uses	\$310,045	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000

The General Capital Improvement Fund (GCIF) is a capital projects fund and accounts for capital project activities of the General Fund. Prior to 2021, the fund also accounted for POST projects that were funded by transfers from POST to the General Capital Improvement Fund.

2021 Estimated Revenues

As further described in the capital improvement program section, primary funding sources in 2021 include a transfer from the Sales & Use Tax Fund (\$1.2 million), Westminster Economic Development Authority Fund (\$1.4 million), Adams County Transportation sales taxes (\$600,000) and City developer fees.

Historically, transfers from the Sales & Use Tax Fund provide the most substantial amount of unrestricted funding into this fund. As an example, the 2020 transfer was over \$4.8 million. The 2021 transfer is significantly less due to financial impacts to sales & use taxes caused by COVID-19 outbreak. Because of the decline in sales & use taxes, funds ordinarily paying for capital projects are needed to pay for operations.

No “other financing sources” are shown as no issuance of debt is anticipated as GCIF projects are funded on a pay-as-you-go basis.

General Capital Improvement Fund (GCIF)

	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Adopted
Sources						
Taxes	\$3,702,208	\$3,737,240	\$2,535,037	\$781,069	\$1,163,436	\$0
Cash in Lieu	\$341,601	\$5,736,517	\$200,000	\$1,187,977	\$1,165,554	\$200,000
Intergovernmental (1)	\$4,147,470	\$6,945,044	\$10,707,827	\$2,375,669	\$11,351,708	\$600,000
Interest Income	\$894,827	\$1,991,304	\$929,656	\$827,462	\$1,175,734	\$803,147
Miscellaneous	\$226,541	\$894,178	\$1,400,000	\$1,089,926	\$1,354,929	\$0
Interfund Transfers (2)	\$20,963,075	\$21,723,358	\$24,924,831	\$6,434,114	\$25,035,975	\$2,600,000
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$66,422,362	\$0	\$0	\$0
Carryover	\$2,996,747	\$0	\$6,402,644	\$0	\$6,402,644	\$3,322,853
Total Sources	\$33,272,469	\$41,027,641	\$113,522,357	\$12,696,219	\$47,649,981	\$7,526,000
Uses						
Central Charges	\$1,141,222	\$0	\$0	\$0	\$0	\$0
Transfer Payments	\$6,551,000	\$0	\$799,105	\$0	\$799,105	\$0
<i>Sub-Total Operating</i>	<i>\$7,692,222</i>	<i>\$0</i>	<i>\$799,105</i>	<i>\$0</i>	<i>\$799,105</i>	<i>\$0</i>
Capital Improvement Program (2)	\$25,580,247	\$23,271,666	\$112,723,252	\$8,238,169	\$17,226,350	\$7,526,000
Total Uses	\$33,272,469	\$23,271,666	\$113,522,357	\$8,238,169	\$18,025,455	\$7,526,000

(1) Open space revenues received from Adams and Jefferson Counties previously were accounted for as revenues of GCIF and used for eligible open space capital expenditures. In an effort to consolidate open space activities into the Parks Open Space & Trails (POST) Fund, these county open space revenues will become revenues of the POST Fund beginning in 2021, and still used for eligible open space capital expenditures.

(2) Beginning in 2021, POST-funded capital projects will be budgeted directly in the POST fund in order to reduce complexity through the elimination of an interfund transfer. Previous practice included the budgeting of POST capital projects in the General Capital Improvement Fund and were funded by a transfer from POST into GCIF.

The General Capital Outlay Replacement Fund (GCORF) is an internal service fund that is used primarily to pay for General Fund capital equipment replacements, such as vehicle replacements. The fund also serves as a funding mechanism for citywide personal computer replacements.

2021 Estimated Revenues

Revenue trends for the GCORF are irrelevant as almost all funding in this fund comes from transfers from other funds.

No “other financing sources” are reflected in the 2021 budget; however, a lease-purchase of a fire truck is planned for 2021 at an estimated cost of \$790,000. A \$100,000 down payment is reflected for this purchase in the adopted budget within GCORF expenditure appropriations and is funded through internal billing charges from the General Fund. Upon execution of a lease agreement a supplemental appropriation will occur and the amount of the lease proceeds will appear as an other financing source.

General Capital Outlay Replacement Fund (GCORF)

	2018 Actuals	2019 Actuals	2020 Revised	2020		2021 Adopted
				Actual (9/1/2020)	2020 Estimated	
Sources						
Interest Income	\$58,106	\$204,536	\$0	\$90,764	\$132,374	\$0
Miscellaneous	\$113,052	\$172,421	\$0	\$116,099	\$0	\$0
Internal Billings	\$2,612,666	\$2,677,020	\$2,929,380	\$2,122,724	\$2,929,380	\$2,387,000
Other Financing Sources	\$0	\$52,458	\$613,388	\$613,388	\$613,388	\$0
Interfund Transfers	\$962,386	\$1,272,090	\$0	\$0	\$0	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$7,201,669	\$0	\$0	\$0
Carryover	\$279,233	\$205,320	\$336,260	\$0	\$336,260	\$0
Total Sources	\$4,025,442	\$4,583,846	\$11,080,697	\$2,942,975	\$4,011,402	\$2,387,000
Uses						
Capital Equipment Replacement	\$2,321,932	\$2,925,031	\$11,080,697	\$2,211,828	\$3,317,742	\$2,387,000
Total Uses	\$2,321,932	\$2,925,031	\$11,080,697	\$2,211,828	\$3,317,742	\$2,387,000

The Debt Service Fund accounts for the bonded debt service of the General and the Parks, Open Space and Trails (POST) Funds.

2021 Estimated Revenues

Revenue trends for the Debt Service Fund are irrelevant as almost all funding in this fund comes from transfers from the General and POST Funds.

Debt Service Fund

	2018 Actuals	2019 Actuals	2020 Revised	2020		2021 Adopted
				Actual (9/1/2020)	2020 Estimated	
Sources						
Interest Income	\$18,137	\$25,922	\$14,000	\$11,060	\$17,641	\$11,000
Interfund Transfers	\$3,337,819	\$3,344,019	\$3,327,919	\$2,063,946	\$3,395,919	\$3,219,619
Carryover	\$3,650	\$6,100	\$7,100	\$0	\$7,100	\$124,150
Total Sources	\$3,359,606	\$3,376,041	\$3,349,019	\$2,075,006	\$3,420,660	\$3,354,769
Uses						
Central Charges	\$3,353,619	\$3,349,119	\$3,349,019	\$425,084	\$3,349,019	\$3,354,769
Total Uses	\$3,353,619	\$3,349,119	\$3,349,019	\$425,084	\$3,349,019	\$3,354,769

The following table provides a summary of both interfund transfers budgeted within City funds, and internal billing payments paid to internal service funds for services provided to those funds.

Interfund Transfers Summary

From:	To:	For:	2021 Proposed
General Fund Stabilization			
Reserve Fund	General Fund	Balancing the General Fund	\$5,335,273
General Fund	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings	\$1,866,338
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$421,514
	General Capital Outlay Replacement Fund	Fleet Replacement Contributions	\$1,361,000
	General Capital Outlay Replacement Fund	Fire Apparatus Leases	\$525,000
	Parking Management Fund	Operational Subsidy (During Enterprise Ramp-Up)	\$640,004
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$1,965,398
Water Fund	General Fund	General Fund Indirect Cost Allocation	\$5,659,540
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$53,289
	Water Capital Project Reserve Fund	Future Water System Capital Projects	\$11,082,953
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$27,116
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$1,883
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings	\$320,617
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$228,534
Wastewater Fund	General Fund	General Fund Indirect Cost Allocation	\$1,596,280
	Water Fund	Cost Share of Admin, Engineering, & Utility Billing	\$1,507,896
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$13,584
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$142,130
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$9,870
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings	\$150,983
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$91,414
Wastewater Capital Project			
Reserve Fund	Wastewater Fund	Wastewater Capital Projects	\$8,530,895
Storm Drainage Fund	General Fund	General Fund Indirect Cost Allocation	\$128,308
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$1,210
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$20,571
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$1,429
Golf Course Fund (Legacy Ridge)	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$1,650
	Golf Course Fund (Preserve at Walnut Creek)	Operational Subsidy	\$280,680
Golf Course Fund (Preserve at Walnut Creek)			
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$2,589
Fleet Maintenance Fund	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$6,037
Sales & Use Tax Fund	General Fund	General Fund Operational Budget	\$89,281,062
	General Capital Improvement Fund	General Capital Improvement Projects	\$1,200,000
	Debt Service Fund	General Fund Debt Service	\$1,225,000
Parks, Open Space & Trails (POST) Fund	Golf Course Fund (Preserve at Walnut Creek)	Debt Service-2010 Certificates of Participation	\$93,972
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings	\$74,442
	Debt Service Fund	Debt Service-POST Bonds	\$1,748,919
	General Capital Outlay Replacement Fund	PC Replacement Contributions	\$1,127
Total			\$135,598,507



WESTMINSTER

BUDGET BY DEPARTMENT



WESTMINSTER



WESTMINSTER

Overview

The City Council is comprised of the Mayor, Mayor Pro Tem, and five City Councillors who are elected at-large and serve as the legislative and governing body of the City.

The City Council's vision statement is: We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive.

Budget Overview

Fund: 100 - General Fund

Dept.: 01 - City Council

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	160,912	148,522	192,341	151,893
Contractual	82,990	73,914	95,401	109,995
Commodities	12,128	11,152	10,650	7,150
Other	-	-	-	-
Program Total	256,030	233,588	298,392	269,038

Strategic Plan Process and Goals

Westminster City Council uses a strategic planning process to help achieve its long-range vision of a city that is rich in complexity, a community that is desirable as a place of residence or business.

Each year City Council reviews its vision for the future through a Strategic Plan to achieve that vision. The plan defines the city's vision, mission, core values, and goals. Each goal is further defined and specific initiatives are identified as priorities for City Council that help achieve the associated goal.

The Strategic Plan was developed to reinforce long-term planning for both operating (day-to-day operations and services) and capital (long-term investment projects such as road construction, water distribution and sewer maintenance) programs. City Council enlists staff's assistance, via the city department heads, in developing the Strategic Plan. This team approach is critical to success, as it allows staff to better understand City Council's goals and vision for the city. In turn, staff can more successfully plan city projects and budgets to achieve the shared vision.

Twice a year, staff provides City Council and residents a status update on work done toward the Strategic Plan goals, objectives and actions.

GOAL: Visionary Leadership, Effective Governance, and Proactive Regional Collaboration

The City of Westminster has articulated a clear vision for the future of the community. The vision is implemented through collaborative and transparent decision making. Westminster is proactively engaged with our partners to advance the common interests of the region.

GOAL: Vibrant, Inclusive and Engaged Community

Westminster provides options for an inclusive, demographically diverse citizenry in unique settings with community identity, ownership and sense of place, with easy access to amenities, shopping, employment, and diverse integrated housing options. Members of the community are empowered to address community needs and important community issues through active involvement with City cultural, business, and nonprofit groups.

GOAL: Beautiful, Desirable, Safe and Environmentally Responsible City

Westminster thoughtfully creates special places and settings. The city is an active steward, protecting and enhancing natural resources and environmental assets. The city promotes and fosters safe and healthy communities.

GOAL: Dynamic, Diverse Economy

Westminster is a local government that fosters social, economic and environmental vitality and cultivates and strengthens a wide array of economic opportunities.

GOAL: Financially Sustainable Government Providing Excellence in City Services

Westminster leads the region in a culture of innovation that exceeds expectations in providing value in all city services – the city shall be known for “the Westy Way.”

GOAL: Ease of Mobility

Westminster pursues multi-modal transportation options to ensure the community is convenient, accessible and connected by local and regional transportation options through planning, collaboration, advocacy and execution. Transportation objectives include walkability, bike friendly, drivability, and mass-transit options.

CITY ATTORNEY'S OFFICE

Department Overview

The City Attorney's Office is responsible for the general legal affairs of the City. The Office provides legal representation and counsel, and prepares contracts, ordinances, and other legal documents. The City Attorney's Office also prosecutes all City Code violations.

Budget Overview

Fund: 100 - General Fund

Dept.: 03 - City Attorney's Office

Division: 120 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,507,928	1,598,287	1,706,585	1,672,848
Contractual	68,370	79,056	82,347	40,251
Commodities	7,535	5,263	16,533	10,313
Other	-	953	-	-
Program Total	1,583,833	1,683,559	1,805,465	1,723,412

Staffing Overview

	2018	2019	2020	2021
FTE Staff	15.7	15.7	15.7	15.7

2021 Objectives

- Advise City Council on varied legal issues
- Collaborate with all City departments and provide legal support for the City's projects
- Prosecute municipal court cases and support court operations during the pandemic
- Work to ensure continuity of City operations during the pandemic
- Evaluate and advise as to competing public health orders
- Increase Citywide user training and utilization of CAO's Cobblestone workflow management software
- Identify Cobblestone software improvements, redesign certain features and implement enhancements
- Participate in and support the City's Contract/Procurement I-Team

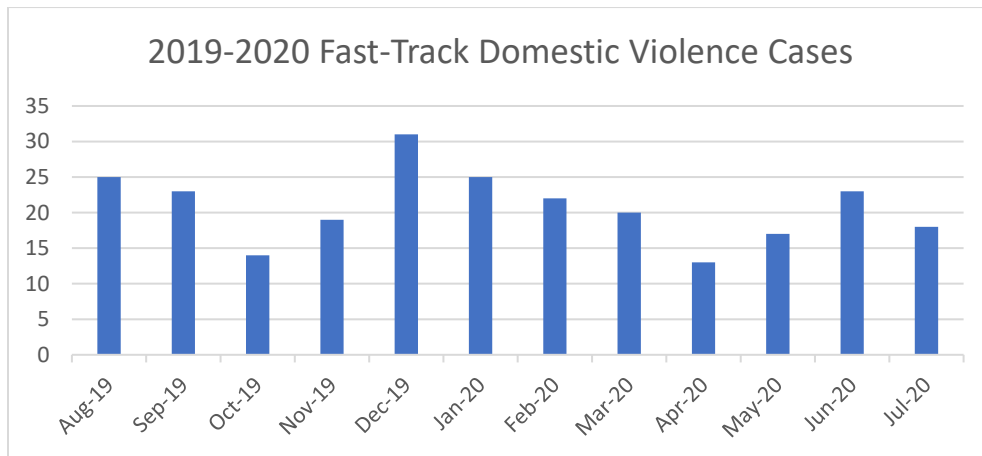
2019/2020 Accomplishments

- Despite the spread of COVID-19, worked to ensure continuity of municipal operations
- Agricultural lease agreements with Greg Schoonveld on City-owned property known as Comanche Farm, and Strasburg Natural Resource Farms
- Purchase and sale agreement for the City's acquisition of the Harris Park Professional Building
- Researched new legislation, worked with the Police Department and court personnel, prepared required pleadings, filed Adams County's first Extreme Risk Protective Order, and successfully obtained the Temporary Order
- Supported development of Downtown Westminster through multiple transactions
- Handled legal aspects of twelve senior apartments proposed at 73rd and Lowell
- Advised on various aspects of affordable housing projects proposed at Old Wadsworth and Church Ranch as well as St. Mark's at 97th and Federal, and further steps for Urban Land Conservancy's construction of townhomes at Holly Park at 96th and Federal
- Conducted research and provided legal guidance to the City Clerk's office throughout the City Council recall process including interpretation of the Colorado Revised Statutes and how they interplay with Westminster's Charter and Code, scheduled deadlines, and assisted with drafting the legal aspects of the resulting certificates. Prepared the City's legal posture in anticipation of litigation and collaborated with outside counsel on resulting litigation
- License agreement with Verizon granting access over City property and with Growing Home for a community garden
- Assisted with stormwater regulations, oil and gas regulations and ongoing review of the Comprehensive Plan and Unified Development Code
- Provided legal support and advice on FLSA, FMLA, ADA and HIPAA issues
- Worked with Community Development and an outside consultant to create and implement small cell guidelines that were incorporated into and referenced in our Code
- Collaborated with CIRSA-appointed counsel on lawsuits in which the City or its employees are defendants
- Prepared a code amendment which allowed for emergency meetings and remote participation in Council meetings during a declared state of emergency
- Provided legal updates to police officers summarizing cases from state and federal courts and conducted several legal trainings for the department on the topics of: contacting persons in mental health crisis, emergency/pursuit driving operations and an annual legal update
- Collaborated with our Court Administrator to find ways to update procedures and increase efficiency for the courts, prosecutors, and victim advocates
- Contributed to the operation of the Westminster Wellness Court Team to screen candidates and participate in the docket, assisted with updating procedures for

the victim advocates in order to improve victim’s treatment during a difficult time, and facilitated communication of the victim’s desires to the Court

- Supported efforts to improve the Big Dry Creek Interceptor Sewer to ensure its ability to provide adequate capacity for the surrounding area, and supported the Water 2025 efforts to acquire a site for the City’s next water treatment plant
- Assisted with acquisition of the Wattenburg water storage site and the Comanche Farms biosolids site, the open space land near the Woman Creek Reservoir, extended for one year the Intergovernmental Agreement related to recreational uses of Standley Lake, and negotiated a new IGA with Northglenn and Thornton
- Provided legal opinions on numerous legal issues
- Prosecuted cases, and provided assistance and legal advice to the Special Permit & License Board, the Personnel Board and the Planning Commission
- Prepared an ordinance adding Section 10-1-12.5 of the Westminster Municipal Code to provide for parking restrictions in the Downtown Westminster Station parking areas
- Prepared an ordinance amending Section 4-2-6, W.M.C., to eliminate the sales tax exemption for cigarettes contained in Subsection 4-2-6(A)(4)
- Collaborated with cross-departmental team to develop protocols and procedures for future hybrid in-person meetings using the council chambers
- Prepared an ordinance amending Chapters 8-7 and 8-8 of the Code concerning water and sewer utilities and authorizing the City Manager to adopt utilities service rules in relation thereto

Performance Snapshot





WESTMINSTER

CITY MANAGER'S OFFICE

Department Overview

The City Manager's Office supports the Westminster City Council in achieving the City's strategic goals through progressive management, effective communication, and maintaining a vital local economy.

Budget Overview

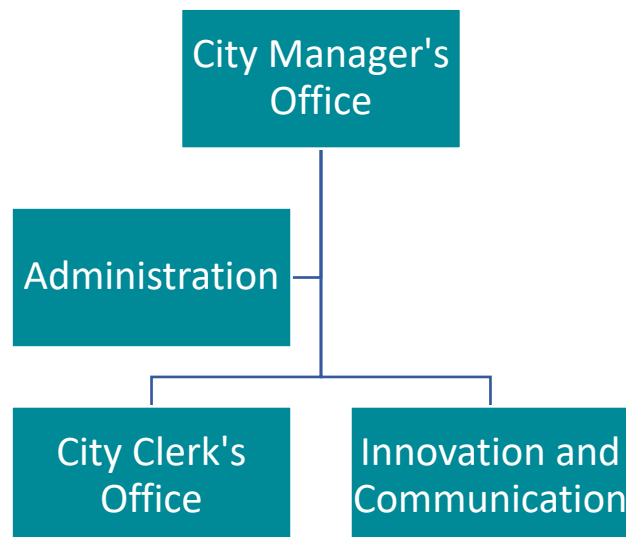
Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Adopted FY 2021
Personnel	1,942,193	2,271,918	2,601,326	2,894,237
Contractual	417,808	502,756	738,539	732,519
Commodities	12,388	22,032	47,618	40,287
Other	1,297	7,390	16,122	5,474
Program Total	2,373,686	2,804,096	3,403,605	3,672,517

Staffing Overview

	2018	2019	2020	2021
FTE Staff	17.55	22.55	27.55	27.55



City Manager’s Office - Administration

Division Overview

The Administration Division is responsible for the overall administration of the City in accordance with City Council policies and direction. This section provides support to City Council with daily administrative issues and outreach efforts, provides direction and support to major development and redevelopment activities, assists City Council by conducting research and preparing policy recommendations and alternatives, is defining and integrating Sustainability to our culture, and provides administrative support and direction to City departments.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 50 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Adopted FY 2021
Personnel	1,156,285	1,297,421	1,488,963	1,399,560
Contractual	19,781	25,711	85,578	79,396
Commodities	8,443	7,500	23,346	23,500
Other	621	2,127	5,474	5,474
Program Total	1,185,130	1,332,759	1,603,361	1,507,930

2021 Objectives

- Continue updating the City’s Strategic Plan and work toward accomplishment of the goals and objectives established.
- Support and promote the newly defined vision of the City Council.
- Continue to investigate and implement practices to provide the most timely and effective communications with City Council, citizens and staff.
- Continue to embed innovation, communication and financial sustainability in the organization’s culture.
- Support the work of diversity, inclusivity and equity initiatives in the organization and community.
- Build resiliency through recovery in the community by championing RISE initiatives.
- Finalize a solar group-buy for homeowners that would install solar panels on 35-50 homes.
- Integrate sustainability practices into the Unified Development Code.

- Achieve Solsmart designation for Westminster, a national recognition for high-performing solar cities.
- Fully launch a sustainable business program to help businesses save money, conserve natural resources and improve their connections to the community.

2019/2020 Accomplishments

- Continue updating the City's Strategic Plan and work toward accomplishment of the goals and objectives established.
- Continue to implement practices to provide the most timely and effective communications with City Council, citizens and staff.
- Continued to play an active role in the development of the Downtown Westminster, moving the vision of being the next urban center forward.
- Continued to enhance service delivery via the web.
- Supported organizational development and the support of our workforce.
- Effectively support the efforts of the Human Services Board and Inclusivity Board in 2019. In 2020, successfully transitioned Human Services Board to Policy and Budget Department and Inclusivity Board to Parks, Recreation and Libraries Department.
- Continue to research, review and make thoughtful policy recommendations to City Council.
- Continue to work to define and integrate Sustainability to our culture.
- Completed a Westminster Electric Vehicle Plan.
- Completed a draft of the Sustainability Plan.
- Completed a Westminster Energy Report that summarizes a variety of City and community projects over the last year.
- Provided 500 free Home Energy Squad visits from Xcel Energy to help residents reduce their energy bills and improve the thermal comfort of their homes.

City Manager's Office - Clerk

Division Overview

The Clerk's Division serves as secretary to the City Council, and facilitates the compilation and publication of agendas and packets for all City Council meetings and study sessions. Ensures that all enacted legislation is maintained and updated in the municipal code. Administers City elections, administers City and liquor licensing, and maintains all official records. The Office also serves as the facilitator for the majority of open records requests. Facilitates City Council appointments to Boards and Commissions, and serves as liaison to the Election Commission and Special Permit and License Board.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 070 - City Clerk

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	424,319	488,751	507,944	692,541
Contractual	125,625	167,848	266,448	286,920
Commodities	2,887	5,562	4,500	4,500
Other	-	2,295	-	-
Program Total	552,831	664,456	778,892	983,961

2021 Objectives

- Kickoff meeting management software evaluation committee (Fall 2020).
- Evaluate, select, and migrate the organization to a new agenda/meeting management software solution.
- Continue to test the new Business Services Portal, developed by IT to replace the current business license process in UniVerse, with a targeted go-live in Fall 2020.
- Provide feedback for improvements and bug fixes for the new Business Services Portal after launch.
- Continue the Boards and Commissions Orientation program, with improvements to enhance participation and ongoing education for members.
 - Enhance legal and board-specific training to the 2 boards that are facilitated by City Clerk's Office Staff: Elections Commission and Special Permits and License Board.

- Contribute to the City's efforts to phase-in reopening of City facilities, particularly City Hall.
 - Assist with plans for future in-person City Council meetings and study sessions, with a commitment to remain nimble and innovative under rapidly changing circumstances.
- Continue to work with PD as they implement their new RMS system.
- Assist PD with migration to GovQA for open records requests.
- Support the City Council and their policy initiatives, and participate in discussions that affect their protocols, rules and regulations.
- Actively participate in the cross-departmental team tasked with researching, developing, and launching future Entertainment District(s) and Common Consumption Areas.

2019/2020 Accomplishments

- Recruited and hired new Senior Deputy City Clerk.
- Welcomed two Executive Administrators to the team.
- Updated the Municipal Code to allow for one ballot drawing for both counties, via ordinance.
- Facilitated the November 2019 coordinated General Election for 3 seats on the City Council.
 - 8 nominated candidates on the ballot resulting in the election of Anita Seitz, Rich Seymour, and Lindsey Smith.
- Created a new Council Candidate Information packet, and enhanced our Election webpage to include voter and candidate resources.
- Along with E2CM, CAO, and Staff Liaisons, relaunched mandatory Boards & Commissions orientation for new and reappointed members, which included legal and board-specific training.
- Processed/issued 220 new business licenses, 593 sales tax-only licenses; 90 new home occupation business licenses; and 1,555 business license renewals.
- Processed/issued 13 trash hauler licenses, generating \$47,830 in revenue; 396 amusement machine licenses, generating \$15,840 in revenue, and 18 security guard company licenses, generating \$1080 in revenue.
- Contacted over 200 businesses with expired business licenses, to both update and renew, or cancel the license if the business had closed.
- Continued to support 234 liquor-licensed businesses in the City
- Issued 5 new liquor licenses; processed 179 renewals and 8 transfers.
- Modifications of Premise processed - 23
 - City Clerk's Office was part of the team who stood-up a streamlined process for COVID-related modifications to respond to various health orders during the phased re-opening of restaurant establishments. 22 of these modifications were COVID-related.
- Liquor Licensing fees collected September-July generated ~\$72,000 in revenue
- Completed multiple records management projects, including: updated naming conventions in Laserfiche for all Agendas, Ordinance, Resolutions and Minutes; created repositories for 10 General Improvement Districts' documents; modified

over 2700 contracts with amendments or metadata; added 311 new contract documents; and enacted quarterly updates to the City's retention schedule.

- As COVID-19 drove most employees to work from home, there was very high demand for new users and support in both Laserfiche and DocuSign, allowing many employees to access their work remotely utilizing electronic records.
 - Many ad hoc electronic processes were created quickly using Laserfiche Quickfields and Workflow to allow departments to continue their work with minimal interruption.
- With Police's new RMS system implementation City Clerk's office, IT, and our Laserfiche vendor MCCi are providing extensive support to PD to fix and reconstruct their current records processes to be more automated using new electronic forms, QR coded forms, Bar code recognition, Zone OCR (optical character recognition), Auto classification, and AI Robotic Process Automation. City Clerk Staff has provided hundreds of hours of technical support working with PD to fix records and assist in these automation processes.
- 2,913 records (Contracts, Affidavits, Grants, etc.) were processed electronically through DocuSign saving hundreds of hours, as well as generating environmental savings to the tune of 12,271 lbs. of wood; 32,823 gallons of water; 27,608 lbs. of carbon dioxide; and 1,810 lbs. of waste.
- Assembled a CORA software evaluation team, resulting in the selection, purchase, and months-long implementation of GovQA for the City and Fire Department (launched July 2020).
 - Improvements include: better tracking of requests across departments, the ability to accept online payment when applicable, unlimited file sizes to upload records into the portal, and ease of use for the requestor to download their responsive documents.
- Processed 321 passports (Sept 2019-March 2020) until the COVID-related work stoppage, generating \$11,235 in fees over that period.
- Successfully continued to provide regular services and support while all staff migrated to working from home after the close of City Hall.
- Quickly pivoted from in-person City Council meetings, study sessions, and executive sessions to remote online meetings.
- Provided support to Boards and Commissions as they transitioned to remote online meetings and public hearings.
- Actively participated in the Bloomberg Innovative Training Program (Senior Deputy City Clerk)
- Named Emerging Manager Representative for CCCMA for the Northwest Region (Senior Deputy City Clerk)

City Manager's Office – Innovation and Communication

Division Overview

The Innovation and Communication Division creates strategic, transparent communication and innovative approaches to civic life by exploring, experimenting and evaluating opportunities to serve. Tackles challenges with forward thinking ideas, bold initiatives and creative communications that are guided by the diverse voices of our community. Enhances quality of life in the Westminster community by facilitating an informed, engaged and connected city where strategic, equitable decisions are guided by local data and informed by the many unique voices of our community.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 387 - Innovation & Communication

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	361,589	485,746	604,419	802,136
Contractual	272,402	309,197	386,513	366,203
Commodities	1,058	8,970	19,772	12,287
Other	676	2,968	10,648	-
Program Total	635,725	806,881	1,021,352	1,180,626

2021 Objectives

- Improve communication and storytelling through written, visual, and video content.
- Continued commitment to council engagement with the community.
- Increase transparency and access to information through improved communication and web-based tools to provide access to information.
- Successful implementation of a COVID-19 community-based recovery workgroup.
- Work with every department to implement a lean process improvement plan in 2021.
- Continue to find new and innovative ways to engage the community on how better to serve them.
- Completion and implementation of the Language Access Plan

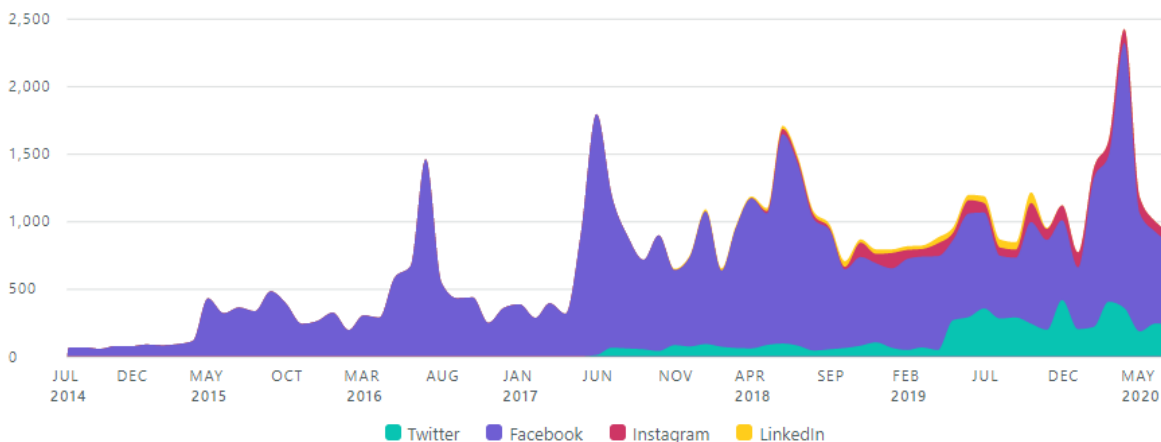
2019/2020 Accomplishments

- The formation of the Innovation and Communication Division in August of 2019; the development of mission, values and objectives; and the authorization of new positions to be filled.
- Formation of a Citywide Communication Team in 2019 to ensure better cross-departmental coordination and strategic communication.
- Continued growth of city social media engagement in 2019 and 2020, with engagement rates 2-3x the average the top cities across Colorado
- Significant multi-platform communication on COVID-19, including a COVID-19 section of the website with data and resources, two City Special Edition newspapers (English and Spanish) mailed to every household with a focus on COVID-19 response and recovery, multi-lingual print communications (flyers, posters, mailers), an extensive education campaign on health and hygiene best practices.
- Formation of 7 Innovation Teams (I-Teams) and engagement of nearly 300 staff in cross-departmental innovation work
- First city in North America to participate in Arrow Electronics Open Lab
- First city, outside of France, to conduct a fully-autonomous vehicle demonstration through Easy Mile.
- Completed two smart city technology projects.
- Completed two innovation challenges, one internal and one for the community, resulting in 350 ideas
- First Colorado city to offer rapid COVID-19 testing to the community free of charge.

Performance Snapshot:

The City of Westminster website receives roughly 4 million pageviews per year. Westminster social media profiles receive over 12.5 million impressions and more than 1 million engagements per year.

Audience Gained, by Month



COMMUNITY DEVELOPMENT

Department Overview

The Community Development Department's six divisions plan, promote and sustain a high-quality of life; facilitate appropriate land use decisions; and ensure that the community is safely built, well-maintained and aesthetically pleasing.

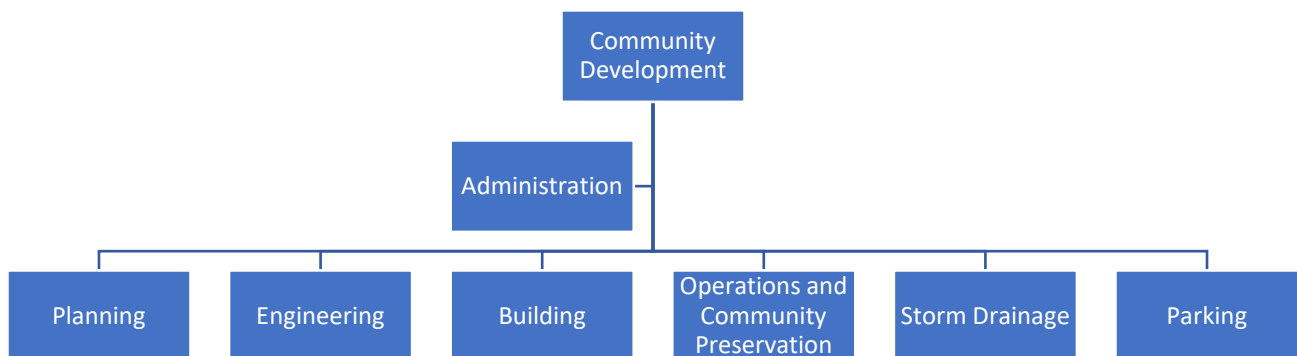
Budget Overview

Dept.: 30 - Community Development

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	5,121,322	5,584,671	6,445,588	6,389,908
Contractual	974,036	1,424,519	1,822,273	1,642,810
Commodities	43,140	27,984	46,250	55,450
Other	14,195	7,544	9,650	27,750
Program Total	6,152,693	7,044,718	8,323,761	8,115,918

Staffing Overview

	2018	2019	2020	2021
FTE Staff	61.9	73.1	73.1	73.1



Community Development – Administration

Division Overview

The Administration Division charts future strategy and supports the day-to-day activities of the Department’s divisions. Manages developer relations, intergovernmental transportation interests and policy priorities.

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 050 - Admin

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	505,551	854,183	451,527	394,355
Contractual	88,776	124,062	131,712	74,123
Commodities	11,846	8,444	15,200	15,200
Other	-	6,000	6,000	3,000
Program Total	606,173	992,689	604,439	486,678

2021 Objectives

- Complete the Federal Boulevard Multi-Modal Study.
- Support Transportation and Mobility Plan implementation strategies.
- Promote connectivity of regional transportation, including extension of commuter rail.
- Lead teleworking adaptations to promote continuity of service and a 21st Century workplace.
- Lead efforts to promote a fiscally responsible and sustainable approach to services in the future.
- Support the completion of major projects in the department including the Comprehensive Plan Update, the Sign Code Update and Unified Development Code.

2019/2020 Accomplishments

- Provided guidance and support for several significant and contentious development proposals to balance community and private property interests.
- Continued to promote extension of commuter rail to Downtown and supported City policy priorities regionally with multi-modal transportation advocacy.
- Kicked off the Federal Boulevard Multi-Modal Study.

- Partnered with Economic Development to support customer needs.
- Lead efforts to successfully transition code enforcement services to a “one-stop shop” in Community Development.
- Successfully managed day-to-day financial transactions and budgets to collect revenues and manage expenses.
- Supported key achievements listed in other Division budget pages.

Performance Snapshot

Development Review Statistics—2020

17,511 Building and ODP Inspections Conducted

7,540 Building Permits Processed

150 Official Development Plans Processed

23 Civil Construction Plans Processed

Community Development – Planning

Division Overview

The Planning Division coordinates proposed Comprehensive Plan, zoning and rezoning applications, and land development and redevelopment activities. Facilitates special projects like specific area plans and other long-term land use planning activities.

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 360 - Planning

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,399,751	1,418,371	1,222,034	1,204,146
Contractual	201,219	147,617	114,480	28,971
Commodities	5,365	1,897	6,900	6,900
Other	2,209	-	-	-
Program Total	1,608,544	1,567,885	1,343,414	1,240,017

2021 Objectives

- Adopt a Comprehensive Plan Update to guide future land uses for the City, incorporating fiscal and resource-impact analysis.
- Refine development review workflow to match comprehensive plan priorities for development.
- Continue to support development and redevelopment activities.
- Initiate Harris Park Area Plan implementation recommendations.
- Adopt a Unified Development Code to provide a single document to guide all land development requirement and procedures in the City.
- Adopt updates to the City’s Sign Code.
- Continue to coordinate a high-quality, efficient development review process.
- Initiate annexation studies of specific geographic areas based on updated Comprehensive Plan.
- Continue to coordinate regional planning activities with the Denver Regional Council of Governments.
- Initiate zoning map changes to implement the updated Comprehensive Plan and Unified Development Code.

2019/2020 Accomplishments

- Continued work on significant long-range planning efforts including the update to the City's Comprehensive Plan, the development of a Unified Development Code (with design standards) and update to the City's Sign Code.
- Initiated Harris Park Area Plan.
- Processed 150 Official Development Plans in 2020
- Continued to support efficient development review for major employers including Trimble and Ball Corporation.
- Implemented a cross-departmental effort to create a program to allow temporary expansion of outdoor dining; approved 27 permits to date.
- Implemented a cross-departmental effort to facilitate virtual neighborhood meetings to accommodate public input for development proposals.
- Conducted virtual Planning Commission meetings.
- Created new web portal to provide more detailed project-specific information.
- Participated in a cross-departmental effort to facilitate the development of 216 affordable housing units at St. Mark Village.
- Facilitated interdepartmental coordination for the entitlement of major development projects in Focus Areas, including:
 - North I-25 Focus Area: three new retail buildings and one multifamily residential project at the Orchard Town Center; new hotel and drive-thru coffee establishment in the Interchange Business Park.
 - Church Ranch Focus Area: One multifamily development at Circlepoint; two new retail buildings at Shops at Walnut Creek; Legends at Church Ranch Senior Affordable Housing development.
 - Brookhill Focus Area: market-rate multifamily residential project.
 - Downtown Westminster Focus Area: Reviewed major mixed use/residential development projects.

Performance Snapshot

OFFICIAL DEVELOPMENT PLANS PROCESSED

- 2015 - 136
- 2016 - 142
- 2017 - 179
- 2018 - 118
- 2019 - 99
- 2020 - 150

Community Development – Building

Division Overview

The Building Division issues permits for all building construction projects. Examines construction plans for compliance with building, plumbing, mechanical, and electrical codes. Conducts field inspections of all aspects of building construction. Administers the Rental Property Maintenance Code.

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 370 - Building

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,400,427	1,456,050	1,527,938	1,519,904
Contractual	131,048	143,934	136,628	86,108
Commodities	8,101	7,502	10,300	12,300
Other	10,479	-	-	-
Program Total	1,550,055	1,607,486	1,674,866	1,618,312

2021 Objectives

- Adopt 2021 edition of the International Building Codes.
- Refine standard operating procedures for building front office and plans examiners.
- Create a communication plan for the Rental Property Maintenance Code to notify owners, residents and the general public of the requirements of the code.
- Maintain improved turn-around time for commercial and residential construction plan reviews.
- Stay current with roof inspections.
- Refine standard operating procedures for field inspections.
- Review the established schedule of fixed fee building permits to determine if the fees are appropriate for the cost of the services provided.
- Create a landlord training class for both new and experienced landlords in relation to Rental Property Maintenance Code.

2019/2020 Accomplishments

- Successfully conducted 17,511 inspections in 2020.
- Issued 7,540 building permits in 2020.
- Improved turn-around time with plan review.
- Partnered with applicants on significant projects such as Ball Corporation Expansion to achieve desirable outcomes for all parties.
- Completed roofing inspection “backlog” due to significant hail storm events.
- Completed three years of fully electronic permit and inspection processes.
- Updated website to provide better information to customers, including “Today’s Inspection Schedule.”
- Restructured division to improve front-line resource availability for Building Permit Office while partnering with Administration and Operations Divisions on administrative support functions.
- Successfully managed Rental Housing Inspection Program with 15,000 units currently in the systematic inspection schedule.
- Resolved approximately 150 complaints per year regarding rental property concerns.

Performance Snapshot

BUILDING PERMITS PROCESSED

2015 - 4,976

2016 - 6,890

2017 - 6,937

2018 - 7,989

2019 - 8,708

2020 - 7,540

Community Development – Engineering

Division Overview

The Engineering Division manages capital improvement projects involving drainage, new street and bridge construction. Provides civil development review and inspections of new project construction. Provides transportation management that includes the traffic signal system, mobility improvements and parking. Manages the City’s Stormwater Utility and Geographic Information System (GIS).

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 380 - Engineering

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,585,630	1,511,972	1,577,359	1,494,700
Contractual	552,993	771,529	415,284	400,099
Commodities	17,828	8,855	10,000	13,000
Other	1,507	-	-	-
Program Total	2,157,958	2,292,356	2,002,643	1,907,799

2021 Objectives

- Continue to install bike lane markings on streets being repaved.
- Continue the program to replace corroding traffic signal poles throughout the city.
- Continue design for the Sheridan Underpass at Downtown project.
- Release and construct the Harlan Street/ 92nd Avenue project (on budget hold).
- Continue to install infrastructure, as needed, for subsequent phases of the development of the Downtown Westminster site and Westminster Station Area.
- Implement school mobility improvement projects.
- Continue traffic signal infrastructure replacement program.
- Continue to enhance the layers and information available in the City’s GIS system.
- Complete U.S. 36 Off-Ramp Safety Improvements.
- Complete asset inventory and condition analysis for the Stormwater Program.
- Continue to refine parking management efforts at Downtown and Westminster Station.

2019/2020 Accomplishments

- Replaced 12 corroding traffic signal poles throughout the City.
- Obtained grant funds of \$1,636,428 for eight transportation and mobility projects with a local match from the City of \$160,481.
- Finalized the ordinance change allowing parking enforcement for both Downtown Westminster and Westminster Station. Maintenance contracts were also finalized.
- The Harlan Street/ 92nd Avenue project was successfully bid and awarded (subject to a budget release to begin construction).
- Finalized a Construction Manager/General Contractor (CMGC) contract with CEI for the Sheridan Underpass project.
- Began the multi-year Stormwater infrastructure assessment project with HDR Engineering.
- GIS supported the Police Computer-Aided Dispatch and Report Management System project, which should be completed this year. Part of this project will allow dispatch to see where a 911 call is coming from and also where all police vehicles are in real time.
- Worked with Risk Management to repair two City-owned brick walls damaged by vehicle accidents.
- Obtained Burlington Northern Santa Fe Railway estimates for Quiet Zones at Lowell Boulevard, 72nd Avenue and Bradburn Boulevard.
- Managed the Benton Street project through 90% design plan set.
- Create a standard operating procedure for water line service inspection for the Engineering Inspector group.
- Work with the Policy and Budget Department to manage capital Emergency Funds during COVID-19 and facilitate the 2021 Capital Improvement Program Budget.

Performance Snapshot

TRAFFIC SIGNALS ACROSS THE CITY

2008 - 105

2012 - 111

2017 - 113

2020 - 117

Community Development – Operations and Community Preservation

Division Overview

The Operations and Community Preservation Division manages and supports day-to-day operations of the department including administration of the City’s fully electronic permitting/project management system, communications and records management. Provides code enforcement to promote neighborhood sustainability and Official Development Plan inspection and compliance services.

Budget Overview

Fund: 100 - General Fund
Dept.: 30 - Community Development
Division: 400 - Ops and Comm Preservation

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	-	-	941,399	1,006,210
Contractual	-	-	113,871	158,514
Commodities	-	-	1,850	1,850
Other	-	-	-	-
Program Total	-	-	1,057,120	1,166,574

2021 Objectives

- Refine development review process reporting tools and improve transparency.
- Improve “Current Development” communications resources.
- Continue to streamline development review process and enhance customer service.
- Execute telework strategies to support continuity of services and efficiencies.
- Re-purpose existing funding to conduct additional summary abatement activities to provide neighborhood relief to challenging property standards violations.
- In partnership with the Innovation Coordinator, re-purpose existing funding to further refine a “Neighborhood Assistance Pilot” to work with at-risk responsible parties on bringing property standards violations into compliance.
- Fully execute field deployment strategies for code enforcement team.
- Conduct level of service analysis on functions of the department.
- Enhance records management approach with building permits and plans.
- Work with businesses on Official Development Plan compliance strategies to address issues early and in a more cost-effective manner.



WESTMINSTER

2019/2020 Accomplishments

- Successfully upgraded and improved electronic project and permit review system and processes with 10-year high development activity levels in many service areas.
- Executed a significant operational restructuring in partnership with the Police Department to centralize code enforcement services into a “one-stop shop” in Community Development.
- Implemented new electronic software for code enforcement services.
- Following a 20-year hiatus, re-instituted a civil nuisance abatement process and with the support of the City Prosecutor’s Office, provided neighborhood relief for a property with over ten years of significant challenges and issues.
- Maintained excellence of service and responsiveness with code enforcement in the midst of significant organizational change, responding to thousands of calls for service and achieving a 90% compliance rate.
- Promoted a key staff member to Operations Supervisor to further improve oversight and operational effectiveness in the department.
- Hired the department’s first-ever Communications and Outreach Coordinator to improve and enhance Community Development’s engagement with the community.
- Completed significant improvements to the Community Development webpages, including a new "Current Development Project" section that provides highlights and helpful information related to projects currently under development review.
- Improved business processes with Operations and Building Division Staff partnership on implementing better defined standards.
- Centralized records management activities.
- Started to implement 21st Century business practices and procedures with the city’s rental housing inspection program through administrative and financial support.
- Continued to improve electronic project and permit review functionality.
- Conducted over 800 Official Development Plan inspections.
- Achieved Official Development Plan compliance on several significant properties in the City with over one million of private investment in site sustainability.
- Helped lead update to the City’s Landscape Regulations.
- Successfully responded to hundreds of Access Westminster concerns.

Performance Snapshot

1,511 Total Code Cases

90.4% Voluntary Compliance Rate

Community Development – Stormwater Drainage

Division Overview

The Stormwater Drainage Fund was created in 2001 to provide resources for the City to comply with the requirements set forth in the state administered National Pollutant Discharge Elimination System (NPDES) permit, which is federally mandated to reduce stormwater pollution in accordance with the Clean Water Act of 1972. Community Development manages six program areas required by the NPDES permit, responds to emergency spills, manages the Household Hazardous Waste curbside pickup program, enforces stormwater code, administers the Stormwater Drainage Fund, calculates billing with the Geographic Information System (GIS), provides technical expertise for the design and construction of drainage projects, and manages the floodplain within the City for the prevention of flood damage and compliance with Federal Emergency Management Administration and regulatory requirements.

Budget Overview

Fund: 250 - Storm Drainage
Dept.: 30 - Community Development
Division: 380 - Engineering

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	229,963	344,095	639,180	687,690
Contractual	-	237,377	297,798	277,915
Commodities	-	1,286	2,000	6,200
Other	-	1,544	3,650	24,750
Program Total	229,963	584,302	942,628	996,555

2021 Objectives

- Continue to develop and execute program elements for compliance with revised NPDES permit, specifically related to development review, municipal facility operations, inspections and code enforcement.
- Continue and complete asset inventory and condition analysis for all City stormwater infrastructure.
- Conduct projects to stabilize areas of Big Dry Creek and Middle Hylands Creek identified as high priorities in partnership with Urban Drainage and Flood Control District.
- Complete pilot project to demonstrate sustainable Low Impact Development techniques.

- Continue to provide the successful and popular household hazardous waste program for residents.
- Provide stormwater education efforts in the community.
- Refine and continue the successful in-house construction site inspection program to achieve best management practices.

2019/2020 Accomplishments

- Achieved compliance and corrected previous deficiencies with the state permit specifically related to development review, municipal facility operations, inspections and code enforcement.
- Brought construction site inspection program into compliance with state permit requirements.
- Added 3.0 FTE to assist with attaining a compliant and sustainable stormwater utility (Coordinator, Analyst and Inspector positions).
- Completed design for Shaw Heights tributary improvements.
- Initiated design of second Westminster Station Water Quality pond.
- Awarded contract to help develop long-term asset management strategy.
- Constructed seepage mitigation in Countryside neighborhood adjacent to Dry Creek Valley Ditch.
- Identified pilot project to demonstrate sustainable Low Impact Development techniques.
- Initiated project to stabilize Walnut Creek.
- Conducted projects to stabilize areas of Big Dry Creek identified as high priority.
- Completed TV inspections of all city storm lines.
- Replaced storm inlets in West 94th Avenue.
- Coordinated with the Urban Drainage and Flood Control District on the design, construction, and maintenance of regional drainageways, including invasive tree and weed removals.
- Managed floodplain for the prevention of flood damage and compliance with Federal Emergency Management Agency and other regulatory requirements.
- Obtained matching funds commitment from Urban Drainage and Flood Control District for capital projects.

Community Development – Parking Management

Division Overview

The City owns and operates parking facilities and on-street parking spaces in Downtown Westminster and the Westminster Station areas. On April 27, 2020, City Council passed Councilor’s Bill No. 14 approving the implementation of parking restrictions in the Downtown Westminster and Westminster Station parking areas.

Community Development strategically manages parking in the Downtown Westminster and Westminster Station areas in accordance with the respective parking plans for each area. This management includes:

- Managing on-street and off-street parking facilities
- Establishing and managing time restrictions
- Managing paid parking
- Managing a parking citation system
- Issuing and administering parking fines
- Implementing a parking fee structure
- Issuing and managing parking permits

Budget Overview

Fund: 270 - Parking Fund
Dept.: 30 - Community Development
Division: 380 - Engineering

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	-	-	86,151	82,903
Contractual	-	-	612,500	617,080
Commodities	-	-	-	-
Other	-	-	-	-
Program Total	-	-	698,651	699,983

2021 Objectives

- Actively manage parking in Downtown Westminster and Westminster Stations to balance needs of businesses, residents and commuters.
- Oversee parking management contract with LAZ Parking to ensure quality, consistency and overall service effectiveness.
- Maintain infrastructure investments in parking garages and surface lots.
- Manage time restrictions based on experience and activity.

- Administer a parking citation system in accordance with the adopted parking fee structure.

2019/2020 Accomplishments

- Adopted an ordinance to implement parking restrictions in Downtown Westminster and Westminster Station.
- Refined the Downtown Area Parking Guide.
- Refined the Westminster Station Area Parking Guide.
- Successfully led a competitive Request for Proposals (RFP) process that resulted in a new contract for parking management services with LAZ Parking.
- Acquired a 100% electric vehicle with a license plate reader for effective, efficient and technologically-relevant parking enforcement services.
- Secured parking kiosks, signage and other relevant items to manage time restrictions and paid parking in certain areas.
- Adopted a resolution setting fine amounts for parking violations in the Downtown and Westminster Station Parking Areas.



WESTMINSTER

ECONOMIC DEVELOPMENT DEPARTMENT

Department Overview

The Economic Development Department provides multiple lines of service including business development and developer recruitment citywide, as well as redevelopment project management and strategy implementation in Downtown Westminster, Westminster Station, Historic Westminster and Urban Renewal Areas. The department markets the city and its assets to potential employers and retailers, develops and implements workforce and affordable housing polices and strategies, and manages the inventory of city-owned developable properties, in addition to serving as key staff to the Westminster Economic Development Authority (WEDA) and Westminster Housing Authority (WHA). In 2020, the department refocused to lead and implement COVID-19 responses for business, housing, communications, and food security as part of the community's long-term recovery efforts.

Budget Overview

Fund: 100 - General Fund
Dept.: 40 - Economic Development
Division: 050 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,140,918	1,322,978	1,522,952	1,367,167
Contractual	471,975	615,866	828,082	751,714
Commodities	18,604	15,506	16,000	15,500
Other	-	1,482	-	-
Program Total	1,631,497	1,955,832	2,367,034	2,134,381

Staffing Overview

	2018	2019	2020	2021
FTE Staff	13.0	14.5	14.5	14.5

Economic Development – Administration Division

Division Overview

The Administration Division provides organizational leadership and collaborates across departments in the implementation of the City’s Strategic Plan goals and objectives. It also leads redevelopment of Downtown Westminster including developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities. Lastly, the division markets the City’s brand and provides impactful communications with residents, businesses and internal staff.

2021 Objectives

- Leadership: Update and formalized strategic plan for the Economic Development Department that includes detailed economic strategies and goals around business, people and place.
- Downtown: Oversee completion of construction on projects in progress, including Aspire Westminster and Westminster Row.
- Downtown: Facilitate the planning and commencement of new development, including Schnitzer West and Thrash townhomes and condos.
- Downtown: Focus on retail leasing activity, supporting current tenants, and coordination of public projects to maintain momentum and generate new investment.
- Budget: Renew critical CIP projects that were delayed by the budget freeze and maintain a strong sense of fiscal responsibility in management of departmental resources.
- Marketing: Support and promote the brands of Downtown Westminster, Westminster Station and Historic Westminster in order to generate investment consistent with the vision for each area, create employment and housing opportunities, and enhance the quality of life in the city.
- Marketing: Market Westminster as a place to do business through strategic use of multiple media platforms, targeted outreach, and event sponsorship.
- Covid-19: Champion the WestyRISE brand for economic recovery from Covid-19, including ongoing facilitation of external resources for businesses and residents, development of direct assistance programs, and monitoring of both key economic indicators and anecdotal data to guide targeted responses.

2019/2020 Accomplishments

Leadership

- Led the long-term economic recovery related to Covid-19 as part of the EOC Policy Group
- Recognized by the Economic Development Council of Colorado as the 2019 Large Community of the Year

Downtown Westminster

- Completed Ascent Westminster: 255 rental units and 22,000 sq. ft. retail; and Origin Hotel: 125-room boutique hotel, 15,000 sq. ft. retail
- Commenced construction of Westminster Row: 274 rental units and 17,000 sq. ft. retail; and Aspire Westminster: 226 rental units and 38,000 sq. ft. retail
- Recruited and negotiated Purchase & Sale Agreement with Schnitzer West, speculative office development; Phase I = 200,000 sq. ft. office and 8,000 sq. ft. retail
- Negotiated Purchase & Sale Agreement and approved architectural concepts for 40-unit condominium development on Block A-1 and 34-townhomes units on Block A-4 with the Thrash Group
- Updated fly-through promotional video and marketing materials
- LEED Silver certification for Eaton Street Apartments and Ascent Westminster
- Completed comprehensive sign package, including wayfinding, site identification, and public art locations

Marketing

- Supported and promoted brand development and marketing of Westminster Station, Downtown Westminster, and Historic Westminster through website development, social media, digital and print advertising, and collateral materials.
- Promoted events and programs including: Business Legacy Awards, Business Appreciation Month, Small Business Lighting Campaign, and small business assistance programs (capital grants, façade improvements, scholarships).
- Sponsored and hosted events including: the US 36 real estate event, State of the City, Gwinnett County visit, Westminster Station Mixer, and Rocky Mountain Land Use Institute, along with regional partner events with the Westminster Chamber, Colorado Real Estate Journal, US Bank Nosotros Latinos, and Bisnow.
- Prepared content for press releases, grand opening events, digital and print publications, and speeches for elected officials and senior leadership.
- Produced the City Profile and created the Economic Development Overview Guide

Covid-19 Response & Recovery (Beginning April 2020)

- Developed and implemented multiple direct assistance programs including:
 - WestyRISE Business Grants = \$2 million, 374 businesses
 - WestyRISE and Dine Grant = \$500,000, 64 restaurants
 - Housing assistance grants = \$520,000, 158 households
 - Food security market boxes and gift cards = \$540,000
 - PPE for businesses = 30,000 face coverings
- Created the WestyRISE brand and engaged in robust outreach to the business and resident community in response to Covid-19 impacts

Economic Development – Business Development Division

Division Overview

The Business Development Division attracts and retains primary jobs and works with businesses to help them grow and prosper. It also administers and implements Historic Westminster Revitalization Program and leads coordination of neighborhood initiatives. Cultivates strong relationships with the local small business community by providing technical support and resources. Develops retail strategy in alignment with strategic objectives and community vision with a solid understanding of market trends. Builds connections with partners in workforce development efforts to create alignment between a skilled workforce and employer needs.

2021 Objectives

- Attraction & Retention: Further business recruitment efforts to strengthen and diversify the local economy
- Attraction & Retention: Continue retention efforts and support expansion of local businesses to enhance the local economy
- Attraction & Retention: Maintain efforts in innovation to support entrepreneurs
- Attraction & Retention: Continue to work with the business community to support development and job creation efforts
- Harris Park: Encourage ongoing revitalization and redevelopment in Historic Westminster
- Small Businesses: Provide ongoing assistance and advocacy for local small businesses
- Small Businesses: Develop new initiatives to support businesses in the COVID and post-COVID environment
- Workforce: Increase efforts to develop impactful workforce communication to benefit businesses

2019/2020 Accomplishments

- Facilitated 14 new business recruitments, retentions, and expansions, creating 868 new jobs (see below for list of businesses and job count)
- Conducted 360 retention visits to small and large businesses
- Provided advocacy and technical assistance to over 700 small businesses before and during COVID
- Conducted 3,000 Care Calls to local businesses during COVID, organized, trained, and managed 22 volunteers from other departments
- Provided services to 160 prospective primary businesses and small businesses
- Awarded 31 small businesses over \$100,000 in capital improvement grants, leveraging almost \$3.1 million in private investment and supporting over 300 jobs
- Awarded over 20 small business scholarships

- Created and maintained relationships with over 200 real estate professionals and brokers
- Co-facilitated rapid development review processes for two Ball Corporation facilities, including a new headquarters building
- Planned and co-hosted two national site selection events with two regional economic development partners
- Maintained the Innovation Fund with SolderWorks, which supported 13 startups. Additionally, served on SolderWorks Advisory Board to support entrepreneurs and incubate innovation within the City
- Conducted the second business survey, received over 276 responses
- Hosted the Business Legacy Awards, providing recognition to long-standing, small businesses who have been in operation in Westminster for at least 25 years-recognized 57 businesses in 2019. 2020 event paused for health and safety
- Created a new Customer Relationship Management database to better track business engagements
- Sponsored and organized Adams County and Metro Denver Economic Development Corporation Site Selection tours
- Developed regional, US 36 real estate event that drew 59 commercial brokers to learn about opportunities on the corridor

Performance Snapshot

Business Development

- | | |
|--|--|
| • Ball HQ Office, 90,000 sf, 100 jobs (new) 2019 | • Ball Aerospace (office), 48,000 sf, 275 jobs (expansion) 2019 |
| • Cerapedics, 10,000 sf, 40 jobs (expansion) 2019 | • Colorado Saddlery, 40,000 sf, 10 jobs (retained) 2019 |
| • Applegate Group, 3,500 sf, 7 jobs (retained) 2019 | • Ball Aerospace (office & lab), 100,000 sf, 266 jobs (expansion) 2020 |
| • Allegro Coffee, 20,000 sf, 20 jobs (retained) 2019 | • Water Remediation Technology, 25,000 sf, 25 jobs (new) 2020 |
| • F.List, 7,900 sf, 8 jobs (new) 2019 | • Veolia, 4,000 sf, 15 jobs (new) 2020 |
| • Synchroness, 9,000 sf, 40 jobs (expansion) 2019 | • Green Acres Granite, 12,746 sf, 12 jobs (new) 2020 |
| • Serpentix, 30,000 sf, 30 jobs (retained) 2019 | • Westech Recyclers, 31,558 sf, 20 jobs (new) 2020 |

Economic Development – Economic Policy & Development

Division Overview

The Economic and Policy Development Division positions Westminster to create economic opportunity through policies directed toward equity, prosperity, and removal of economic barriers to improve the quality of life in the community. It leads redevelopment of Westminster Station TOD including developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities.

2021 Objectives

- Strategy & Policy: Develop economic policies and practices that reflect industry best practices and city objectives.
- Strategy & Policy: Explore opportunities with socially conscious development partners to address holistic redevelopment issues such as equitable access to transit, employment, education, healthcare, and healthy food options.
- Strategy & Policy: Assist other departments in completion of Westminster Forward planning efforts, providing critical input on economic development goals and strategies while further integration of broad objectives.
- Westminster Station: Maintain forward progress on access to arts and cultural opportunities through partnerships with organizations that focus on community outreach and scholarship assistance, begin remodeling of 3050 W. 71st Ave. and parking lot for Swallow Hill and Colorado Sound Studios project.
- Westminster Station: Facilitate the planning and commencement of construction on new development, including Brinkman and 3551 W. 71st Place.
- Westminster Station: Update Westminster Station Area Specific Plan to reflect focus on sustainable development, expand sections on the public realm, and strengthen connections between vision and design standards.
- Real Estate: Evaluate properties for strategic acquisition in redevelopment areas to advance the City's goals, and position others for vision-aligned disposition to generate revenue and form strategic partnerships.
- Real Estate: Cultivate opportunities to entitle or develop land in the form of public-private partnerships, ground leases, community land trusts, and other collaborative arrangements in the City's interest such as Holly Park and Habitat for Humanity sites.
- Real Estate: Explore interim use strategies that support economic development, such as a community garden and a food truck park at Westminster Station.
- Housing: Utilize 2020 demographic information to guide update to Affordable and Workforce Housing Strategic Plan and responses to changing economic conditions with ongoing focus on a balanced housing approach citywide.
- CDBG: Develop and launch new programmatic options to focus on repair and rehabilitation projects for community benefit such as critical repairs to aging

infrastructure, pedestrian lighting and sidewalk repair to provide access to transit, and rehabilitation of older affordable multifamily developments.

- CDBG: Support redevelopment of site at W. 73rd Ave. & Lowell Blvd. with Community Resources and Housing Development Corporation (CRHDC) through entitlement and commencement of construction and issue RFP for additional parcels at W. 73rd Ave. & Lowell Blvd. to complete fulfillment of a National Objective with HUD.

2019/2020 Accomplishments

Strategy & Policy

- Testified on three pieces of statewide legislation expanding opportunities for affordable housing during 2019 legislative session
- Presented on affordable housing topics at the following:
- First Suburbs Coalition regional housing summit in Kansas City (July 2019)
- Rocky Mountain Land Use Institute in Denver (March 2019, 2020)
- Nosotros Latinos quarterly meeting (February 2020)
- University of Washington regional housing forum (March 2020)
- Contributed to cross-departmental planning activities for municipal code updates, design standards, the Comprehensive Plan, and the Sustainability Plan
- Negotiated two Intergovernmental Agreements with local housing authorities to administer CARES Act Funds (\$520,000) in housing assistance grants and eviction mediation services

Westminster Station

- Issued Request for Qualifications (RFQ) to select development partner for a mixed-use development to wrap the Westminster Station parking structure (Brinkman)
- Negotiated Purchase & Sale Agreement, Repurchase Agreement, Parking Agreement, Development Agreement, and Economic Development Agreement with Brinkman
- Supported Babe Walls mural event (August 2020)
- Cultivated relationship with Swallow Hill Music School and Colorado Sound Studios, as well as a ballet school to build capacity for art and music education; Studio W remodeled 3080 W. 71st Ave. and Swallow Hills is secured for 3050 W. 71st Ave.
- Hosted developer recruitment event (October 2019)
- Led site tour for Rocky Mountain Land Use Institute (March 2020)
- Recruited Urban Land Conservancy to area; acquired 5-acre parcel in 2019
- Recruited Zocalo to area; 28-acre Northgate parcel under contract in 2020
- Established TOD Business Assistance Grant program to facilitate tenant finishes and adaptive reuse; Gemini Beer and Corvus Coffee Roasters in the pipeline

Real Estate

- Completed appraisals and surveys to support acquisition, disposition, and leasing of multiple properties citywide
- Assisted General Services with acquisition of the Harris Park Professional Building and Public Works & Utilities with acquisition and lease of Comanche Farms to support the City's biosolids program
- Recruited tenants and negotiated leases for the City-owned properties at 3050-3080 W. 71st Avenue and 3915 W. 73rd Avenue
- Evaluated pro formas and performed financial analyses for projects including Thrash (Downtown), Brinkman (Westminster Station), and 73rd & Lowell (Harris Park)
- Completed contract amendments to extend deadlines due to delays associated with Covid-19 for Holly Park and Brinkman.
- Provided training for City staff on Opportunity Zones
- Served on the Adams County Opportunity Zone Task Force

Housing:

- Completed 2020 Housing Needs Assessment
- Negotiated Economic Development Agreements and supported LIHTC applications on St. Mark Village and Legends of Church Ranch
- Facilitated 688 total units of new workforce and affordable housing:
 - Eaton Street—118 units, 30-60% AMI, completed 2019
 - Ascent—26 units, 80% AMI, completed 2019
 - Aspire—23 units, 80% AMI, under construction
 - Legends at Church Ranch—205 units, 30-60% AMI, under construction
 - St. Mark Village—216 units 30-60% AMI, under construction
 - Holly Park—58 units, 80-120% AMI, in planning
 - 73rd & Lowell—17 units, 30-60% AMI, in planning
 - Bradburn Village—25 units, AMI TBD, in planning
- Expanded website presence and resources specific to affordable housing needs, including a GIS-based interactive map tool to facilitate housing searches
- Offered affordable housing courses for City staff, including site tours
- Served on the boards for Maiker Housing Partners and Habitat for Humanity of Colorado

CDBG

- Completed CDBG 2020-2024 Consolidated Plan
- Doubled capacity of the Emergency & Essential Home Repair Program
- Negotiated development of 17 units of affordable senior apartments at 73rd & Lowell with Community Resources and Housing Development Corporation (CRHDC); completed extensive environmental review process for brownfield site.
- Administered the following funding sources in response to economic impacts of pandemic on local residents and low-income workers

FINANCE DEPARTMENT

Department Overview

The Finance Department is comprised of four divisions that are responsible for the financial activities of the City. This includes administration of sales and use tax, special districts, all accounting functions (payroll, accounts payable, accounts receivable, and financial reporting), grant compliance, debt issuance, investment portfolios, retirement plans, procurement, and utility billing operation.

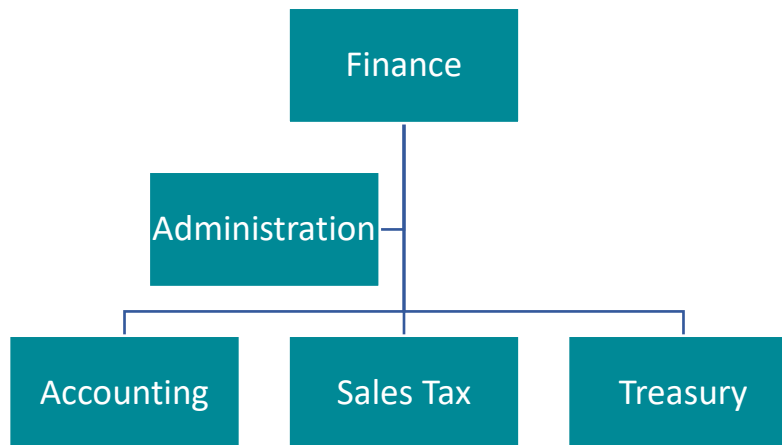
Budget Overview

Dept.: 15 - Finance

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	2,684,051	2,788,005	3,032,861	3,163,211
Contractual	639,152	675,458	772,944	760,965
Commodities	23,988	24,125	28,274	51,207
Other	17,957	10,522	23,288	5,055
Program Total	3,365,149	3,498,110	3,857,367	3,980,438

Staffing Overview

	2018	2019	2020	2021
FTE Staff	35.0	36.5	36.5	36.5



Finance – Administration

Division Overview

The Administration Division oversees the functions of the Finance Department; provides financial management services to all City departments; administers the City's retirement plans, manages the procurement function; coordinates contracts, grants, and agreements. This division also accounts for the City's special districts, including preparation of all such budgets.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 050 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	571,113	724,690	768,810	769,092
Contractual	19,371	19,193	47,177	31,133
Commodities	6,868	6,148	13,149	13,485
Other	2,947	3,880	4,019	3,615
Program Total	600,299	753,912	833,155	817,325

2021 Objectives

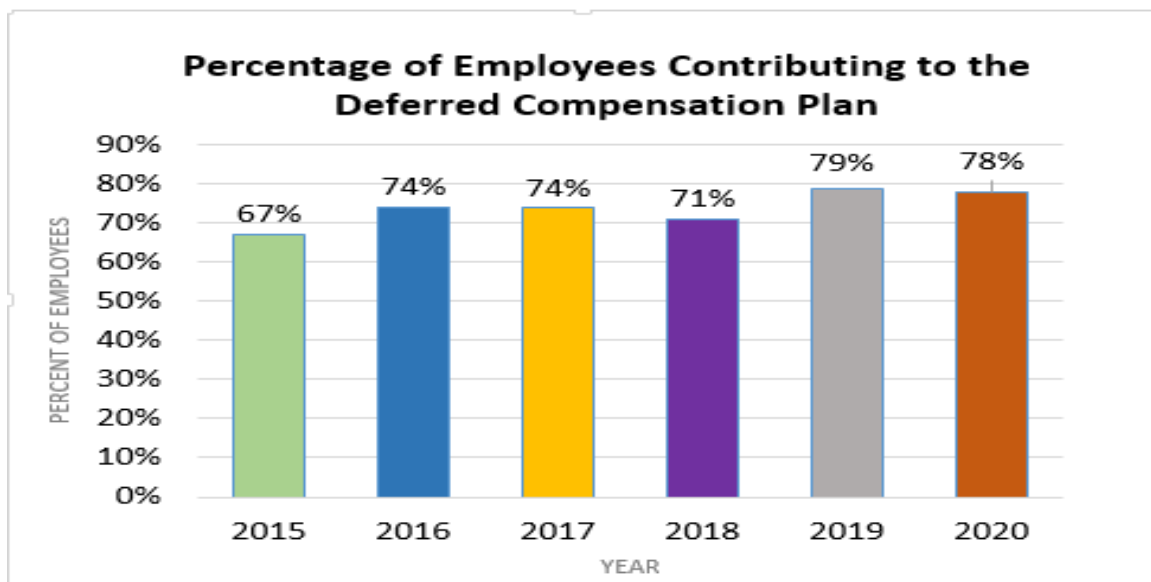
- Update grant policy to ensure compliance with OMB, State and Local mandates resulting from the pandemic.
- Standardize language for rebate conditions to be included in economic development agreements.
- Adapt new policies and procedures to respond to future emergency situations based on response to COVID-19.
- Develop a plan for documenting critical functions related to special districts.
- Transition the investment line-up so that both the 401(a) and 457(b) plans have the same investment offerings.
- Explore income and annuity options in the 401(a) defined contribution plan.

2019/2020 Accomplishments

- Received unmodified opinion for 2018 and 2019 North Metro Task Force financial reports.
- Transferred host agency financial responsibility for the North Metro Task Force to Adams County's Finance Department.

- Completed mapping special district boundaries in GIS.
- Automated the workflow for approval of sole source purchases in accordance with purchasing policy.
- Documented workflow process in Laserfiche for grant compliance documents
- Updated format for reporting required information in special district budget
- Established a team to centralize the purchases of COVID-19 supplies.
- Created the COVID Chronicle as a mechanism to report monthly the financial impacts of COVID-19.
- Assisted with oversight of funding related to the CARES Act and preparation of required reporting
- Conducted a request for proposal for recordkeeping services that included both the Employee 401(a) defined contribution and 457(b) deferred compensation plans.
- Converted the adjudication process for the reimbursement claims under the 401(h) Retiree Medical Savings Account from in-house to Empower Retirement.

Performance Snapshot



Employee participation in the City's deferred compensation (DC) plan is in line with the national average. At the end of 2019, 79% of benefited employees voluntarily participated in the DC plan. Plan Sponsor's national study reported the average participation rate for defined contribution plans was 79% in 2019. The high participation rate can be attributed to the extensive education program offered to employees that focuses on the importance of saving for retirement.



Finance – Accounting

Division Overview

The Accounting Division administers the centralized processing, recording, and reporting of all the City’s financial transactions through the financial management system and payroll, accounts payable, accounts receivable and fixed asset subsidiary systems. It also manages all audit functions, and supplemental budget administration.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 220 - Accounting

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	797,633	837,298	865,840	871,630
Contractual	152,364	170,689	199,707	149,635
Commodities	2,060	2,060	2,060	2,060
Other	3,300	2,658	11,200	-
Program Total	955,358	1,012,705	1,078,807	1,023,325

2021 Objectives

- Receive unmodified audit opinion from the City’s independent audit firm on its Comprehensive Annual Financial Report.
- Implement new governmental accounting standards for leases, majority equity interests, 457 deferred compensation plans.
- Deliver standard accounting trainings, develop organizational dash board reports and update monthly financial report.
- Develop Accounting Division operations manual.
- Develop City-wide collections policy and procedures.
- Develop process improvement for Accounts Payable invoice processing.
- Develop Accounts Payable Administrative Memo.
- Collaborate on implementation of non-benefitted sick leave process for State mandated provision.
- Collaborate on development of Popular Annual Financial Report

2019/2020 Achievements:

- Received clean financial audit opinions, meaning that there were no significant findings with the City’s financials.

- Conducted auditing services firm selection process for the annual financial audit.
- Applied new accounting standards for postemployment benefits other than pensions, interest costs incurred before the end of a construction period, certain asset retirement obligations, fiduciary activities, and debt disclosures including direct borrowings and direct placements.
- Implemented Wdesk publishing platform for the annual financial report.
- Developed and delivered trainings on functional processes.
- Developed financial reports and dashboards for management.
- Automated elements of the monthly revenue report.
- Implemented process for the conversion to new ambulance billing service provider.
- Implemented pay provisions of new Fire Union contract.
- Implemented employee self-service for direct deposit and W4 changes.
- Implemented system applications for budget revisions, capital project closures, and capital project asset identification.
- Developed new COVID-19 payroll pay and leave codes.,
- Implemented changes to 2020 W4 for tax updates.
- Developed Ticket Spice, GovQA, Flowbird and Passport cash receipts processes.
- Developed fire hydrant meter billing process.
- Developed ad hoc electronic processing of vendor invoices for COVID-19 operations.
- Transitioned Accounts Payable vendor files from a paper to electronic repository.
- Integrated financial system vendor files with contract management system.
- Updated the Transportation Policy.
- Revised financial agreements tracking control.

Performance Snapshot

For 36 consecutive years, the City has been awarded the prestigious Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada (GFOA) for its Comprehensive Annual Financial Report (CAFR). The CAFR is judged based on high GFOA standards for demonstrating a “spirit of full disclosure” and communicating a financial story that motivates potential users and user groups to read the CAFR. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.



Finance – Sales Tax

Division Overview

The Sales Tax Division administers all provisions of the Westminster Municipal Code pertaining to sales and use, admissions, and accommodations taxes, and franchise fees; conducts audits of businesses; processes tax receipts; and handles taxpayer inquiries.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 250 - Sales Tax

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	692,857	539,908	638,986	644,679
Contractual	11,354	11,794	22,593	20,375
Commodities	57	-	1,592	-
Other	1,092	-	-	-
Program Total	705,360	551,702	663,171	665,054

2021 Objectives

- Meet the 2021 Audit and Enforcement Budget.
- Continue training Accounting Specialist and new Tax Auditor.
- Complete transition of duties amongst staff members
- Reduce sales/use tax delinquency rate below 5%.
- Market electronic filing to increase utilization by taxpayers.
- Explore mandating electronic filing of tax returns.
- Continue to utilize technology to improve and streamline internal processes.
- Monitor progress of Legislative Sales Tax Simplification Task Force and assess potential for participation in centralized sales tax filing system.
- Provide recommendation to City Leadership and City Council to adopt marketplace Facilitator and Economic Nexus ordinance.
- Identify revenue opportunities within the framework of all controlling statutes

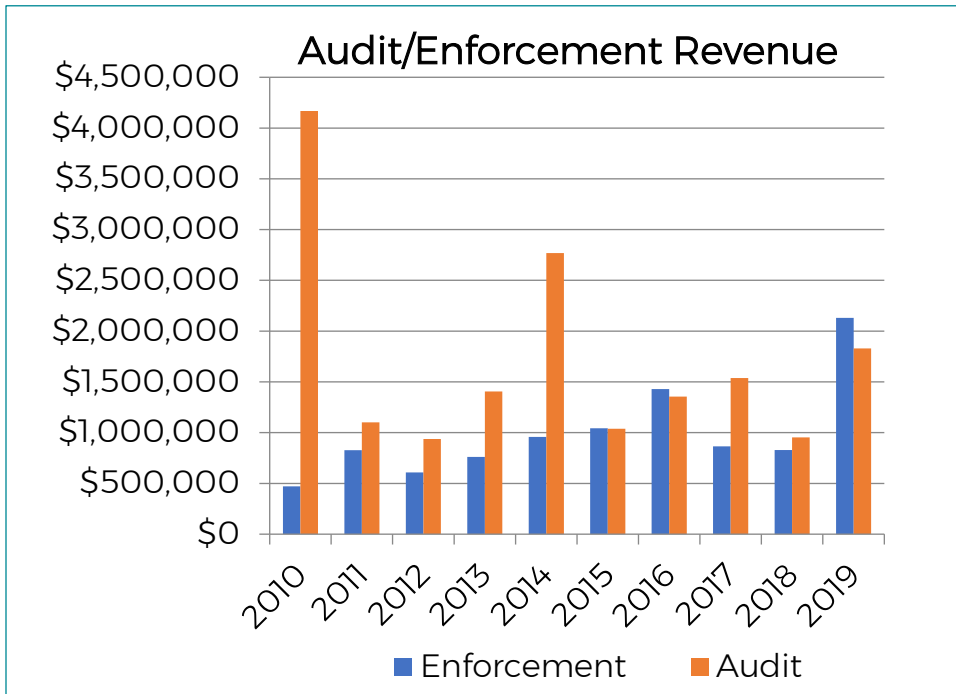
2019/2020 Accomplishments

- Collected over \$3.9 million in audit and enforcement revenue in 2019.
- Hired and trained new revenue agent; continued focus on low delinquency rate.
- Made significant enhancements to the Universe Tax System offering greater

efficiencies in report creation, account adjustments, and payment processing.

- Created an industry reporting model for use in revenue projections and budgeting during the COVID pandemic.
- Worked with CML and stakeholders on creation of uniform definitions and model ordinance related to marketplace sellers and economic nexus.
- Provided ongoing construction use tax reconciliation support and stipulated use tax agreements related to economic development activities within the City.

Performance Snapshot



The Sales Tax Division collects revenue due and maximizes voluntary compliance. On average, over \$2 million in audit and enforcement revenue was collected in each of the past ten years.



Finance – Treasury

Division Overview

The Treasury Division manages the investment portfolio for the City and administers the: central cashiering program for City revenues; City’s purchasing card program and other financial services contracts; debt and lease purchase portfolio; and the utility billing services for the City’s Utility Enterprise.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	336,219	352,257	365,631	375,387
Contractual	6,206	5,475	6,974	7,406
Commodities	-	-	-	-
Other	-	-	-	-
Program Total	342,425	357,732	372,605	382,793

Fund: 200 - Water Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	286,229	333,852	393,594	502,423
Contractual	449,857	468,306	496,493	552,416
Commodities	15,003	15,917	11,473	35,662
Other	10,618	3,984	8,069	1,440
Program Total	761,707	822,059	909,629	1,091,941

2021 Objectives

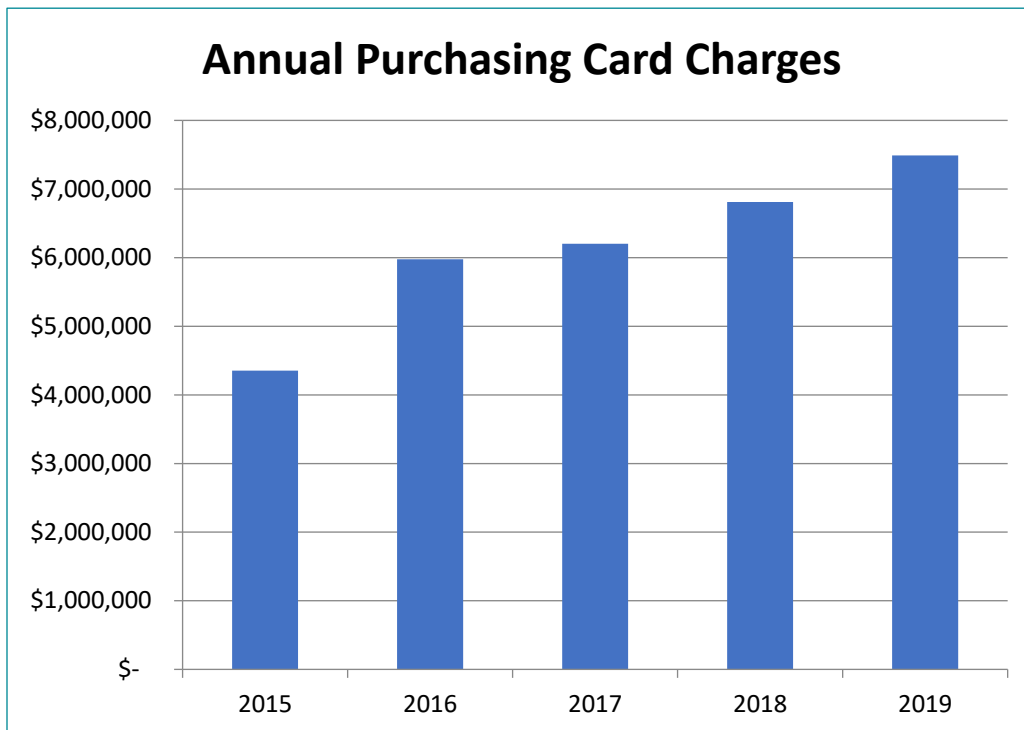
- Provide financial and analytical support related to the Downtown Westminster and Transit Oriented Development projects.
- Provide ongoing administrative support for the City’s purchasing card program.
- Implement more robust communication modes for utility customers.
- Complete conversion for a new utility billing and cashiering system.

- Provide financial solutions to address funding needs.
- Complete an RFP for banking, lockbox, purchasing card, and merchant services

2019/2020 Accomplishments

- Issued \$38,025,000 in bonds for the Utility Enterprise
- Completed two lease-purchase agreements in the amount of \$1,653,223 for fire trucks.
- Released an RFP for a financial advisor and underwriter for debt issuance and another for investment advisory services.
- Completed Continuing Disclosure Report related to the City's bond compliance requirements.
- Commenced upgrade of the utility billing software system.
- Entered data for approximately 30,000 new meters into the utility billing system.
- Completed a bond refunding saving the Utility Enterprise approximately \$3.6 million in interest costs.
- Entered into a loan agreement with CWRPDA in the amount of \$23,331,532 for the Utility Enterprise.
- Treasury staff worked with Public Works and Utility to review and recommend revisions to the City code related to water and sewer.

Performance Snapshot



This table shows the total dollar volume of purchasing card transactions over the past five years. The City gets a rebate based on the total charges and in 2019, the City received rebates totaling \$96,262.



WESTMINSTER

FIRE DEPARTMENT

Department Overview

The Westminster Fire Department’s mission is to protect community interests through exemplary service from fire damage and loss; preserve and enhance the health of residents; promote, regulate and enforce a safe and sustainable living environment for residents and businesses; respond to and mitigate all identified hazards to minimize risk to the community; respond to calls from residents; and engage residents and businesses as partners for community safety. The Department operates from six fire stations located throughout the City and utilizes five fire engines, two ladder trucks, five advanced life support ambulances, and specialty apparatus as needed.

Budget Overview

Fund: 100 - General Fund
Dept.: 25 - Fire
Division: 260- Emergency Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	13,271,533	14,371,303	14,424,009	14,746,624
Contractual	1,570,079	1,548,118	1,970,227	1,900,240
Commodities	217,792	235,847	261,146	258,669
Other	165,098	240,878	260,238	197,935
Program Total	15,224,502	16,396,146	16,915,620	17,103,468

Staffing Overview

	2018	2019	2020	2021
FTE Staff	143	143	143	143

2021 Objectives

- Purchase and install new and replacement SCBA fill stations
- Complete storage facility
- Purchase or order replacement apparatus as scheduled including engine, medic, and staff vehicles
- Complete sole source vendor authorization for future fire apparatus purchases
- Implement CAD-to-CAD
- Implement Tablet Command Program
- Certify all paramedics in Advanced Cardiac Life Support (ACLS)

2019/2020 Accomplishments

- Implemented the Collective Bargaining Agreement for 2019/2020 and reached a successor agreement for 2021/2022
- Identified replacement record management system
- Achieved Accredited Status through CFAI and completed the first Annual Compliance Report for CFAI to maintain accreditation
- Increased Emergency Management visibility through Social Media
- Completed a Citizen Fire Academy and Mature Adult Academy
- Purchased a second set of turnout gear for all line personnel
- Implemented a number of safety initiatives such as purchasing three additional Lucas CPR machines for a total of five and began using a third-party vendor to complete annual hose and ladder testing.
- Completed promotion of two Deputy Chiefs
- Purchased a new medic unit, a new fire engine, and a new aerial truck.
- Initiated a fire facility space study
- Obtained vendor for aerial ladder testing and modified schedule to annual testing
- Worked with Facilities Maintenance to replace or upgrade fire station generators
- Initiated a storage facility project to house fire apparatus and equipment
- Maintained a former engine to be used as a dedicated training engine
- Completed order for new/replacement SCBA
- Using CARES funds, purchased PPE and equipment such as Aeroclave and Ionization filters providing for decontamination and sanitation of vehicles and facilities

**TOTAL INCIDENT RESPONSE
2016-2019**

TYPE OF CALL	2016	2017	2018	2019
EMS	7,322	7,946	8,025	8,331
Cancelled—Good Intent Service Calls	1,205	1,312	1,487	1,659
Service Call	895	996	1,063	1,032
False Alarm or False Call	675	678	643	756
Hazardous Condition—No Fire	219	197	245	219
Fire	180	238	257	164
Rescue	191	180	187	217
911 Citizen Complaint	5	3	7	4
Special Incident	5	4	5	5
Overpressure, Rupture, Explosion, Overheat—No Fire	2	4	3	9
Severe Weather or Natural Disaster	—	1	2	2
Grand Total	10,699	11,559	11,924	12,398

The Westminster Fire Department continues to experience increasing service call volume. The call volume from 2018 to 2019 increased by a total of 474 incident calls or a total of 3.9%.

This has been a repeated trend from previous years. Just over the past four years from 2016-2019, incident service calls increased 15.8%.



WESTMINSTER

GENERAL SERVICES DEPARTMENT

Department Overview

The General Services Department is primarily an internal service provider that is a strategic partner with all City departments and provides services to support the community's needs. The Department includes Administration, Facilities Maintenance, Fleet Management, and Municipal Court.

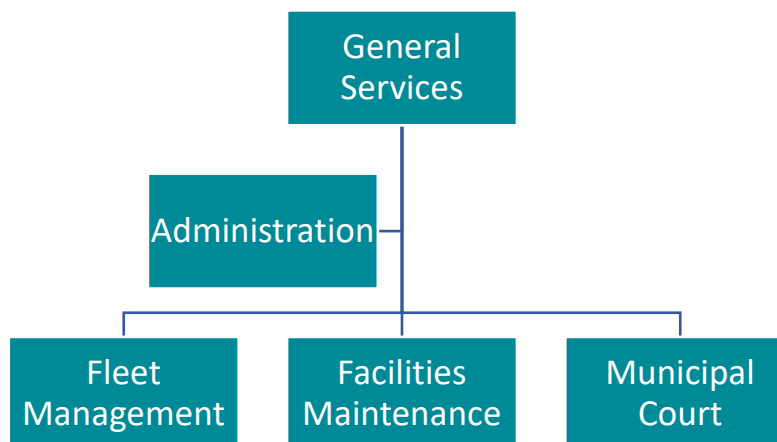
Budget Overview

Dept.: 12 - General Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	3,499,315	3,961,406	4,253,376	4,158,296
Contractual	1,943,434	2,260,341	2,393,193	2,736,020
Commodities	1,629,921	1,625,302	1,763,400	1,494,762
Other	24,318	44,502	2,825	84,500
Program Total	7,096,988	7,891,551	8,412,794	8,473,578

Staffing Overview

	2018	2019	2020	2021
FTE Staff	51.416	52.416	53.416	53.416



General Services – Administration

Division Overview

The Administration Division leads Department-wide efforts to develop and implement a comprehensive strategy consistent with the City’s mission, vision and strategic objectives. Administration oversees all Department divisions and corresponding budgets, continuous improvement efforts, implements applicable legislation, and manages the environmental compliance program, print shop, messenger and community assistant functions.

Budget Overview

Fund: 100 - General Fund
Dept.: 12 - General Services
Division: 050 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	526,979	723,516	650,450	655,572
Contractual	25,040	91,744	101,130	102,787
Commodities	23,080	11,842	22,787	22,832
Other	2,133	-	-	43,000
Program Total	577,232	827,102	774,367	824,191

2021 Objectives

- Develop key metrics to gauge performance in each Division.
- Improve Department’s efforts at data-driven decision making.
- Continue to evaluate overall budget asks with program goals.
- Develop customer feedback channels to ensure that the department is engaging all stakeholders and meeting customer needs.
- Increase transparency in operations and decision making with the organization, department and community.
- Improve department communication to be more purposeful, strategic and consistent.
- Continue to engage and empower department employees.
- Create and implement citywide environmental compliance guidance documents
- Carry out facility assessments according to tiered schedule to ensure adherence to Federal and State environmental compliance regulations.
- Enhance feedback channels through the newly established Environmental

Compliance Steering Committee.

- Continue to fulfill the vast majority of print jobs in-house.
- Begin notarization services at the information desk to provide prompt service to customers.

2019/2020 Accomplishments

- Finalized a department vision statement, mission statement and values.
- Welcomed a new General Services Director, Matthew Booco, and Community Assistant, Stephanie Otte, to the General Services Administration team.
- Transitioned the Community Assistant function to the lobby of City Hall to provide improved customer service to walk-in customers and improve building safety.
- Trained numerous substitutes to provide consistent coverage for the Community Assistant and Messenger functions that provide crucial internal and external customer service.
- Achieved a 94% satisfaction rating from Print Shop customers.
- Achieved a 93% satisfaction rating from Messenger service customers.
- Partnered with the Chief Sustainability Officer and the Stormwater program to support the City's commitment to environmental compliance and stewardship.
- Hosted two college-level interns in the Environmental program during the summer of 2019 who gathered data for two citywide projects for health & safety and recycling.
- Digitized years worth of hard copy records of the Environmental program.
- Mitigated over 50% of environmental compliance items discovered during facility assessments in the fall of 2018.
- Successfully abandoned multiple wells and vaults that are no longer necessary as part of the Gasoline Remediation Site.
- Made significant progress on data collection and reporting to the State regarding the Gasoline Remediation Site.
- Established an Environmental Steering Group to engage internal stakeholders and guide the City's environmental compliance program.
- Began an in-house waste disposal program and ink & toner recycling program.
- Made significant progress on spill prevention training for City employees.
- Established a tiered environmental compliance facility assessment program.

Performance Snapshot

The Administration Division of General Services provides a number of critical internal and external services.

- The City's main extension is staffed during business hours to quickly route calls from residents to the right department/individual and provide immediate answers to inquiries.

Average daily call volume to Community Assistants in 2019	82
Average number of print jobs completed per month in 2019/2020	45

- The Print Shop provides internal citywide printing services for small posters, brochures, mailings and business cards.
- The Messenger provides mail and supplies delivery to over 20 facilities.

General Services – Municipal Court

Division Overview

The Municipal Court Division adjudicates criminal, ordinance, traffic, and parking violations. The Court also monitors defendants' compliance with sentences, including community service, diversion programs, delayed jail check-ins, in-home detention, payment plans, and various counseling programs. The Court provides alternatives in sentencing, such as probation, community service, and counseling.

Budget Overview

Fund: 100 - General Fund

Dept.: 12 - General Services

Division: 130 - Municipal Court

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,399,156	1,503,906	1,561,467	1,529,299
Contractual	464,864	476,280	573,083	566,821
Commodities	12,875	12,994	13,340	13,340
Other	4,668	41,621	2,500	-
Program Total	1,881,563	2,034,801	2,150,390	2,109,460

2021 Objectives

- Continue to actively seek opportunities to identify areas of improvement in order to enhance effective service delivery.
- Continue to engage in communication and partnership with other municipal courts throughout the state, as well as other City departments and key justice partners.
- Embrace the use of available technology to enhance and streamline delivery of service and operate virtually. This includes expanded payment options for customers and implementing digital signatures on documents to allow for paperless operations.
- Continue to implement building and security upgrades.
- Complete improvements in the case management system that were noted in recent audit.
- Install and launch a new court recording program.
- Update the jury summons database.

2019/2020 Accomplishments

- Welcomed a new Associate Judge, Jason Lantagne, and Court Administrator, Candace Atkinson.
- Created and implemented compliance procedures for newly enacted legislation.
- Contracted with a new firm, Murray & McCarthy Law, to provide public defenders.
- Contracted with two additional law firms to provide alternate defense counsel services in cases where a conflict with the public defender has been declared.
- Continued to work with the Adams County jail to conduct video appearances to reduce safety risks and costs associated with inmate transportation.
- Worked with the Jefferson County jail to implement video appearances.
- Continued to engage in communication and partnership with other municipal courts in the Denver Metro area in order to adopt best practices in response to legislative and social-economic changes.
- Implemented text messaging reminders for the court and probation.
- Partnered with the Police Department to transition to electronic tickets.
- Developed and implemented the new Wellness Court program.
- Conducted an audit and additional training on the Court's case management system
- Completed multiple building improvement projects in the round room and public restrooms.
- Quickly adapted procedures for the COVID-19 shut down and reopening, such as completing paperwork electronically, expanding online payment options, and holding Court appearances virtually.
- Probation developed and implemented RASP (Rehabilitation Assistance and Support Program), a voucher program to assist clients in meeting the requirements of their court sentence.
- Implemented case staffing sessions with the Victim Advocates for domestic violence revocation cases.
- Implemented case staffing for revocation hearings to ensure consistency and assist with coverage at Court hearings.
- Probation began requesting police reports for treatment agencies for domestic violence clients electronically instead of asking client to appear and purchase records.

Performance Snapshot

	2017	2018	2019	2020 (est)
Criminal	2,226	2,427	2,442	1,926
Traffic	5,506	8,281	7,365	4,540
Parking	1,002	1,545	1,037	972
TOTAL	8,734	12,253	10,844	7,438

Westminster had a slight increase in criminal cases in 2019, but due to COVID all cases are lower in 2020. Traffic tickets have decreased in 2019 and 2020 estimates. Parking tickets have also decreased over the last three years.

General Services – Facilities Maintenance

Division Overview

The Facilities Maintenance Division oversees routine and major remodels, maintenance, custodial contracts, vendor contracts, and recycling programs for all City facilities. The Division conducts daily maintenance and ongoing repair and larger maintenance projects. The Division also coordinates the City’s energy conservation efforts and community recycling collection site program.

Budget Overview

Fund: 100 - General Fund

Dept.: 12 - General Services

Division: 390 - Facilities Management

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	823,666	942,480	1,163,996	1,139,726
Contractual	1,184,392	1,190,475	1,411,292	1,668,801
Commodities	268,430	228,826	252,223	288,223
Other	-	-	325	-
Program Total	2,276,488	2,361,781	2,827,836	3,096,750

2021 Objectives

- Implement necessary COVID-related projects and processes to meet operational needs as the situation evolves.
- Complete high priority capital improvement projects, including the replacement of all rooftop units and cooling components in the HVAC system throughout City Park Recreation Center, replace makeup-air units on City Hall, and replacing domestic hot water at the Public Safety Center.
- Rebid the City facilities trash and recycling contract
- Continue to evaluate energy usage and look for measures that reduce energy consumption.
- Complete review and subsequent implementation of the Preventive Maintenance Program for all facilities.
- Continue to support space needs across the city to accommodate operational requirements.



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2019/2020 Accomplishments

- Implemented space study projects to accommodate operational and FTE needs, including the relocation and renovation for Economic Development, General Services, and Innovation & Communication. Began design phase of Harris Park Building for the Parks, Recreation & Libraries Department.
- Completed capital improvement projects, including the installation of new heating boilers at Countryside Recreation Center and City Park Recreation Center, new ceramic tile flooring in City park Recreation Center, new security upgrades, and replaced roofs at several facilities due to hail damage.
- Conducted a Request for Bids for several contracts, including elevator services, architectural services, general contractor services, and project management services.
- Began fully utilizing the facilities asset management software (MOCA Plan) which allows for strategic, long-term planning decisions and prioritization of capital improvement projects.
- Identified needs and developed a two year and five year CIP plan for City facilities.
- Increased solar garden subscriptions which converted City Hall, Public Safety Center, City Park Recreation Center and City Park Fitness Center to 100% renewable electrical energy.
- Refined preventive and predictive maintenance management processes.
- Utilized asset management software to track key metrics and future planning.
- Implemented building automation systems by installing new Siemens software in key facilities to increase energy and operational efficiency.
- Successfully completed major project work during an extended shutdown at City Park Fitness Center including, plumbing, flooring and painting.
- Updated HVAC controls at City Park Fitness Center.
- Adjusted operational strategy to address COVID-related challenges.

Performance Snapshot

Work Orders Completed

Type	Number of Work Orders
Emergency	11
Planned	2,066
Preventative Maintenance	801
Project	62
Total	2,940

The Facilities Maintenance Division performs maintenance and repairs in 36 City facilities. The table represents the total number of work orders completed from July 1, 2019 through June 30, 2020.

General Services – Fleet Management

Division Overview

The Fleet Management Division manages and maintains the City’s fleet of approximately 600 vehicles and pieces of equipment. The Division conducts vehicle and equipment maintenance and repairs, ensuring a proactive preventive maintenance program. Vehicle and equipment utilization, fuel management, acquisitions, and disposals are all managed or coordinated by the Division. Please refer to “Miscellaneous Funds” tab for Fleet Management information.

Budget Overview

Fund: 300 - Fleet Fund
Dept.: 12 - General Services
Division: 460 - Fleet Management

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	749,514	791,504	877,463	833,699
Contractual	269,138	501,842	307,688	397,611
Commodities	1,325,536	1,371,640	1,475,050	1,170,367
Other	17,517	2,881	-	41,500
Program Total	2,361,705	2,667,867	2,660,201	2,443,177

2021 Objectives

- Provide 95% fleet availability for delivery of service across the City.
- Achieve 100% on-time completion of critical preventative maintenance services and 85% for non-critical.
- Continue to reduce equipment downtime and road call repair requests.
- Continue to incorporate information derived from the 20-Year Equipment Replacement Plan into 2021 equipment purchase decisions.
- Use telematics data to enhance the Equipment Replacement Plan, reduce risk, streamline operations, and control costs.
- Purchase 95% of the City’s gasoline and 85% of the City’s diesel fuel on fixed forward contracts.

2019/2020 Accomplishments

- Achieved 90% fleet availability rate for delivery of services to the City.
- Attained 99.6% completion rate for preventative maintenance services.
- Updated the 20-Year Equipment Replacement Plan for the City’s fleet of

equipment.

- Conducted Request for Bids and secured long term contracts for transmission services.
- Engaged with local and national fleet professional organizations, including FleetPros Rocky Mountain Fleet Management Association Colorado Chapter and NAFA Fleet Management Association.
- Fleet Specialist obtained the NAFA Certified Automotive Fleet Specialist (CAFS) certification.
- Maintained Automotive Service Excellence (ASE) Blue Seal shop certification.
- Conducted Department of Transportation (DOT) Inspector training for all Technicians.
- Established the Fleet Apprentice program, a 3-year program designed to develop journeyman mechanical skills, knowledge and experience for an entry-level employee.
- Purchased 90% of the City's gasoline and 75% of the City's diesel fuel on fixed forward contracts.
- Purchased and disposed of 57 pieces of equipment in 2019.

Performance Snapshot

Fleet management operations should attempt to maximize their preventative maintenance (PM) activities and minimize their unscheduled maintenance activities. There will always be some system or component whose failure can neither be predicted nor prevented, but the failure of these can be held to a minimum by a thorough PM program. The benefits of a robust PM program are:

- Extended life cycles of vehicles and equipment;
- Increased fleet availability for delivery of service to the community and increased productivity across the organization;
- Reduction of peaks and valleys in the fleet operation workload;
- Better forecasting for the budgeting of staffing and parts; and
- Higher residual value when the asset is sold.

Completion Rate for Preventative Maintenance of City Vehicles and Equipment

	Completed	Not Completed
2017	92%	8%
2018	95%	5%
2019	99.6%	0.4%



WESTMINSTER

HUMAN RESOURCES DEPARTMENT

Department Overview

The primary objective of Human Resources is to act as an internal service provider and strategic partner for all City departments and employees. The Human Resources Team has years of experience spanning multiple industries with a broad scope of expertise in many human resource related disciplines, focused on organizational and employee development. The team proudly follows a STAR (Safe, Trustworthy, Aligned, Respectful) Standard Commitment to establish and encourage a culture of Employee Engagement. Human Resources develops city-wide efforts to implement a comprehensive strategy consistent with the mission of the City of Westminster and its strategic objectives. All initiatives are integrated in a systematic approach for optimum organizational development.

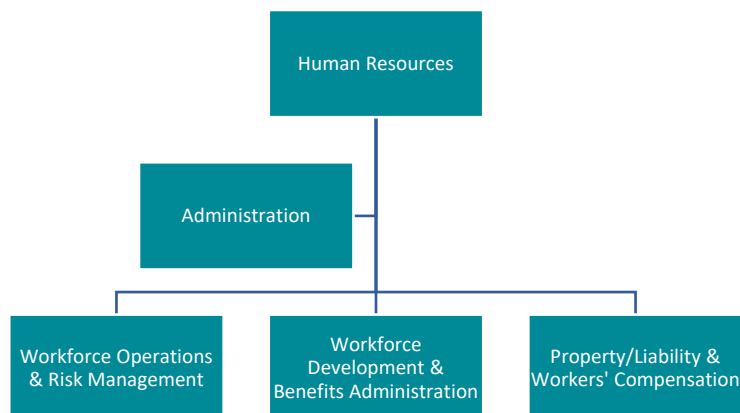
Budget Overview

Fund: 100 - General Fund
Dept.: 45 - Human Resources
Division: 050 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,695,362	1,883,930	1,997,523	1,925,133
Contractual	342,364	413,642	629,906	475,959
Commodities	114,157	68,907	90,731	58,350
Other	8,857	700	6,719	700
Program Total	2,160,740	2,367,179	2,724,879	2,460,142

Staffing Overview

	2018	2019	2020	2021
FTE Staff	24.8	24.8	24.8	24.8



2021 Objectives

- With a workforce focus, help strategically lead the organization through financial, social and environmental challenges
- Continue to proactively develop and implement policies and procedures that meet the needs of the changing employment landscape
- Provide strategic planning and change management support for an organization experiencing sustainability challenges with limited resources and changing workforce needs
- Continue to proactively respond to changing workforce needs in a post-pandemic environment
- Continue to lead efforts in fostering an organizational culture that focuses on developing a premier workforce that surpasses all expectations and embodies the mission and values of the organization
- Champion Diversity, Equity and Inclusivity efforts, both internally and externally
- Continue to focus on being a respectful, innovative, and responsive Employer of Choice using best practices in support of employee engagement
- Partner with Leadership on Organizational Development Initiatives that support City goals, objectives and the strategic plan
- Assess, strategize, develop and implement workforce development and job re-tooling to best meet the changing needs of the community
- Continue to market the organization as an Employer of Choice to diverse, top-tiered candidates
- Continue to proactively address inclusivity and equity, and foster an environment of openness including continuing outreach efforts to diverse populations for recruiting, employee placement and development
- Continue to monitor and evaluate benefit options that are well-rounded and financially sustainable
- Complete salary/benefit surveys and market review in order to develop and implement a pay and benefits system that is fiscally sustainable and continues to attract and retain top talent
- Communicate the City's comprehensive total compensation philosophy
- Complete job audits and evaluate position/department needs taking financial considerations as well as short- and long-term organizational objectives into account
- Continue support for succession management efforts across the organization, including executive recruitment, restructuring of positions and operations, staff development, mentoring, developing stretch assignments and leadership opportunities
- Improve and utilize functionality in the performance management system including talent and skill profiles, 360-degree reviews, and succession planning modules

- Continue to build on the expanded on-boarding program to engage, orient and inspire new employees
- Provide support to supervisors, promoting healthy employee engagement and interaction
- Continue meaningful employee recognition efforts
- Provide coaching and mentoring support
- Provide training and development opportunities at all levels
- Assess the internal and external environments to continue with innovative recruiting efforts that supports the culture and needs of the organization
- Comply with all Federal and State employment regulations and requirements in regards to Benefits, Leave, Equal Pay, and COVID-19
- Review and implement new legislative initiatives and laws
- Strategize with and support the Police Department regarding social change and police reform
- Continue to work closely with City Attorney's Office and Department Leadership on employee relations matters, ensuring fair and equitable processes
- Act as the liaison to the Personnel Board
- Foster a workplace that is respectful and fair, investigating employment-related ADA and Title VII discrimination claims
- Support labor-management relations
- Continue to look for ways to innovate processes and procedures to reduce expenses, improve operations, or generate additional revenue. Implement new innovation ideas provided by leadership, citizens, and employees
- Continue to utilize the internal SOLVE Process Improvement Program to enhance productivity and efficiency within the workforce.
- Continue to analyze and assess trends in benefits, wellness, and mental health to offer ongoing substantial health and welfare packages to employees, while financially appropriate for the organization.
- Expand on our behavioral support programs to help employees during difficult and uncertain times
- Implement an Employee Opinion Survey
- Support community outreach efforts to connect the community with the organization
- Continue to utilize and enhance advanced technology-based systems in performance appraisals, job applications, time sheet reporting, and day-to-day human resource operations
- Utilize data, metrics and analytics to support business decisions
- Develop Dash Boards to promote clear and transparent communication
- Continue to further enhance and develop employee communication
- Refine Department Standard Operating Guidelines

2019/2020 Accomplishments

- Continued to support the City's mission and values
- Practiced and reinforced consistent application of City values by employees and supervisors
- Conducted extensive budget work analysis and recommendations
- Established an HR Purpose Statement and developed the HR STAR Standards Commitment
- Developed an HR Communication Committee and published the monthly HR Star Employee Newsletter
- Implemented a new health plan concierge (Accolade) to increase utilization and decrease cost for Employees
- Continued focusing on Supervisor Core skills and Leadership Development programs through the Employee Development and Training group
- Facilitated several high school interns from local high schools in various areas including: Fleet, Equipment Mechanics, Public Works & Utilities- Engineering, Human Resources- Wellness, Parks, Recreation and Libraries- Parks, and Information Technology
- Offered a new gamification app called SideKick to Employees to increase health and overall wellness
- Acted as liaison to the Personnel Board
- Managed and facilitated Personnel Board Hearings
- Facilitated new employee and enhanced training and development classes focused on performance management- titles were "Quality Performance Conversations", and "Foundations of Effective Performance Management"
- The Employee Development and Training team finalized a new marketing plan to communicate training opportunities to Employees
- Partnered with the City Manager to implement re-organization directives and initiatives
- Completed pay projections to estimate and budget for changes and reclassifications to ensure pay was competitive to attract talent
- Worked with a City-wide committee to implement ongoing security procedures, including badge protocols
- Re-evaluated and improved the performance management software system. Moved system to the cloud, increased usage and efficiencies. Built out Feedback, Talent Profile, Bluebook, and 360 assessment functionality
- Implemented electronic and digital onboarding system to improve efficiencies in New Hire Orientation
- Negotiated the new Fire 2021/2022 collective bargaining agreement
- Partnered with Senior Management to address and adapt to the COVID-19 pandemic from a workforce and larger organization perspective
- Implemented a Talent Profile tool to catalogue Employee skills and aid in any re-tooling efforts
- Employed a new NeoGov Learning Management System module to streamline

training programs. The new system also has greater capability for online learning technology

- Pivoted Human Resources department to working virtually, as well as supporting all employees in a new environment with different needs and concerns
- Moved all training online and purchased a new tool- Adobe Connect to increase virtual training functionality and effectiveness
- Evaluated and recommended various cost saving measures including a selective hiring freeze
- Analyzed and implemented new federal and state employment legislation related to COVID-19
- Continued to utilize and enhance advanced technology-based systems in performance appraisals, new employee orientation and onboarding, learning management, virtual trainings and ways to connect with the workforce during COVID-19, job applications, time sheet reporting, and day to day human resource operations
- Continued employee development through coaching, training and staff development initiatives. Focused on training and coaching through a shift to a virtual platform due to the COVID-19 Emergency
- Expanded trainings to focus on communications with supervisors; as well as added trainings and wellness programs to support employees during the COVID-19 Emergency
- Continued efforts to maintain the City's total compensation package, including providing competitive pay and benefits
- Developed and implemented the 2020 Pay Plan
- Refined Comprehensive Compensation Communication (salary, benefits and work environment)
- Continued thorough employee recruitment and selection processes, including Executive-level recruitments
- Developed strategies for assessing, promoting and recruiting mid and executive level professionals
- Responded to aging workforce's effect on diminishing prospective and current employee pools through aggressive recruitment efforts, partnering with the Veteran's Administration and with the implementation of employee trainee programs in various departments
- Implemented a seasonal marketing campaign and temporary employee recruiting efforts, including streamlining the temporary employee application processes
- Continued to develop a more comprehensive employee onboarding program for new hires
- Refined applicant testing processes
- Expanded mentoring efforts, internships and volunteer outreach programs

Performance Snapshot

Risk Factor	(2018)	(2019)
Body Mass Index	385	388
Glucose Serum	134	108
Hemoglobin A1C	83	68
Systolic Blood Pressure	107	53
Diastolic Blood Pressure	61	30
Total Cholesterol/HDL Ratio	195	170
Triglycerides	155	126
Tobacco Use	64	53

Risk Stratification is the movement of defined health risk factors between three categories: low, moderate, and high. The goal of employee engagement is to decrease the number of employees in the high-risk factor category to moderate, and from moderate to low risk. Monitoring this movement also allows the City to develop and coordinate concentrated health education efforts as we strive to reduce insurance claims related to preventable chronic disease.

Data from 2018-2019 indicates that 80% of wellness members maintained or decreased their health risk category.

Human Resources – Property/Liability and Workers’ Compensation

Division Overview

The Property/Liability and Workers’ Compensation Division manages the property and liability, and workers’ compensation programs to minimize potential liabilities to the City and oversees the Safety and Loss Control Program and Safety Committee to prevent accidents and reduce the consequences if an accident should occur.

Budget Overview

Fund: 460 - Property/Liability Self Insurance

Program: 10 - General Government

Dept.: 900 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	216,544	268,989	273,592	137,271
Contractual	2,074,151	1,803,592	1,719,785	2,315,675
Commodities	3,028	1,855	2,716	2,400
Other	1,657	314	-	-
Program Total	2,295,380	2,074,750	1,996,093	2,455,346

Fund: 480 - Workers' Compensation

Program: 10 - General Government

Dept.: 900 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	5,422	3,451	2,100	136,772
Contractual	677,347	964,122	969,835	895,190
Commodities	25,808	44,919	28,251	25,400
Other	-	-	-	-
Program Total	708,577	1,012,492	1,000,186	1,057,362

2021 Objectives

- Continue and expand SafeStart training for all benefited and non-benefited employees along with advanced practice sessions, known as Extended Application Units. to promote and enhance employees’ life safety.

- Utilize the SafeStart concepts and error reduction techniques to build on the City's safety culture and decrease injury and accident loss.
- Continue to respond to potential changes to Colorado Workers' Compensation law.
- Continue to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.
- Continue to find ways to decrease the number of automobile related accidents and enhance the City's driving safety policies and procedures.
- Respond to the changing dynamics associated with and resulting from the COVID-19 pandemic and updating employee safety information as necessary.

2019/2020 Accomplishments

- Enhanced business processes by developing an electronic reporting system for workers' compensation injury reporting that allows for more efficient tracking and records retention.
- Successful onboarding of new Senior Safety Analyst.
- SafeStart training continued with a switch to on-line programming due to the COVID-19 pandemic. This program is now in its sixth year at the City and continues to increase awareness and safety knowledge of employees to help in decreasing worker's compensation claims.
- Continued to help fund valuable safety-related equipment and training for City workgroups through the Citywide Safety Incentive Program. Examples of items funded in 2019 and the first half of 2020 include, hand held metal detectors for the school resource officers, backup cameras and running boards for City vehicles, an oxygen tank lift, swim instructor rash guards and homeless camp clean up kits.
- Continued successful administration of the property and liability program.
- Successfully subrogated against third parties who damaged City property or injured City employees and recovered over \$100,000 in property damage claims and a little over \$4,000 in workers' compensation medical costs.
- Continued successful administration of the workers' compensation program.
- Successfully implemented a COVID-19 review and testing process under workers' compensation for all sworn police officers and commissioned fire personnel that allowed for quick response and quarantining to prevent further spread among the City's first responders as well as rapid test results.
- Continued to emphasize a citywide safety culture with management support and involvement across all City divisions and departments.
- City's Risk Manager was designated the organization's COVID Workplace Coordinator and Risk Management Staff responded to the ever-changing health and safety

HUMAN SERVICES BOARD

The Human Services Board (HSB) annually makes recommendations to the City Council for the allocation of funds to be used to support the mission of providing assistance in food, health, mental health, and shelter services to Westminster residents.

The members of the HSB are Katie Ruske (Chair), Cathy White (Vice Chair), Rick Garbrielsen, Joe Sloan, Karen Zimmerman, and Jessica Robb Mazzant (Alternate). Councillor Jon Voelz serves as the HSB City Council liaison and John Prejzner as the Staff liaison.

The HSB has continued to remain informed about community needs in Jefferson and Adams counties and prioritized the identified areas of need, in order to make funding recommendations that will best serve Westminster residents. The Board also gives strong consideration to the number of Westminster residents served by applicant programs, the uniqueness of services provided, alignment with the HSB mission, and the impact of HSB funding on the total organizational budget.

The 2021 HSB funding cycle application period was open from May 13, 2020 to June 18, 2020 during which time 26 applications totaling \$203,910 in funding requests were received. HSB members independently reviewed all applications containing each organization's background, goals, budgets, financial audits, and programs seeking funding.

The HSB met on July 14, 2020 to conduct applicant interviews (only for the two new applicants) and on July 16, 2020 discuss applications in order to come to a consensus on funding recommendations for City Council. Following interviews and board deliberation, the HSB determined they would recommend all 26 of the applicants to receive funding in 2021.

The following pages include the programs recommended for 2021 HSB funding and a brief description of the services each program provides Westminster residents.

AGENCY NAME	REQUESTED	PROPOSED
A Precious Child	\$10,000	\$7,000
Action Center/Jeffco Action Center, Inc	\$3,000	\$3,000
Almost Home	\$10,000	\$8,000
Audio Information Network	\$5,000	\$3,000
Beyond Home	\$5,000	\$3,000
Brothers Redevelopment	\$5,000	\$4,000
CASA of Adams County	\$7,500	\$4,000
CASA of Jefferson County	\$5,000	\$2,500
Catholic Charities of Denver	\$10,000	\$4,000
Center for People With Disabilities (CPWS)	\$5,000	\$3,000
Clinica Campesina Family Health Services, Inc.	\$10,000	\$7,000
Community Table/Arvada Community Food Bank	\$7,500	\$6,000
Denver Hospice	\$10,000	\$4,000
FISH Inc.	\$10,000	\$10,000
Food Bank of the Rockies	\$15,000	\$8,500
Growing Home - Interfaith Hospitality Network (IHN)	\$8,000	\$7,000
Have a Heart Project, Inc.	\$7,000	\$6,000
Jefferson Center for Mental Health	\$10,410	\$8,000
Kids First Health Care	\$10,000	\$4,000
Outdoor Lab Foundation	\$7,500	\$3,000
Project Angel Heart	\$5,000	\$4,000
Ralston House (Arvada Child Advocacy Center)	\$10,000	\$6,000
Rocky Mountain Multiple Sclerosis Center (RMMSC)	\$5,000	\$3,000
Senior Hub	\$10,000	\$5,000
Seniors' Resource Center	\$10,000	\$5,000
Volunteers of America Colorado Branch	\$3,000	\$2,000
TOTAL	\$203,910	\$130,000

HUMAN SERVICE BOARD

Agency Descriptions

A Precious Child – Provides children in need with opportunities and resources to empower them to achieve their full potential.

The Action Center – Provides an immediate response to basic human needs and promotes pathways to self-sufficiency.

Almost Home – Promotes self-sufficiency and provides assistance to those experiencing housing instability.

Audio Information Network of Colorado – Provides news and information in audio format to those who cannot read print materials due to being visually impaired or unable to process print materials so that listeners can make information decisions, engage with their communities, and lead independent and meaningful lives.

BeyondHome – Helps working families who are experiencing homelessness or who are on the verge of becoming homeless by helping them achieve self-sufficiency for life. BeyondHome provides affordable housing while people heal and learn and implement new life skills.

Brothers Redevelopment – Provides safe, affordable, accessible housing and housing services for the low-income, elderly, and disabled of Colorado.

CASA (Court Appointed Special Advocates) of Adams and Broomfield Counties – Provides advocacy services to abused and neglected children who are involved in the court system through no fault of their own.

CASA (Court Appointed Special Advocates) of Jefferson and Gilpin Counties – Provides advocacy services to abused and neglected children who are involved in the court system through no fault of their own.

Catholic Charities and Community Services of the Archdiocese of Denver – Provides emergency services to people of all faiths within the broader community. Services provided include: limited financial assistance for rent, medical prescriptions, job-related transportation costs, temporary shelter, and a 2-3 day supply of emergency food with a referral to a larger food bank.

Center for People with Disabilities – Provides assistance for disabled individuals who encounter difficulties in the pursuit of independent living.

Clinica Campesina Family Health Services – Provides medical care and health promotion services to the medically underserved, low-income households, and minority people on a sliding fee scale basis.

Community Table – Provides food and resources to those in need to foster self-sufficiency and achieve long term success through innovation, compassion, and community support.

Denver Hospice – Helps those facing advanced illness with unprecedented levels of comfort, compassion, and expertise. The Denver Hospice is the region’s leading, largest, and most trusted not-for-profit provider of life-enhancing hospice and palliative care.

FISH of Westminster – Provides residents in-need with short term, emergency staple foods.

Food Bank of the Rockies – Creates an efficient means of channeling food to participating food banks that assist the needs of the hungry. Food is provided to shelters, emergency assistance programs, child welfare centers, senior citizen nutrition programs, churches, synagogues, community centers, and halfway houses.

Growing Home – Provides shelter, meals, and comprehensive assistance to homeless families and increased community involvement in direct service and advocacy.

Have a Heart Project – Provides food, clothing, school supplies, and soaps for in-need elementary age children and their families.

Jefferson Center for Mental Health – Promotes mental health and provides quality mental health services to persons with emotional problems and/or serious mental illness.

Kids First Health Care – Provides infants, children, and youth primary and preventative health services in partnership with schools and other community organizations.

Outdoor Lab Foundation – Forges relationships with businesses, the community and non-profit organizations to fund the Outdoor Lab Schools which give students the opportunity to explore and experience subjects such as earth science, wildlife biology, astronomy and forestry in a unique mountain setting.

Project Angel Heart – Provides medically tailored meal services to clients with life threatening illnesses promoting the power of food as medicine; referrals come from hospitals, social workers, renal care units, and the visiting nurse association.

Ralston House – Offers a child-friendly, safe place for young children to come during the investigative process of their outcries of sexual abuse.

Rocky Mountain Multiple Sclerosis Center – Improves the quality of life of individuals and their families living with multiple sclerosis and related neurological diseases through care, support, education, and research.

The Senior Hub – Delivers hot or frozen meals to homebound residents who are unable to prepare nutritious meals themselves, are unable to travel independently to a senior center or restaurant to obtain a balanced meal, and are unable to afford the purchase of meals.

Seniors' Resource Center – Provides person-focused, coordinated services to enhance independence, dignity, and quality of life for adults age 60 and over in Westminster, both in Adams and Jefferson counties.

Volunteers of America Colorado Branch – Provides complete meals to elderly residents (60 or older) via a congregate dining center located at Westminster Commons three days per week.



WESTMINSTER

INFORMATION TECHNOLOGY DEPARTMENT

Department Overview

The Information Technology Department serves as the City's technology consultant and provides citywide technology services and support. The Department aligns technology objectives with the City Council Strategic Plan. The Department supports all areas of technology including infrastructure, end user support, application development and management, technology procurement, and cybersecurity.

Budget Overview

Fund: 100 - General Fund

Dept.: 60 - Information Technology

Division: 230 - Information Technology

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	3,380,188	3,311,674	3,627,134	3,509,669
Contractual	577,258	646,779	988,726	1,199,546
Commodities	19,392	26,823	28,900	30,800
Other	-	-	229,335	175,000
Program Total	3,976,838	3,985,276	4,874,095	4,915,015

Staffing Overview

	2018	2019	2020	2021
FTE Staff	32.0	33.3	33.3	33.3

2021 Objectives

- Complete the implementation of Central Square's CAD/RMS system.
- Complete the implementation of ImageTrend's Fire RMS.
- Complete a major upgrade of the CIS Infinity utility billing system.
- Expand data analytics capabilities with major applications like Cobblestone, JDE, RecTrac, and Cityworks.
- Complete the comprehensive Business License system including a new business services portal to streamline services.
- Leverage JDE Orchestrator to streamline finance and HR workflows.
- Complete a new Project Portfolio Management system to manage technology projects.
- Complete the implementation of Microsoft Teams citywide to enhance communications.
- Implement 911 enhancements to meet legislative mandates.
- Replace the City's Storage Area Network with faster disks for better performance.
- Improve data storage flexibility by enhancing cloud and offsite options.
- Complete the segregation of the Public Safety Network to meet CJIS compliance.
- Implement a new billing system for Fire.
- Complete the deployment of laptops and desktops for 2021.

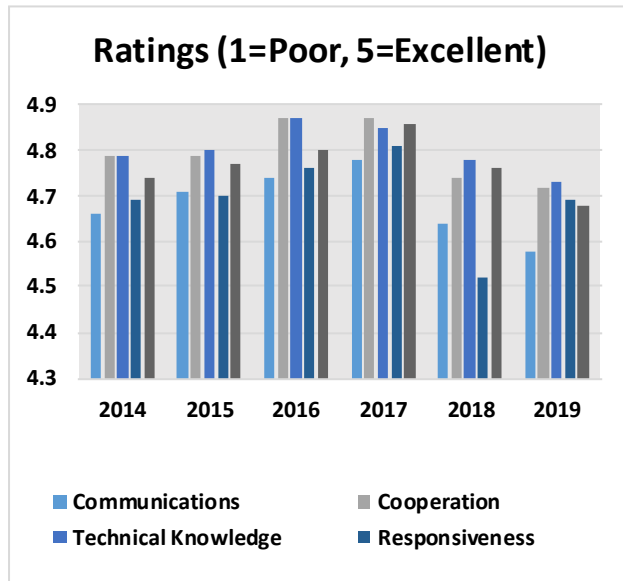
2019/2020 Accomplishments

- Implemented the Albert Monitoring Tool providing Security Operations Center (SOC) functionality for the City.
- Replaced the previous cybersecurity training program with industry leading KnowBe4 using its tools to reduce the failure rate of test phishing from 46.8% to 3.6%.
- Assisted the City in implementing a variety of enterprise applications and services including Cityworks asset management system, Cobblestone contract manager, Central Square CAD/RMS (police systems), SABA's Talentspace performance management, NEOGOV's Learning management, ImageTrend Fire records management, and Alertus workforce alerting system.
- Improved efficiency, performance, and productivity through implementation and enhancement of multiple tools such as Azure DevOps, Microsoft Teams, Dell PC imaging, Ivanti's LANDesk, ManageEngine's ServiceDesk Plus, Laserfiche, and Trend's Apex One.
- Migrated the City's Microsoft Exchange Services from on premise to the cloud and enhanced the City's O365 presence in the process.
- Upgraded the City's internet connections providing a more efficient and resilient use of the internet.
- Completed a major upgrade to the City's phone systems taking advantage of newer virtual solutions that reduced hardware needs.

- Implemented a Video Advisal framework for Court to conduct virtual meetings with defendants and reducing incarceration costs.
- Rebuilt the Public Safety Data Center to house the new CAD/RMS application and others while using segregation to meet CJIS compliance with Laserfiche and Netmotion servers.
- Develop a state of the art online Sales Tax system inhouse to enhance user experience and streamline backend services.
- Hired a Database Administrator to manage the data structure and database cluster.
- Enhanced the City's data analytics capabilities with the implementation of JDE Quicklaunch data analytics to better access financial, workforce, and budget data.

Performance Snapshot

In 2019, the IT Department changed its customer satisfaction process to surveys sent at the completion of each IT Service Request in the new ServiceDesk Plus system. Overall ratings consistently exceed the goal of 4.1 or above, on a scale of 1(poor) to 5(excellent). Outstanding employees with job specific training and tools contribute to these outstanding results.





WESTMINSTER

PARKS, RECREATION, AND LIBRARIES

Department Overview

The Parks, Recreation, and Libraries Department creates exceptional opportunities for a vibrant community committed to nature, wellness, and literacy. The Department manages the parks, open spaces, libraries, recreation centers and programs, and cultural affairs.

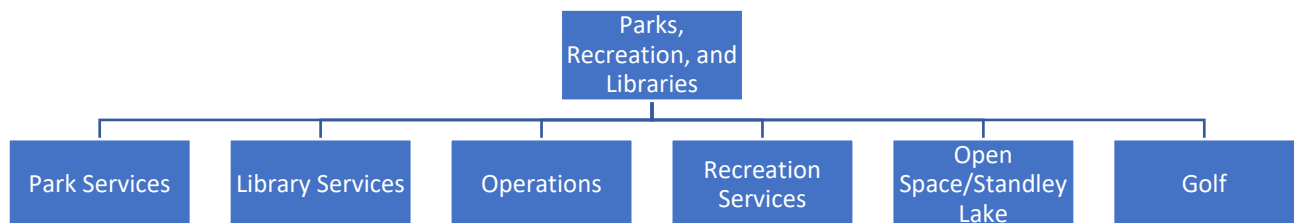
Budget Overview

Dept.: 50 - Parks, Recreation and Libraries

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	12,654,239	12,850,192	13,671,755	12,994,491
Contractual	6,001,876	6,032,833	7,044,768	6,251,084
Commodities	2,019,551	2,285,381	2,178,465	1,919,567
Other	34,138	291,126	197,344	71,945
Program Total	20,709,804	21,459,532	23,092,332	21,237,087

Staffing Overview

	2018	2019	2020	2021
FTE Staff	203.68	206.88	205.80	205.80



Parks, Recreation, and Libraries – Operations

Division Overview

Operations provides overall management of the Parks, Recreation, and Libraries Department, including human services related to homelessness and food security, cultural affairs, administration, financial oversight, and personnel management.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 050 - Operations

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,206,358	1,306,786	1,480,076	1,114,296
Contractual	512,220	596,365	522,827	352,431
Commodities	126,911	113,015	95,534	111,034
Other	-	-	5,824	-
Program Total	1,845,489	2,016,166	2,104,261	1,577,761

2021 Objectives

- Support the implementation and analysis of the 2021 Parks, Recreation, and Libraries operating and capital improvement project budget
- Complete Phase I of The MAC Remodel.
- Continue implementation of the Arts and Culture Master Plan.
- Adopt the Site Naming Policy which guides the naming and renaming of City sites.
- Continue to use the service delivery model to guide Parks, Recreation, and Libraries operations.
- Connect people to services to prevent or support them when seeking to exit homelessness.
- Coordinate with regional partners to address the basic human services needs of community members.
- Execute safe and engaging community special events.
- Launch the Mobile Art Studio in collaboration with the Recreation Division

2019/2020 Accomplishments

- The Arts and Culture Master Plan was adopted in 2019.
- Collaborated with regional partners on homelessness to hire a Homeless Navigator to provide a new level of support to people experiencing homelessness.
- Even though COVID-19 changed cultural events across the country in 2020, the Cultural Affairs Team still earned more than 2.5 million marketing impressions for the City of Westminster. 1.5 million of those impressions were a direct result of The Rough—an innovative outdoor theatrical production.
- In 2020, the number of followers on Parks, Recreation, and Libraries' Facebook page grew steadily from 12,876 to 14,038—a growth rate of nearly 100 new followers per month.
- Parks, Recreation, and Libraries partnered with Growing Home to support food bank operations during 2020.
- Cultural Affairs supported the installation of the Coast Guard Diver and Merchant Marine sculptures at the Armed Forces Tribute Garden.
- Supported a pilot autonomous vehicle project with Easy Mile to transport food and supplies from The MAC to Growing Home.
- Partnered with others to create a City Equity Action Team.
- Staff continued to utilize the service delivery model within Parks, Recreation, and Libraries operations to support the development of cost recovery tools.

Parks, Recreation, and Libraries – Park Services

Division Overview

Park Services performs all park, median, and right-of-way maintenance, and manages the City's two golf courses, athletic fields, and greenhouse.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 550 - Park Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,788,051	1,778,138	1,892,271	2,395,385
Contractual	2,591,483	2,476,803	2,594,455	2,421,641
Commodities	257,967	405,777	411,350	362,022
Other	16,221	248,197	141,800	55,000
Program Total	4,653,722	4,908,915	5,039,876	5,234,048

2021 Objectives

- Continue water conservation efforts
- Fully implement tiered watering program within parks system
- Continue turf conversion program to increase the use of low water use/drought tolerant grasses and xeric landscapes
- Covert 50% of hand held equipment to alternative fuels
- Continue environmental stewardship efforts through BMP's and improved cultural practices
- Continue to increase maintenance responsibilities for Downtown
- Complete a full parks irrigation control system renovation and upgrade
- Pursue equipment automation/technology geared towards efficiency and sustainability
- Plan future renovations of Squires, Wolff Run and Park 1200
- Construction and opening of Westminster Station Park Phase I- Nature Play Park
- Continue to emphasize safety and health protocols to protect staff and citizens

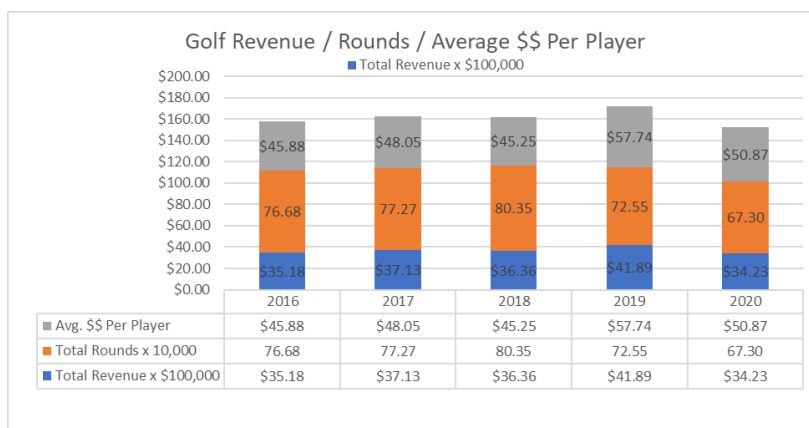
PARK SERVICES

- Completion and grand opening of England Park Greenhouse
- Westminster Station Park Nature Play construction started
- Holiday Lighting Ceremony
- Sparkler Tournament
- Turf Conversion Program continued
- Tiered Watering and Evapotranspiration (ET) based watering fully implemented in parks
- Parks Irrigation Control System renovation and upgrade started
- Supported the delivery of over 70 tons of food from Food Bank of the Rockies to Growing Home
- Installation and dedication of Coast Guard Diver and Merchant Marine sculptures at Armed Forces Tribute Garden
- Parks facilities security system upgrades
- Multiple landscape and infrastructure upgrades at City Park and Christopher Fields
- Median end cap project completed on 92nd Ave from City Hall to Wadsworth and 92nd Ave north on Sheridan to 112th. Ave.
- City Hall parking lot median renovation conversion from turf to xeric landscape
- Turf conversion of bluegrass to buffalo grass on the east side of the PSC

GOLF

- Successfully hosted national and state tournaments: US Open Men's Qualifier, AJGA Hale Irwin, US Women's Open Sectional, State Women's Junior Amateur
- Completed Walnut Creek Golf Preserve Irrigation plan design renovation and master plan
- Completed Legacy Ridge Golf Course Irrigation plan design renovation and master plan

Performance Snapshot



The popularity of the City's golf courses continues to grow. Since 2012, the City's golf courses have seen a sustainable upward trend in all three categories of Revenues, Rounds and Average Dollar Per Player.

Parks, Recreation, and Libraries – Library Services

Division Overview

Library Services meets the cultural, informational, intellectual, and social needs of residents of all ages at the College Hill and Irving Street Libraries and through online services. The Division also administers library terminals at the West View Recreation Center.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 620 - Library Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	2,182,274	2,296,288	2,373,840	1,972,638
Contractual	421,598	421,524	451,309	444,040
Commodities	494,306	518,126	534,442	434,651
Other	12,079	26,864	29,900	11,900
Program Total	3,110,257	3,262,802	3,389,491	2,863,229

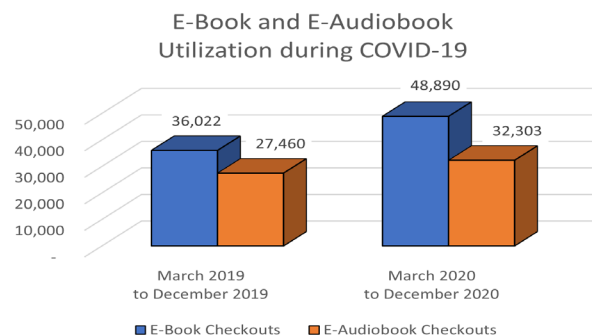
2021 Objectives

- Continue implementation of the 2017-2021 Westminster Public Library Master Plan
- Pursue grants to enhance library services and operations
- Implement the library's new Mobile Library, Library2Go program
- Begin operation of library kiosks at Westview Recreation Center and City Park Fitness
- Launch a Wi-Fi hotspot checkout program
- Provide wireless printing in the library and print from home options for patrons
- Transition from limited services back to full operations as COVID-19 numbers will allow.
- Manage and invest in physical and digital collections that meet the needs of the community
- Continue implementation of best practices for Youth Services and early literacy.

2019/2020 Accomplishments

- Continued implementation of the 2017-2021 Westminster Public Library Master Plan
- Permanently eliminated fines for late items
- Celebrated 100 years of public libraries in Westminster with the Great Booksby
- Implemented online library card signups
- Began regular video programming on Facebook, producing over 100 story time, book talks, and programming videos which were viewed 35,000 times.
- Partnered with organizations for Shower and Laundry truck services at Irving Street Library.
- Hosted first Community Cares Day at Irving Street Library
- Partnered with Tri County Health for weekly visits to Irving Street Library to help community
- Completed the first phase of the community archive study
- Implemented curbside checkout of materials, virtual programming, virtual reference services, and computer use by appointment to provide services to the community during the COVID pandemic.
- Launched WPL @ Home webpage to provide patrons easy access to all digital materials, programs, and services
- Expanded the library's digital collection, including adding CreativeBug, Flipster, and Hoopla
- Expanded the library's FAST (Fun and Unusual Things) collection, including Fitness Kits, Creativity2Go, GOCO collaboration, videogames, American Girl Dolls, Launchpads, and CPens.
- Improved new material processing to achieve an 89% decrease in the time it takes for materials to get from the dock to the shelf over the last three years.
- Implemented new room scheduling software that allows patrons to make online reservations
- Upgraded all staff and public computers to Windows 10

Performance Snapshot



Parks, Recreation, and Libraries – Open Space/Standley Lake

Division Overview

The Open Space/Standley Lake Division constructs and maintains the City's trail system and the urban forestry inventory. It acquires and preserves open space land and strategic land parcels. Provides environmental education, outdoor recreation, stewardship, and sustainability opportunities to the public. Operates Standley Lake Regional Park and collaborates with the Public Works and Utilities Department to support a high-quality water resource for the City of Westminster.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 660 - Standley Lake

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	421,626	440,582	475,679	435,174
Contractual	101,330	127,721	116,914	112,216
Commodities	26,502	21,797	22,091	22,091
Other	-	14,868	15,000	-
Program Total	549,458	604,968	629,684	569,481

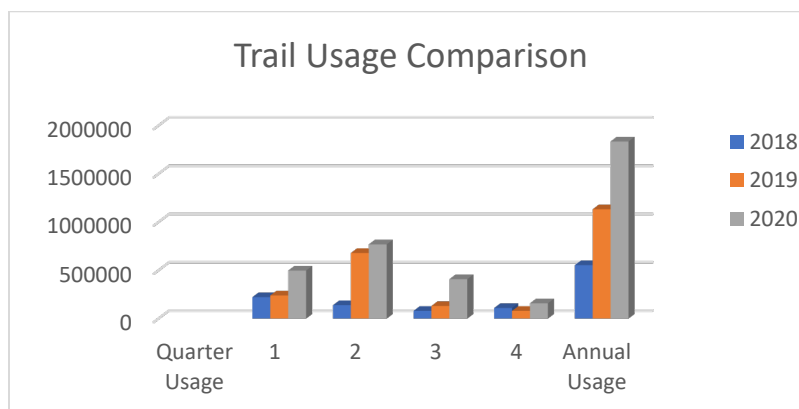
2021 Objectives

- Continue to implement the Open Space Stewardship Plan.
- Continue contract to treat City-owned ash trees in prevention of the Emerald Ash Borer infestation
- Resolve the flooding issue on the McKay Lake trail and increase parking lot size.
- Implement an annual maintenance schedule for Big Dry Creek Trail system.
- Continue with Trail Wayfinding sign installation program.
- Began construction of Phase I of the Standley Lake Loop Trail between Standley Lake Regional Park Visitor Center and Alkire Street.
- Complete study of Westminster Hills dog park to alleviate overcrowding and parking issues.
- Explore fee-based use of open space sites, particularly dog parks.
- Expand parking lots used to access open space.
- Expand Nature Education Programming to include all Open Space parks and recreation areas.
- Began using the new Nature Trailer to take environmental education programming to schools and businesses.

2019/2020 Accomplishments

- Trail use numbers during the pandemic rose approximately 400% which focused attention on trail maintenance of the 150-mile trail system.
- Partnership with Growing Home enabled the in-house construction of a new communal garden at Irving Street Library which will be operated by volunteers to supplement community food pantry.
- Honor The Land and Stream Volunteer event had record 350 volunteers.
- Installed pollinator garden at Standley Lake in partnership with the Butterfly Pavilion.
- New eagle camera was installed at Standley Lake which provides audio and night vision capabilities.
- Received \$122K grant from GOCO for Resilient Communities to bring in Mile High Youth Corps for work on Standley Lake Loop Trail in 2021.
- Personal paddle craft program was opened during the COVID-19 pandemic and sold a record number of permits
- Partnered with Butterfly Pavilion to build pollinator garden at Standley Lake.
- New “Weed Warrior” volunteer program initiated to help control noxious weed populations.
- Aquatic Nuisance Species (ANS) Program successfully prevented the introduction of zebra mussels at Standley Lake.
- Rocky Mountain Greenway Trail was constructed through Westminster and linked to City’s trail system.
- The Big Dry Creek Trail upgrade project finished which makes this trail a dual surface and accessible year round trail.
- Trail wayfinding signage installation was initiated along Big Dry Creek Trail.
- Planning phase of Standley Lake Loop Trail was completed.

Performance Snapshot



Trail user numbers rose significantly in 2020, in some places by over 400%.

Parks, Recreation, and Libraries – Recreation Services

Division Overview

Recreation Services operates City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, West View Recreation Center, The MAC, the Westminster Sports Center, and Countryside outdoor pool (seasonal operations). Provides a wide range of recreation programs and activities, including fitness, outdoor programming, youth programming, sports, and specialty programming.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	3,700,372	3,562,219	3,848,465	3,432,124
Contractual	1,094,283	1,153,669	1,324,896	1,218,936
Commodities	280,098	317,099	294,764	265,623
Other	-	-	-	-
Program Total	5,074,753	5,032,987	5,468,125	4,916,683

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 760 - Recreation Programs

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,838,067	1,837,261	1,966,282	2,038,466
Contractual	447,755	398,038	433,442	360,564
Commodities	241,552	246,789	259,706	214,791
Other	-	-	-	-
Program Total	2,527,374	2,482,088	2,659,430	2,613,821

2021 Objectives

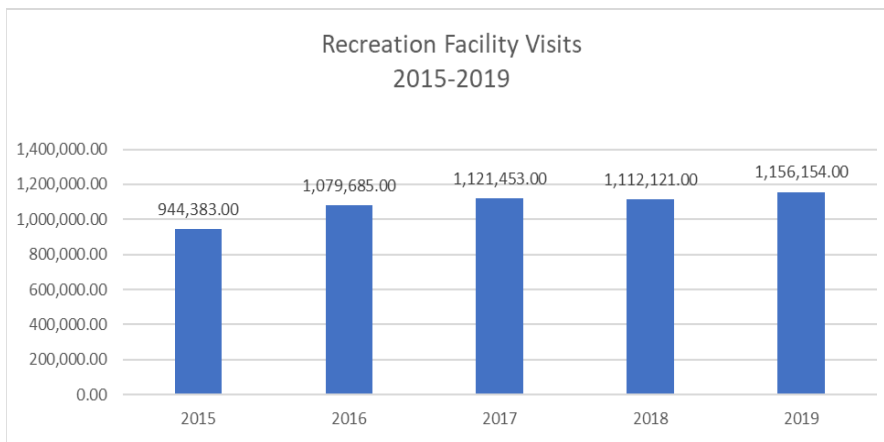
- Assess program, facility, and field rental fees in order to ensure affordability and long-term financial sustainability.
- Work with Facilities Maintenance staff to plan for future needs related to infrastructure needs across all facilities.
- Engage partners to develop programs to meet the needs of all of Westminster.
- Evaluate Recreation Services to ensure relevance for the community.
- Re-assign staff throughout the City as needed during closures of Recreation Programs and Facilities.
- Support the community need through COVID-19 services. This includes food distribution, both facility locations and staff support for testing sites.
- Continue to support the community as needed for food distribution, testing sites and vaccination sites as needed.
- Support other City operations and initiatives through staff re-assignments.
- Re-engage the community as part of the COVID-19 recovery, focusing on both the physical and mental aspects.
- Offer programming in line with Public Health orders to meet the community needs by enhancing outdoor spaces to promote additional outdoor programming, with an awareness of revenue generations.
- Complete CIP projects to improve the overall guest experience and employee safety through all PRL facilities.
- Incorporate health and safety standards into daily operations of facilities and recreational programs.

2019/2020 Accomplishments

- Partnerships with Kids Night Out, Westminster Soccer, little leagues and Scholars Unlimited to provide programs for Westminster youth.
- Continued to work with Westminster Public schools to provide free meals to the community distributed at various recreation facilities.
- NRPA Health out of school time grant - Health education for youth, gardens for summer day camp and preschool children to activate.
- Continued oversight of the City Youth Advisory Panel and Youth Summit.
- Partnership with A-Lift for transportation for seniors.
- CIP projects to enhance facilities including Wi-Fi upgrades for public access, major upgrades at City Park Fitness Center and City Park Recreation Center. Equipment, Pottery studio upgrades, MAC exterior signage and paint
- Continued with a robust field rental program including drawing national tournaments such as the Triple Crown Sparkler tournament, Special Olympics and North American gay amateur Athletic Alliance softball tournament
- Upgrades to busses and trip vehicles, with branding resulting in a major increase in guest experience.
- Silver Sneakers, Renew Active and the addition of Pedaling for Parkinson's and Diabetes class offerings.

- Reassignment of staff throughout the City as well as providing and overseeing COVID testing sites to the public.
- Offered community programming during the pandemic to include Summer Camp and outdoor programs including softball, pickleball, fitness, arts and youth programs.
- Responding to public health orders and keeping staff and community safe
- Partnered with Growing Home to provide food distribution to the community.
- Autonomous vehicle in month of June delivering food and supply boxes from MAC to Growing Home.
- Partnered with Adams County to provide Free Farmers Markets for food distribution.

Performance Snapshot



Facility visits are the total amount of people entering into the City's seven recreation centers.

Parks, Recreation, and Libraries – Golf

Division Overview

The Golf Course Enterprise Fund provides resources for the ongoing operation of the City's two high-quality championship golf courses: Legacy Ridge and Walnut Creek Golf Preserve.

Budget Overview

Fund: 220 - Legacy Ridge Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	763,610	822,712	831,693	798,778
Contractual	354,933	371,342	498,727	415,341
Commodities	302,248	360,483	320,178	271,405
Other	3,601	599	3,000	2,100
Program Total	1,424,392	1,555,136	1,653,598	1,487,624

Fund: 230 - Walnut Creek Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	753,881	806,206	803,449	807,630
Contractual	478,274	487,371	1,102,198	925,915
Commodities	289,967	302,295	240,400	237,950
Other	2,237	598	1,820	2,945
Program Total	1,524,359	1,596,470	2,147,867	1,974,440

2021 Objectives

- Continue Environmental Stewardship Practices
- Continue to host community events: Adult Egg Hunt, Movies in the Park,

Outdoor Theatre

- Collaborative and Educational Efforts with Front Range Community College and local school districts
- Maintain Audubon International Signature Certification at Walnut Creek Golf Preserve
- Assist Restaurant vendor in revitalizing business lost due to COVID-19 impacts
- Start Legacy Ridge Golf Course Irrigation Renovation
- 73,000 Rounds and \$3,700,000 in Revenue
- Revise annual Golf Operational Plan to reflect new business practices in response to COVID-19
- Continue to emphasize safe health and safety protocols to protect staff and citizens
- Acquired a 100% electric vehicle with a license plate reader for effective, efficient and technologically-relevant parking enforcement services.
- Secured parking kiosks, signage and other relevant items to manage time restrictions and paid parking in certain areas.

POLICE DEPARTMENT

Department Overview

The Police Department (PD) provides high level law enforcement services to an ever-growing community with continuously changing needs. The PD provides valuable information and resources to citizens through several educational campaigns. Through various partnerships, the PD continues to strive to reduce crime and enhance the quality of life to the Westminster community.

Budget Overview

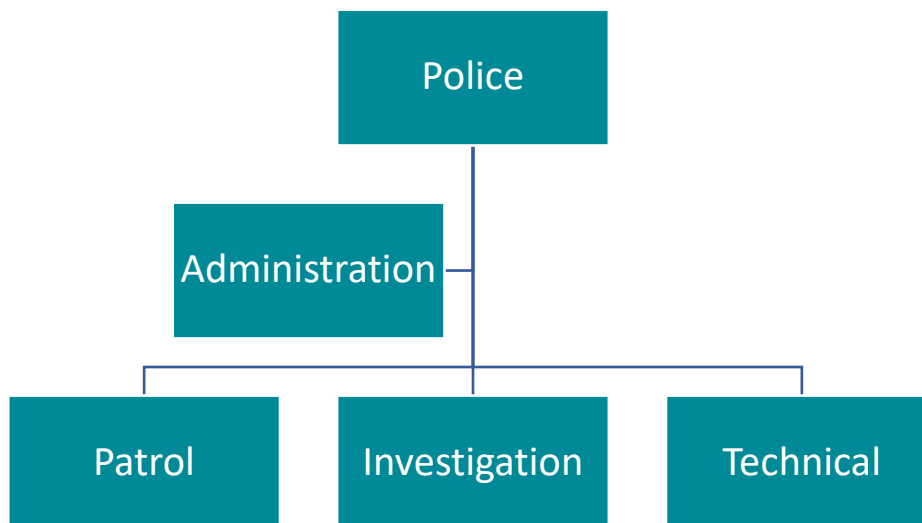
Fund: 100 - General Fund

Dept.: 20 - Police

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	22,926,843	24,289,427	26,113,606	25,642,196
Contractual	2,752,546	2,980,617	3,726,177	3,408,381
Commodities	186,700	240,337	256,919	213,816
Other	75,867	192,285	231,077	109,325
Program Total	25,941,956	27,702,666	30,327,779	29,373,718

Staffing Overview

	2018	2019	2020	2021
FTE Staff	265.6	273.8	273.8	274.8



Police Department - Administration

Division Overview

The Administration Division is responsible for the department’s budget (coordination, planning and oversight), overall policies, goals and objectives, crime analysis, intelligence information, statistical reports, activity analysis, cost allocation studies, memos and reports to City Council, performance measurements, special management level research projects, and overall leadership and evaluation of police services for the citizens of Westminster.

Budget Overview

Fund: 100 - General Fund

Dept.: 20 - Police

Division: 050 - Administration

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	400,747	372,999	409,891	484,947
Contractual	872,716	1,069,665	925,016	639,897
Commodities	16,607	9,927	24,236	10,000
Other	-	27,815	1,300	325
Program Total	1,290,070	1,480,406	1,360,443	1,135,169

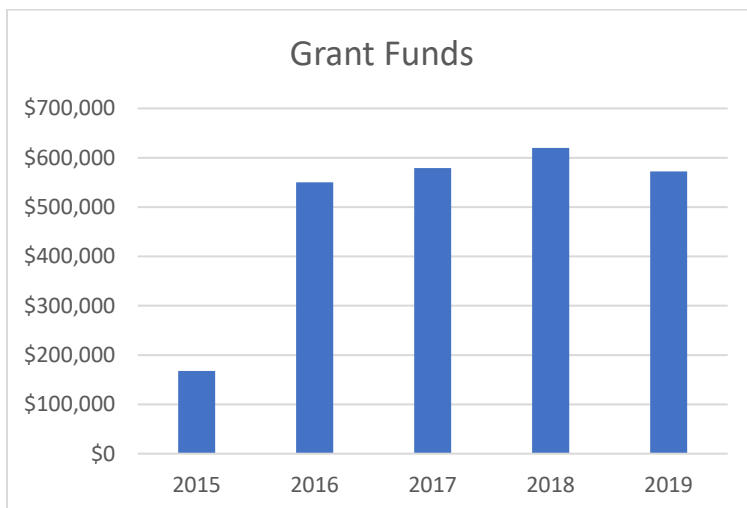
2021 Objectives

- Coordinate and develop the Department’s 2022 budget.
- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget, capital improvement projects and asset forfeiture funds.
- Research and administer viable grant funding for the Department.
- Manage and measure the Department’s identified performance goals and objectives.
- Monitor and respond to public safety related legislation.
- Continue administration of the last year as Host Agency of NMTF and work with the oncoming Host Agency for a smooth transition.
- Continue implementation of the recommendations from the Operations & Management Study from 2018.

2019/2020 Accomplishments

- Implemented sworn over-hire initiative to achieve authorized staffing levels.
- Obtained grant funding from state, federal and local entities that provided for salary, benefits, overtime reimbursement, equipment, personal protective equipment, supplies, training, travel and community outreach programs.
- Continued collaboration and participation with various multi-jurisdictional agencies and inter-departmental task forces and programs.
- Continued ongoing interaction and outreach with community groups, associations and programs
- Hired essential positions during COVID hiring freeze (officers, criminalist, and communications specialist).
- Creation of 3rd Division in 2020, including Technology Commander and position upgrade to Deputy Chief.
- Successfully utilizing Asset Forfeiture funds for Law Enforcement equipment.

Performance Snapshot



Between 2015 and 2019, the Police Department was awarded approximately \$2.5 million in grant funding; receiving substantial funding from Rocky Mountain High Intensity Drug Trafficking Area, as the Host Agency for the North Metro Drug Task Force, which ended in 2020 as well as other grant funds to purchase

Police Department – Patrol Services

Division Overview

The Patrol Services Division includes patrol operations, SWAT Team, K9 Unit, Special Enforcement Team, Field Training Instructor program, Mobile Field Force, extra duty/off duty employment, Crisis Intervention Team and emergency management.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 500 - Patrol Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	13,284,298	13,890,234	12,231,585	11,668,924
Contractual	958,915	893,641	731,578	747,585
Commodities	51,788	66,475	60,118	41,240
Other	75,867	164,470	88,175	-
Program Total	14,370,868	15,014,820	13,111,456	12,457,749

2021 Objectives

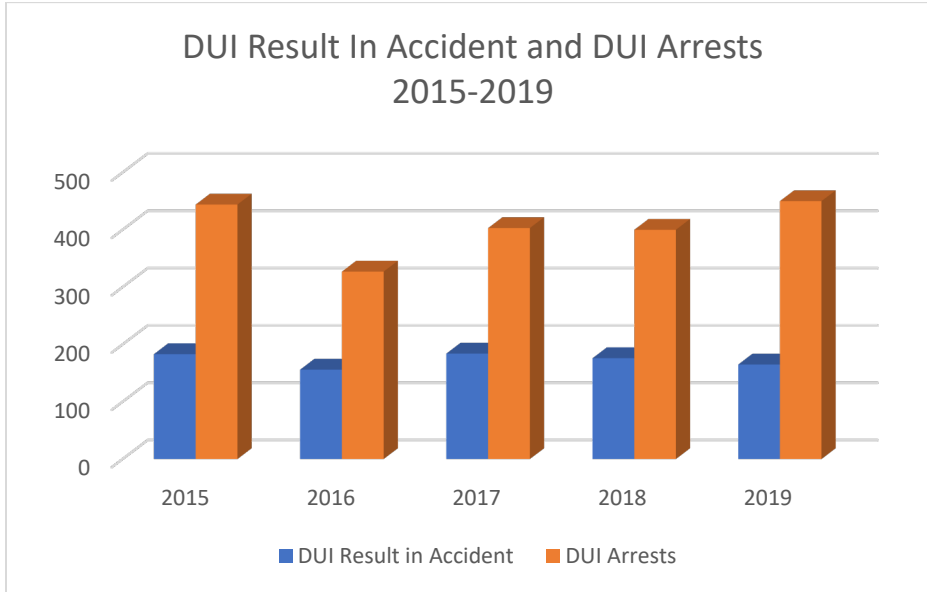
- Continued focus on attending community-based events.
- Continue to focus on leadership development and succession.
- Manage current staffing levels and overtime expense.
- Build and manage a more robust mental health response and comprehensive policy.
- Seek grant opportunities for equipment and resources to deter crime.
- Phase out rebuilt police cars.
- Continue a successful Co-Responder Response Program.
- Train and become proficient on the new RMS system.
- Continue community outreach programs.
- Maintain appropriate staffing levels.

2019/2020 Accomplishments

- Emphasized focused on traffic enforcement and DUI enforcement.
- Replaced drug detecting K-9 with bomb detecting K-9.
- Built and managed a more robust mental health response and comprehensive policy.
- Created a Co-Responder Services Program through grant funding.

- Acquired a new SWAT Negotiator Truck.
- Growth of the License Plate Reader Program through grant funded equipment.

Performance Snapshot



In 2019, officers arrested 405 DUI drivers. Of the total 2,909 accidents reported in the City of Westminster, 6% (or 165) were a result of a DUI. Patrol Services continues to focus on traffic enforcement and proactive DUI enforcement, increasing safety on City streets.

Police Department – Investigation Services

Division Overview

The Investigation Services Division includes investigatory services related to criminal activity, intelligence gathering, sex offender registration, crime scene processing, prisoner extraditions and transports, victim services, liquor enforcement, public information, crime prevention, employee background investigations, internal affairs, training, records management and storage/safekeeping of evidence and found property.

Budget Overview

Fund: 100 - General Fund

Dept.: 20 - Police

Division: 300 - Specialized Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	9,241,798	10,026,194	7,622,511	7,520,447
Contractual	920,915	1,017,311	671,368	749,818
Commodities	118,305	163,935	127,808	125,439
Other	-	-	20,602	-
Program Total	10,281,018	11,207,440	8,442,289	8,395,704

2021 Objectives

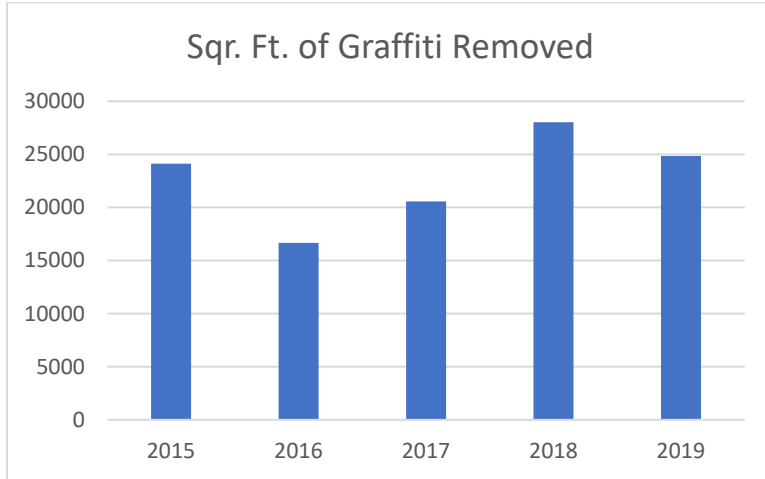
- Maintain staffing levels where needed.
- Provide efficient and cost effective replacement to the current Records Management System (RMS).
- Collaborate with HR to effectively and efficiently recruit quality personnel.
- Community outreach and partnerships for service delivery to the community.
- Increase the clearance rate for assigned cases.
- Continue to maintain staffing levels where needed.
- Continued involvement in community events.

2019/2020 Accomplishments

- Improve Public Safety Center’s security system and upgrade video system.
- Implemented Resiliency Program for all PD Staff.
- Supported the need to better serve our community by moving Code Enforcement out of police services into community development for consistency in service delivery.
- Sergeant added to the Public Information Office to continue to strengthen



Performance Snapshot



In 2019, a total of 112 reports of public graffiti violations were received. The total number of square footage of graffiti removed in 2019 was 24,841, which was a 11% decrease compared to 2018. The City continues to be proactive in the pursuit and prosecution of individuals committing graffiti offenses.

Police Department – Technical Services

Division Overview

The Administration Division is responsible for the department’s budget (coordination, planning and oversight), overall policies, goals and objectives, crime analysis, intelligence information, statistical reports, activity analysis, cost allocation studies, memos and reports to City Council, performance measurements, special management level research projects, and overall leadership and evaluation of police services for the citizens of Westminster.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 700 - Technical Services

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	-	-	5,849,619	5,967,878
Contractual	-	-	1,398,215	1,271,081
Commodities	-	-	44,757	37,137
Other	-	-	121,000	109,000
Program Total	-	-	7,413,591	7,385,096

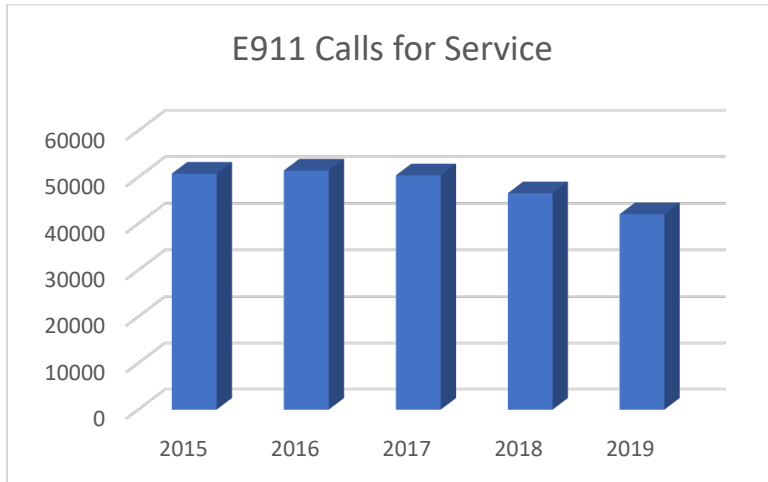
2021 Objectives

- Work towards advancements in technology to better serve citizens and improve personnel's efficiency.
- Animal Shelter become a financially sound option for the City.
- Explore other opportunities to increase sales and/or revenue generating endeavors to assist Foothills Animal Shelter.
- Maintain staffing levels.

2019/2020 Accomplishments

- Implementing Technical Services as the third division within the department.
- Utilizing Jefferson County Emergency Communications Authority (JCECA) restricted funds for public safety emergency communications, to include everyday operations and Communications Infrastructure CIP for the future replacement of the citywide radio system.
- New Communication Administrator.

Performance Snapshot



In 2019, there were a total of 42,027 Emergency 911 Calls for Service. This was approximately 26% of all calls received in the Dispatch Center.



WESTMINSTER

POLICY AND BUDGET DEPARTMENT

Department Overview

The Policy and Budget Department is responsible for overseeing the City's budget processes, coordinating the City's legislative efforts, as well as long-term strategic and financial planning. The department also supports the development and implementation of City policies and programs, managing the biennial Citizen Survey, and advises City Council on financial and legislative issues. Although the department does not have any divisions, it does have three distinct focus areas: Policy, Legislative, and Budget.

Budget Overview

Fund: 100 - General Fund

Dept.: 80 - Policy and Budget

Division: 050 - Administration

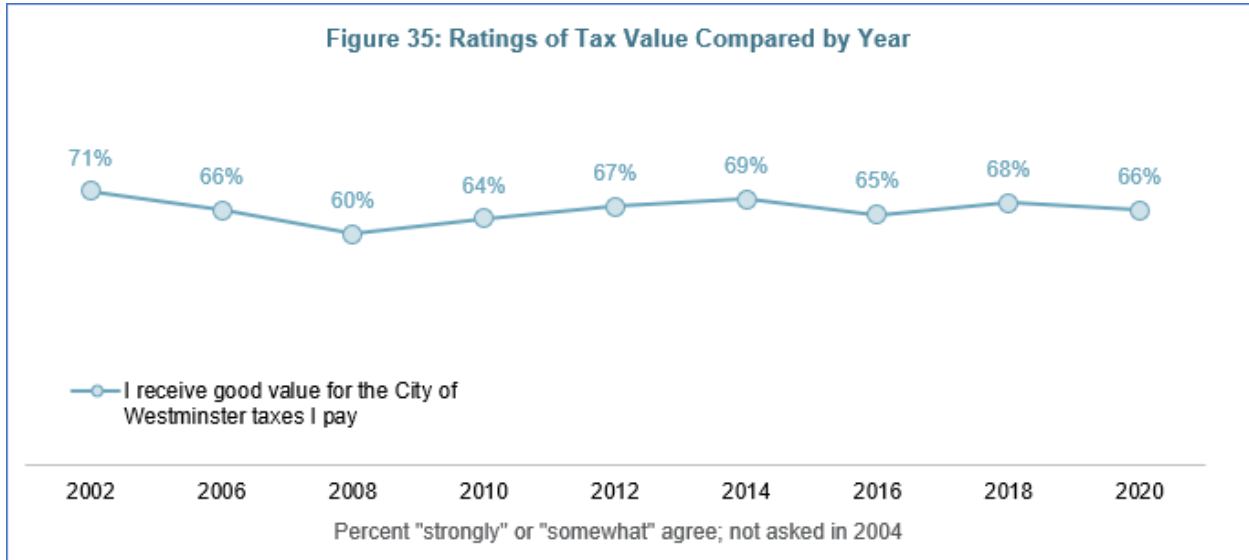
Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	-	-	700,579	600,920
Contractual	-	-	8,551	9,575
Commodities	-	-	7,585	7,450
Other	-	-	30,300	7,000
Program Total	-	-	747,015	624,945

Staffing Overview

	2018	2019	2020	2021
FTE Staff	0	3	6	6

Prior to 2019, Policy and Budget was a division within the City Manager's Office. In 2019, an organizational redesign added 3 full-time staff and made it its own Department.

Performance Snapshot



2021 Objectives

- Redesign the internal and external budget process
- Increase financial/budget understanding within City's operating departments while increasing accountability of those departments
- Support economic recovery efforts across the City of Westminster
- Increase use of reporting tools in order to present data in a variety of formats to internal and external customers

2019/2020 Accomplishments

- Participated in 25+ boards/teams/committees both internal and external
- Transitioned from a bi-annual budget to a one-year budget development process for the time in nearly 20 years while managing COVID impacts
- Increased engagement with the public this year through the community survey, revenue polling, and the Westy RISE 2021 Budget Input program
- There have been no furloughs or layoffs among City work force and none proposed for 2021 due to the economic impacts of the COVID-19 pandemic
- Participated in the Emergency Operations Center and led an Emergency Support Function
- Successfully supported the team's transition to working from home very quickly and supported our wellbeing while working from home
- Supported work/life balance for department staff, including Theresa's use of the City's extended leave program and budget season vacations for staff
- Established a Parks, Open Space & Trails land acquisitions capital project and funded at a higher level than requested
- Made a number of changes to the budget to ensure more long-term financial sustainability and increased tracking/accountability

PUBLIC WORKS AND UTILITIES

Department Overview

The Public Works and Utilities Department is comprised of five Divisions that maintain and enhance the safety and well-being of the community by providing exceptional water and wastewater service and maintaining the City's extensive network of street infrastructure.

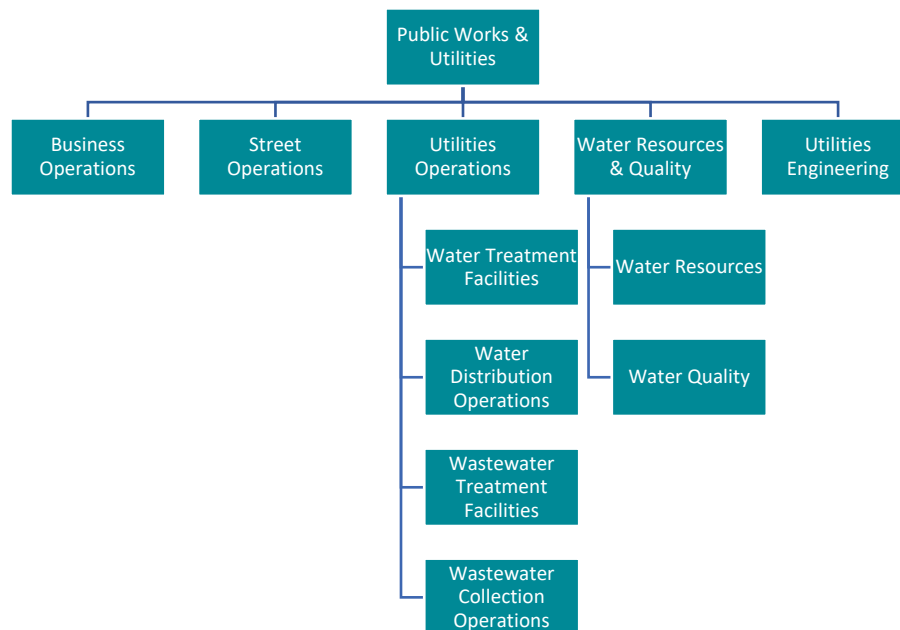
Budget Overview

Dept.: 35 - Public Works and Utilities

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	10,453,175	11,086,525	12,283,601	11,814,503
Contractual	20,557,673	21,091,160	24,540,314	24,923,771
Commodities	2,580,040	3,048,329	3,702,390	4,003,295
Other	29,818	175,737	251,918	315,595
Program Total	33,620,706	35,401,751	40,778,223	41,057,164

Staffing Overview

	2018	2019	2020	2021
FTE Staff	146	152	155	155



Public Works and Utilities - Business Operations

Division Overview

Business Operations oversees the management of all infrastructure improvements and maintenance related to street operations, utilities operations water resources/quality and engineering services. This includes the creation and management of the department’s operating budget, financial sustainability efforts, public communications, and ongoing citywide collaboration efforts. The division is also responsible for managing the City’s water conservation programs and the utility customer assistance programs.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 050 - Business Operations

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	343,865	591,157	692,615	686,420
Contractual	222,267	307,747	328,593	480,947
Commodities	11,511	2,650	12,264	4,000
Other	-	6,282	1,774	-
Program Total	577,643	907,836	1,035,246	1,171,367

2021 Objectives

- Develop the 2022 water and sewer rate/fee recommendations for City Council consideration
- Collaborate with the Finance Department to implement a customer water use software application to provide customers with the ability to review and manage their water use
- Expand Utility Customer Assistance Program outreach and advertising
- Continue to provide customers with education about the value of the water and wastewater services provided.
- Continue to provide customers with water conservation programs to help manage their water bills
- Manage the short- and long-term finances of the Department to ensure long term fiscal sustainability
- Work with managers and staff to ensure that the appropriate tools, training, practices, and policies are provided to foster an engaged, committed, inclusive, and high-performing workforce.

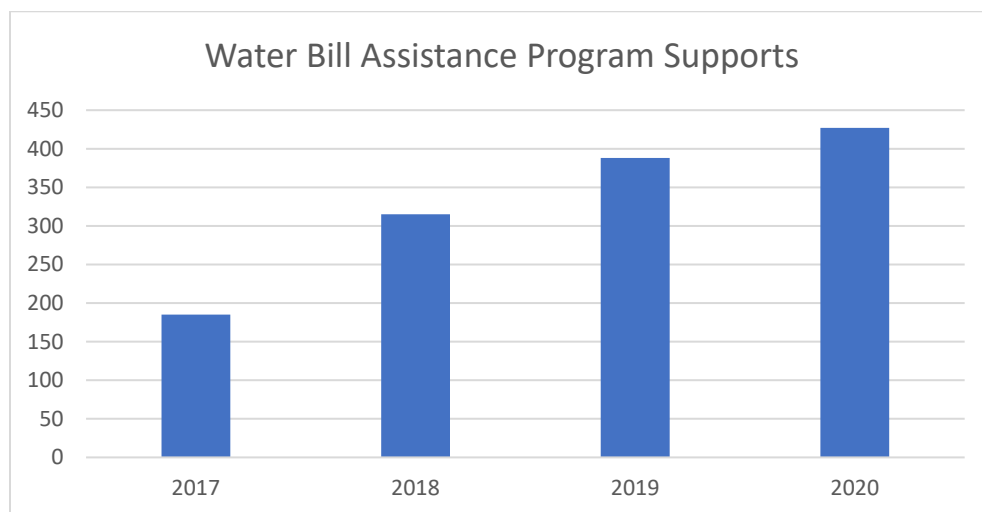
2019/2020 Accomplishments

- Hired a Communications and Outreach Coordinator to help educate our customers about the value of the water and wastewater services the City provides.
- Assumed primary responsibility for the Utility Customer Assistance Programs and hired a Water Bill Assistance Program Coordinator to administer these programs
- Piloted two new water conservation programs to gain an understanding of where our customers would most appreciate future conservation program funding
- Submitted the City's Water Conservation/Efficiency Plan to the state for approval
- Developed and recommended 2021 water and wastewater rates and tap fees to City Council to maintain a financially sustainable Utility and government.
- Offered \$50 CARES Act grants to customers financially impacted by the COVID-19 pandemic
- Continued to support the efficiency and interdepartmental coordination of the Department's infrastructure improvements and operations.
- Worked with managers and staff to ensure that the appropriate tools, training, practices, and policies were provided to foster an engaged, committed, inclusive, and high-performing workforce.

Performance Snapshot

In 2020, Public Works and Utilities offered five financial assistance programs to our income-qualified customers, including: 1) \$15 monthly bill credit; 2) free indoor efficiency audit; 3) two free toilet replacements; 4) hardship bill payment; and 5) no-cost plumbing repair. Program reach continues to grow each year due to proactive outreach of staff.

The City also offered a \$50 CARES Act grant (federally funded) to utility customers upon proof of financial hardship caused by the COVID-19 pandemic.



Public Works and Utilities - Street Operations

Division Overview

Street Operations provides overall maintenance of streets, traffic control devices, Stormwater drainage, street sweeping, and snow and ice control. Manages annual street improvement projects, the Adopt-A-Street Program, the Pavement Management Program, and the Public Facility Parking Lot Management Program.

Budget Overview

Fund: 100 - General Fund

Dept.: 35 - Public Works and Utilities

Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Budget FY 2021
Personnel	1,619,258	1,847,877	1,880,487	1,688,669
Contractual	6,896,819	7,595,173	7,752,347	7,527,491
Commodities	783,575	1,081,149	1,109,153	1,172,445
Other	1,392	1,501	-	20,000
Program Total	9,301,044	10,525,700	10,741,987	10,408,605

Fund: 250 - Storm Drainage Fund

Dept.: 35 - Public Works and Utilities

Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Requested Budget FY 2021
Personnel	-	-	-	-
Contractual	303,461	237,886	447,907	408,907
Commodities	-	3,730	10,000	10,000
Other	-	-	-	-
Program Total	303,461	241,616	457,907	418,907

2021 Objectives

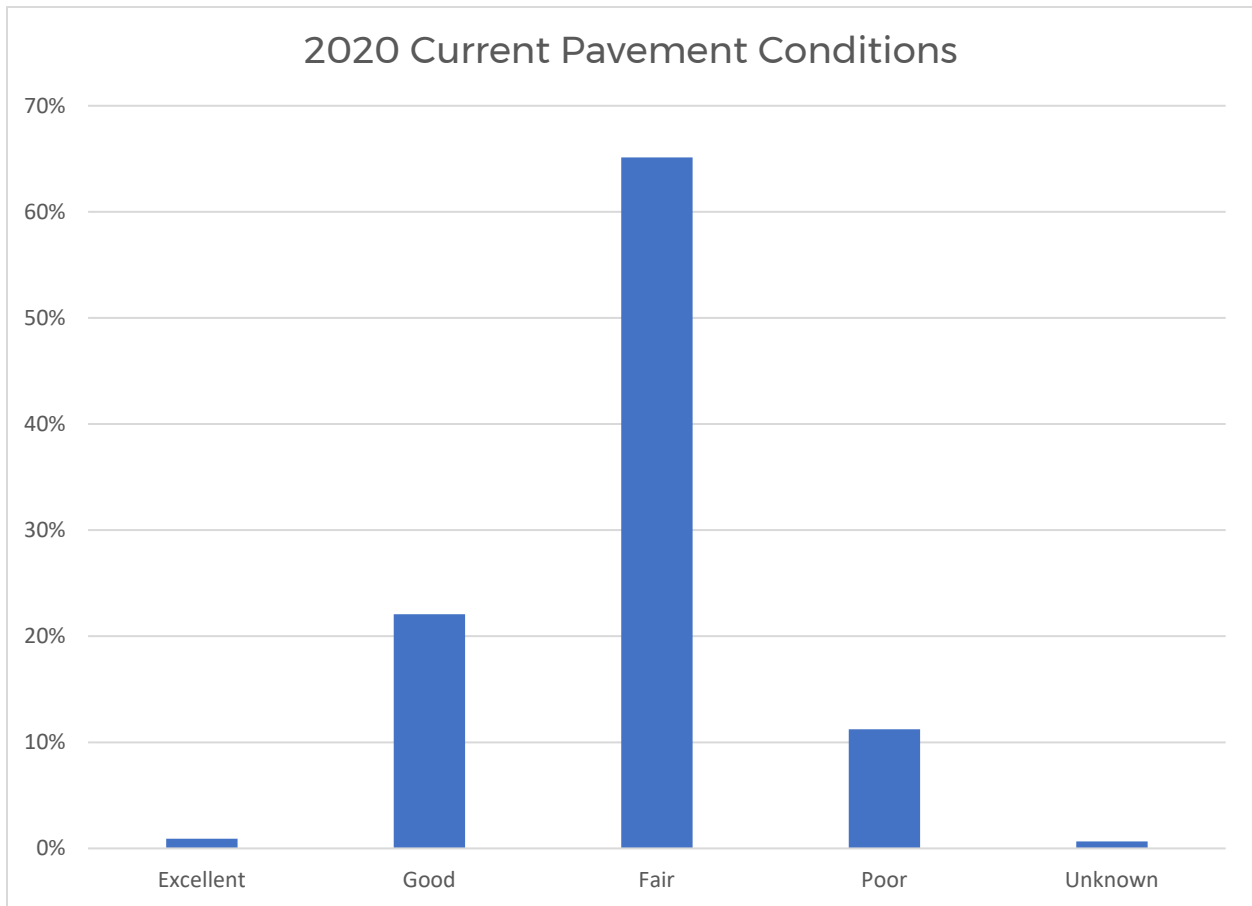
- Utilize the pavement management system optimizing the street maintenance to improve pavement condition.
- Replace deteriorated concrete sidewalks, curb and gutter adjacent to street rehabilitation projects.
- Increase the overall pavement condition ratings of City facility parking lots through asphalt pavement rehabilitation.
- Provide efficient snow and ice control to assure safety for the public.
- Assist in the implementation of bike lanes throughout the City.
- Collaborate proactively with regional community members by offering local school districts the opportunity to use the City's asphalt and concrete contract pricing and de-icing material pricing.
- Maintain bridges and re-paint architectural pedestrian railings.
- Provide enhanced street maintenance activities in Downtown area as development occurs.
- Continue to assist, participate and support city wide events.
- Maintain the storm sewer inlets and areas known to be prone to collect water for proper drainage.

2019/2020 Accomplishments

- Maintained 1,135 lane miles of roadways throughout the City.
- Utilized a computerized pavement management system to efficiently manage the street network with the ability to create future Street Improvement Master Plans.
- Improved pavement condition ratings of four City facility parking lots in 2019 and 2020 through a mill and overlay asphalt rehabilitation process.
- With the City's new Stormwater Division creation, Street Operations' focus has changed from both storm line and inlet maintenance to only the storm inlet maintenance. GPS data is being collected to identify the exact locations of all inlets and condition details for maintenance recording and tracking. This project is expected to be completed by fall 2020.
- Assisted in the implementation of 25.51 miles of new bike lanes on City roadways in 2019 and 2020.
- Accomplished the Large Item Clean-up Program in 2019 and 2020.
- Maintained the established traffic control device tracking program.
- Replaced deteriorated curbs, gutters, sidewalks, and curb ramps in Westbrook subdivision through the Major Concrete capital program.
- Provided efficient snow and ice control to assure safety for the public during 20 crew deployments throughout the 2019/2020 snow season.

Performance Snapshot

A pavement management program is used in the City to assign a pavement condition rating to each roadway in the City of Excellent, Good, Fair, Poor and Very Poor. The goal is to maintain 65% of all roads at a rating of Fair or better. The chart below reflects the current ratings, of which 88% of the 2,423 streets have a rating of fair or better. 16 of the streets have an unknown rating due to being a new street and have not been rated. Staff is working to maintain the condition rating with additional street operations crewmembers and additional future funding will be needed in order to prevent further declines in the pavement condition.



Public Works and Utilities - Utilities Operations

Division Overview

Utilities Operations maintains approximately 530 miles of water lines, 27 miles of reclaimed water lines, 24 miles of raw water lines, 399 miles of sanitary sewer lines and 12 water storage facilities located within the City. The Division also maintains and operates two water treatment plants, as well as reclaimed and wastewater facilities.

Budget Overview

Fund: 200 - Water Fund

Dept.: 35 - Public Works and Utilities

Division: 470 - Utility Field Operations

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	2,651,656	2,818,266	3,168,163	3,051,266
Contractual	1,832,481	1,322,213	1,967,849	2,036,576
Commodities	461,516	692,345	824,019	885,630
Other	5,022	155,733	230,096	228,000
Program Total	4,950,675	4,988,557	6,190,127	6,201,472

Fund: 210 - Wastewater Fund

Dept.: 35 - Public Works and Utilities

Division: 470 - Utility Field Operations

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	696,937	726,903	1,037,319	1,003,093
Contractual	263,818	323,591	328,370	303,072
Commodities	131,586	132,019	95,000	129,400
Other	233	7,969	15,000	65,000
Program Total	1,092,574	1,190,482	1,475,689	1,500,565

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 490 - Plants

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	1,495,031	1,585,914	1,608,534	1,549,858
Contractual	1,170,187	1,069,484	1,508,646	1,547,889
Commodities	917,558	890,347	1,095,764	1,103,164
Other	-	-	-	-
Program Total	3,582,776	3,545,745	4,212,944	4,200,911

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 490 - Plants

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	1,343,582	1,349,652	1,474,872	1,465,699
Contractual	4,158,978	4,431,333	5,329,052	5,374,055
Commodities	187,682	165,703	444,597	599,702
Other	-	-	2,112	-
Program Total	5,690,242	5,946,688	7,250,633	7,439,456

2021 Objectives

- Work with Legacy Ridge Golf Course staff to expand the reclaimed storage for the irrigation system.
- Commence reclaimed maintenance program, such as valve maintenance and in-house dye testing.
- Continue to enhance the accuracy of GIS data.
- Add distribution piping to the reclaimed system.
- Collaborate with Water Resources and Quality staff to complete an update to the Reclaimed Master Plan.
- Replace approximately 8,000 feet of distribution water main.
- Continue to refine data and document management policies
- Reach 100% completion for State required backflow surveys.

- Continue to ensure that 90% of Staff maintain achievement of State certifications.
- Continue to enhance asset management work flows and data quality processes for utility assets.
- Complete the small meter replacement project in early 2021, replacing 100% of residential meters
- Participate in stakeholder meetings and help reshape CDPHE Regulations 38, 64, and 84.
- Increase reliability of onsite critical infrastructure at Big Dry Creek Wastewater Treatment Facility (BDCWWTF) - including disinfection systems, electrical gear and pump/lift stations.
- Profile and model future discharge permit impacts to prepare for stricter regulations
- Begin Partnership for Clean Water program at BDCWWTF
- Continue to meet or exceed all state, federal, and local discharge regulations.

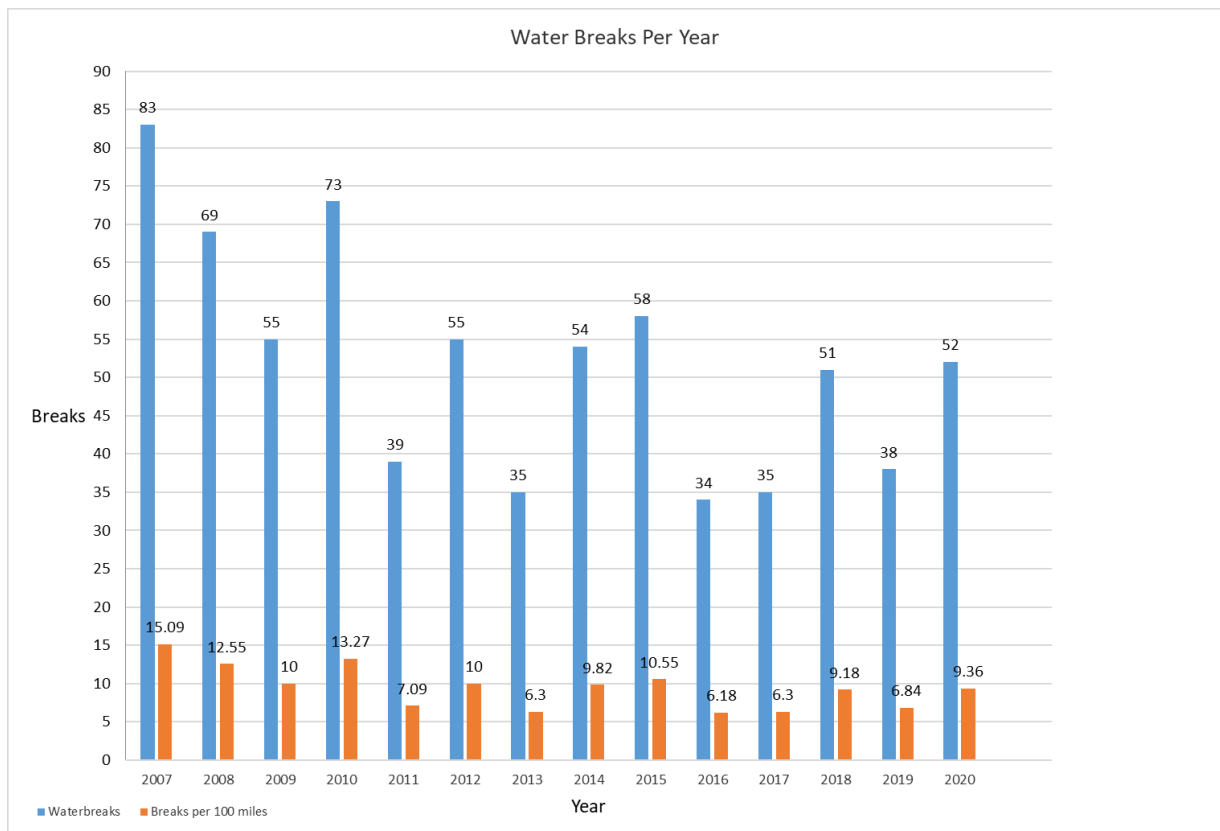
2019/2020 Accomplishments

- No regulatory violations or significant deficiencies have been issued by CDPHE in the City's potable water treatment facilities or distribution systems.
- Awarded the 2019 "Director's Award" by the AWWA's Partnership for Safe Water Program for the City's Semper Water Treatment Facility, a 44 Million Gallon per Day (MGD) capacity conventional potable water treatment plant, and for the City's water distribution system which consists of approximately 530 miles of pipe.
This is a prestigious award within the industry that only a select few plants receive for excellent operation and maintenance based upon a rigorous peer review process.
- Worked for all of 2019 and part of 2020 to negotiate with CDPHE to grant the City an Exemption and Variance from current EPA Technologically Enhanced Naturally Occurring Radioactive Material (TENORM) regulations. This will allow sludge generated in the water treatment process to be recycled and applied to farmers' fields at less than 20% the cost of direct burial in a landfill, as required by the current regulation.
- Identified and corrected 10 uncontrolled cross-connections. Our testing compliance is now 98.47%.
- Identified and repaired 5 distribution system non-surfacing leaks utilizing advanced leak detection equipment.
- Identified Supervisory Control And Data Acquisition (SCADA) fiber network areas of concern
- Installed and tested City Park reclaimed water direct connect. Currently working to optimize watering windows for the entire reclaimed system.
- Negotiated and received a new 5-year discharge permit from CDPHE, which went into effect January 1, 2020.
- Acquired additional farm land to build resiliency in the biosolids program
- Deployed the new Cityworks asset management system.

- Finalized Records Management Policy for the Department and provided training
- Completed 16,460 locate tickets on the new Cityworks asset management system, which reduced paper supply cost and allowed staff to receive and complete tickets in the field
- Connected six new customers to reclaimed system, including the Westbury Apartments and the Ball Campus. Approval for an additional four more sites was approved by CDPHE.
- Assisted CDOT with pressure testing of the reclaimed line under US Highway 36.

Performance Snapshot

A key indicator of a reliable water distribution system is the frequency of water main breaks per 100 miles of pipe per year. Over the past ten years, the City has experienced an overall trend of 10 or less main breaks per 100 miles of pipe each year. These breaks are well below the industry acceptable standard of 15 breaks per 100 miles of pipe. This is due to aggressive water line replacement efforts through the capital repair and replacement program. 2017 had 6.3 breaks per 100 miles of pipe, 2018 had 9.18 breaks per 100 miles of pipe and 2019 had 6.84 breaks per 100 miles of pipe.



Public Works and Utilities – Water Resources and Quality

Division Overview

Water Resources and Quality encompasses two work groups: the Water Resources group that manages the City’s raw water supply, valued at approximately \$1 billion, protects existing water rights, and plans for future water needs; and the Water Quality group that monitors the City’s water from source to discharge and ensures compliance with state and federal regulations.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 480 - Water Resources and Quality

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Requested Budget FY 2021
Personnel	1,141,739	1,055,296	1,195,196	1,172,154
Contractual	5,661,076	5,745,984	6,816,884	7,160,638
Commodities	43,018	39,580	63,468	52,174
Other	10,800	628	2,600	2,595
Program Total	6,856,633	6,841,488	8,078,148	8,387,561

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 480 - Water Resources & Quality

Expenditure Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Requested Budget FY 2021
Personnel	328,337	341,605	349,603	346,691
Contractual	43,076	49,934	52,507	74,077
Commodities	39,786	37,645	44,161	42,351
Other	-	-	-	-
Program Total	411,199	429,184	446,271	463,119

2021 Objectives

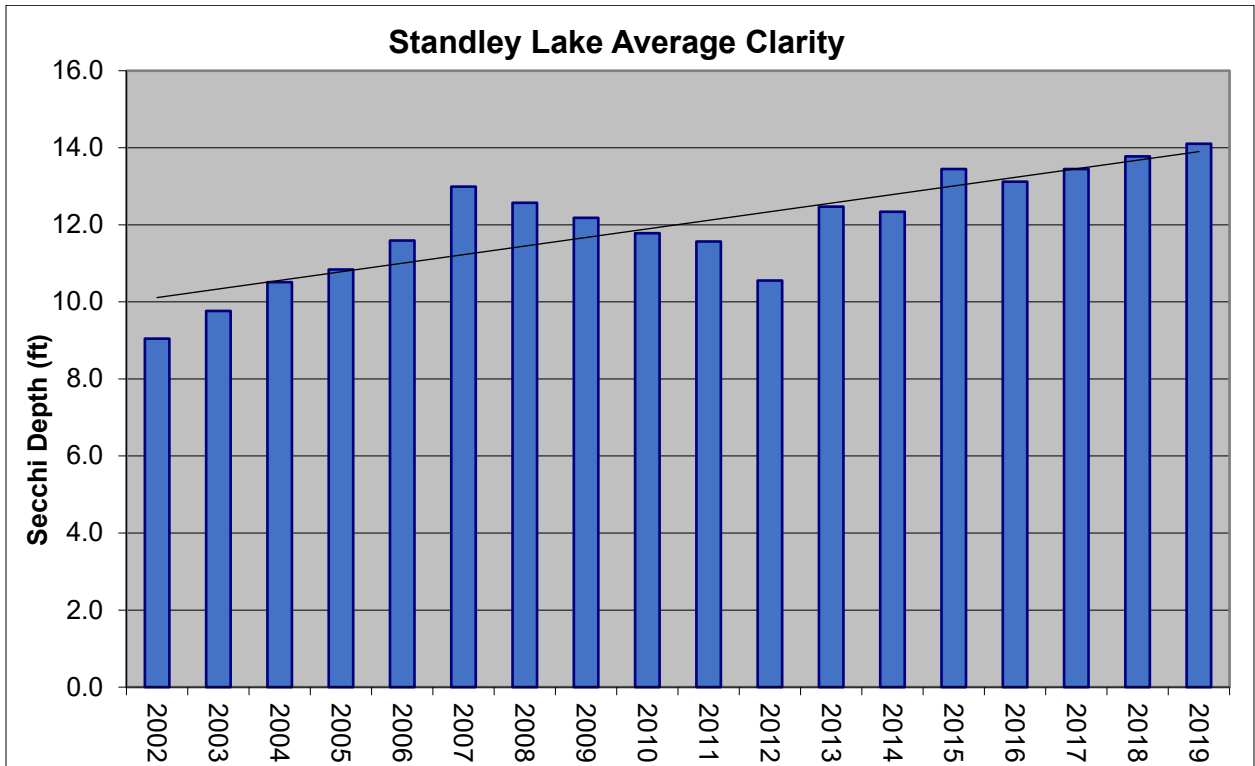
- Complete necessary source water, drinking water, and wastewater quality testing to ensure continued compliance with regulations and to ensure high quality water is delivered to customers and the environment.
- Continue working with partner jurisdictions in wildfire planning efforts for the City's watershed.
- Complete updated Standley Lake water quality monitoring to maintain high-quality water to the City's water treatment plants.
- Complete the complex water rights change case for a number of City-owned Farmers Reservoir and Irrigation Company (FRICO) shares.
- Maintain and operate the City's raw water system to maximize water supply.
- Monitor and appropriately respond to potential drought conditions.
- Continue monitoring regulatory and legislative processes to ensure compliance with new regulations and legislation and to provide effective feedback through those processes.
- Collaborate with Operations staff to complete an update to the Reclaimed Master Plan.

2019/2020 Accomplishments

- Finalized technical aspects of the Water Supply Plan with policy discussion to follow in 2021.
- Purchased the first cell of the Wattenberg Reservoir complex.
- Met all source water, drinking water, and wastewater quality monitoring requirements.
- Successfully brought a specific wastewater testing methodology in-house, saving money, improving responses to events in the plant that could impact treatment, and improving reliability in results.
- Completed the City's first Council-approved Drought Management Plan.
- Purchased land to improve resiliency of the biosolids program.
- Participated in multiple state-wide efforts to ensure appropriate regulations are developed to protect health, safety, and environment while being conscious of financial limitations.
- Completed a two-year long process for Phase II of the Source Water Protection Plan.
- Successfully formed and jointly funded a pre-fire planning committee for post-fire activities to protect the City's water supply from the impacts of forest fire.
- Lead continuing efforts to monitor and protect the City's source water.
- Completed a variety of legal processes to protect the City's existing water rights.

Performance Snapshot

Protecting the City's source water at Standley Lake not only assures the lake continues to be an environmental, ecological, and recreational center for the community, but also reduces drinking water treatment costs and improves the overall drinking water quality at customers' taps. Years of hard work and coordination have yielded real and tangible results as can be seen in this graph of lake clarity. Increasing "Secchi Depth" indicates increasing clarity of the water in Standley Lake.



Public Works and Utilities – Utilities Engineering

Division Overview

Utilities Engineering is responsible for planning, prioritizing, and implementing capital improvement projects to sustain the \$4 billion system of infrastructure supporting the public health and economic vitality of our City.

Budget Overview

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 470 - Utility Field Operations

Expenditure Category	Actual	Actual	Budget	Requested
	FY 2018	FY 2019	FY 2020	Budget FY 2021
Personnel	696,937	726,903	1,037,319	1,003,093
Contractual	263,818	323,591	328,370	303,072
Commodities	131,586	132,019	95,000	129,400
Other	233	7,969	15,000	65,000
Program Total	1,092,574	1,190,482	1,475,689	1,500,565

2021 Objectives

- Complete construction of the Cured-In-Place Pipe lining portion of the Big Dry Creek Interceptor Sewer system and continue the open cut portion of the work to increase the capacity and improve the condition of the interceptor sewer.
- Complete construction of improvements to the Semper High Service Pump Station that supplies potable water to 80% of the City’s customers. As part of the project replace aged, critical pumps and control equipment at Northwest Water Treatment Facility and the Reclaimed Water Treatment Facility to improve reliability.
- Continue design phases of the WATER 2025 project to build a new water treatment facility to replace the aging Semper Water Treatment Facility.
- Invest in the City’s raw water assets by implementing design phase efforts at the Kershaw Pump Station, the South Boulder Diversion Canal, and Wattenberg Reservoir.
- Replace high-priority water transmission main in Sheridan Boulevard, between West 80th Avenue and West 75th Avenue.
- Initiate a condition and capacity assessment of the water transmission main in 120th Avenue to determine how, when, and where to focus repair and replacement efforts in the future.

- Initiate the design for the replacement of the two oldest water storage tanks at the Northridge Pump Station and Tank facility with new water storage tanks.
- Invest in technology at the City's Big Dry Creek Wastewater Treatment Facility to improve processes to meet new and more stringent water quality permit requirements; replace electrical equipment that is at the end of its useful life; and invest in the ultra-violet light disinfection system to maintain appropriate levels of disinfection before discharging treated wastewater to Big Dry Creek.
- Design and construct needed repairs and improvements to the 88th & Zuni Lift Station to provide continued and reliable sewage pumping services for customers.
- Invest in the remaining segment of the Little Dry Creek Interceptor to connect the City's sewer to Metro Water Reclamation District's pipeline.
- Continue with Long Term Planning to prepare for the 2022 and out-year budget cycles to identify the minimally responsible Capital Improvements Projects to provide safe, clean, and reliable drinking water and environmentally responsible wastewater treatment services to our customers.
- Continue and complete construction of the North Huron Interceptor Sewer to provide capacity for growth in the City's North I-25 focus area, paid for from Urban Renewal Authority funds.

2019/2020 Accomplishments

- Completed construction of the Gregory Hill Pump Station and Storage Tanks improving pumping capacity for pressure zone three. Held a community celebration to thank our neighbors, share some refreshments, and offer tours of the new facilities.
- Completed the design of, and began construction of critical sewer lines to expand capacity for growth in the northern two-thirds of the City and initiate construction of the improvements.
- Completed construction on the replacement of Countryside Pump Station and repairs to Countryside Tank. Held a community celebration to share some refreshments, thank our neighbors, and offer tours of the new facilities
- Continued design phases of the WATER 2025 project to build a new water treatment facility to replace the aging Semper Water Treatment Facility. Procured and installed the pilot plant as part of the WATER 2025 project to test different raw water quality scenarios which will provide input to the full-scale water treatment facility.
- Obtained possession of the parcel of land on which the new water treatment facility will be constructed with the goal of finalizing a purchase and sale agreement by the end of 2020.
- Completed construction of the biosolids dewatering facility at Big Dry Creek Wastewater Treatment Facility and applied for the City's first ENVISION verification award. A minimum award of Bronze is anticipated by the end of 2020 demonstrating the City's commitment to sustainable infrastructure.
- Completed the replacement of 6,550 feet of sewer mains to improve service in the southern portion of the City.

- Invested in the rehabilitation of deteriorated sewer lines and manholes identified by the City's inspection program.
- Completed construction of the new Sunset Ridge Elevated Water Tank and improvements to the existing Hydropillar, elevated water storage tank, as part of the Pressure Zone 3 Expansion Project.
- Completed construction to replace nine of the City's large water meters.
- Produced nine short videos talking about different infrastructure areas as part of a public education and participation initiative in Public Works and Utilities.
- Enhanced the reliability of the Semper High Service Pump Station that provides potable water to 80% of the City's customers. The construction phase of the project is approximately 50% complete.
- Completed the final design and initiated construction of the high-priority water transmission main in Sheridan Boulevard between West 80th Avenue and West 75th Avenue.
- Completed the design of the North Huron Interceptor Sewer Improvements project and initiated construction. Funding for the project comes from the North Huron Urban Renewal Authority, an innovative method to pay for infrastructure that will allow growth and development in this critical economic focus area of the City.



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM

In most years, the Capital Improvement Program (CIP) is a comprehensive five-year program that projects the financing and construction of major durable and fixed assets, such as streets, buildings, parks, and water and sewer lines. Under the City's normal two-year biennial budget process, the first two years of the CIP are the appropriated capital budgets for the respective adopted two-year budget. The 2021 Adopted CIP differs from the normal CIP planning process in that the focus is only for 2021 because of uncertainty around the full financial impacts caused by COVID-19.

GENERAL CIP PLANNING

The City's CIP preparation begins with planning within City departments. Each department is responsible for managing or implementing capital projects and submits funding requests through the City's budget process. The number of capital projects varies by department and departments with larger capital plans (e.g. Public Works & Utilities) often have more extensive and detailed capital plans spanning well into the future.

Capital project funding requests are driven both by internal staff evaluating capital needs at the City, as well as feedback received from the community through various communication channels. The Policy & Budget Department collects all capital project funding requests from departments and coordinates the development of the City's overall CIP. This process involves a series of CIP meetings with the departments throughout the budget process. Initial meetings are intended to provide relevant details about project proposals and how the project aligns with City's Vision and Strategic Plan goals.

The City also relies on an internal **CIP Coordination Committee** comprised of representatives and project managers from each department. The role of the committee is to help guide the development of the City Manager's proposed CIP using an inclusive budget development process. The CIP Coordination Committee plays a critical role in prioritizing and guiding the funding of capital projects when financial resources are limited. Once a draft CIP is developed, the plan is presented to the City Manager for review and feedback before a final proposed CIP is presented to City Council.

GENERAL BUDGETING AND PRESENTATION OF THE CIP

Not all funds of the City include a capital budget, and the following funds are limited to those funds to receive CIP funding in 2021 or are likely to receive CIP funding in the future.

Governmental Funds

Governmental funds, or funds primarily received from taxes, used for capital projects include the General Capital Improvement Fund (GCIF), Parks, Open Space & Trails (POST) Fund, and Conservation Trust Fund (CTF).

- GCIF projects are primarily funded by transfers from the Sales & Use Tax Fund, city development fees, Adams County transportation sales taxes (restricted for use in Adams County), and transfers from the Westminster Economic Development Authority for reimbursements of past City expenditures to the authority. GCIF projects account for capital projects of the General Fund.
- The POST Fund accounts for the City's .25% POST sales & use tax, as well as the open space taxes received from Jefferson and Adams Counties that. Each of these

revenues is subject to varying restrictions that limits the use of the revenues to open space activities.

- The CTF Fund is almost entirely funded by lottery funds received from the State of Colorado. Lottery Funds must be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Proprietary Funds

Proprietary Funds include internal service funds and enterprise funds. Proprietary funds receive much of their funding by end-users of the services being provided by the fund. Internal service funds receive funding from other City funds and proprietary funds receive a majority of funding, if not all, from fee and rate payers.

The CIP includes one internal service fund, the General Capital Outlay Replacement Fund or GCORF. GCORF serves as a mechanism to accumulate funds for future capital equipment replacement including General Fund fleet, self-contained breathing apparatus for the Fire Department, General Fund radio replacements, General Fund multi-function device/copier replacements, and citywide personal computer (PC) replacements.

Three enterprise funds may also budget for capital projects and include the Utility Fund, Golf Fund and Parking Management Fund.

- The Utility Fund is the City's largest enterprise fund and accounts for activities of the water, wastewater and storm drainage systems. Each utility system is treated as a separate fund in the budget, but combined into one fund in the City's comprehensive annual financial report.
- The Golf Fund accounts for activities at the City's two municipal golf courses including Legacy Ridge and Walnut Creek Gold Preserve.
- The Parking Management Fund accounts for activities of a parking management program implemented in 2020. Parking program activities are limited to the Westminster Station Area and Downtown Westminster. No capital funding for this enterprise is budgeted in 2021.

The remainder of the CIP section includes:

- An overview of the 2021 adopted CIP;
- 2021 adopted CIP funding distribution;
- 2021 project list by department (for projects receiving additional funds in 2021);
- 2021 project list by fund (for projects receiving additional funds in 2021);
- 2021 projects and connection to strategic plan goals;
- 2021 unfunded CIP list (includes projects where funding was requested in 2021, but not provided);
- Acronym key; and
- Detailed project descriptions.

2021 ADOPTED CIP OVERVIEW

The 2021 Adopted CIP strives to fund the most critical capital needs during a fiscally constrained budgeting environment; only projects with clear funding needs for 2021 will receive funding in 2021.

The 2021 Adopted CIP is a pay-as-you-go CIP and no debt is contemplated to finance projects. In addition to specific projects being funded, the 2021 Adopted CIP sets forth the following changes to past CIP budget practice:

- Temporary reduction of the Sales & Use Tax Fund transfer into the General Capital Improvement Fund (GCIF) for capital projects. This transfer has historically been a substantial funding source for the General Fund CIP, but is substantially reduced in 2021 due to projected financial impacts of COVID.
- Ongoing elimination of an earmark of accommodations taxes to the Community Enhancement Program that has been in place since 1990. The removal of this earmark is intended to provide more budgetary flexibility in order to respond to critical needs at the City. It is important to note that this change does not eliminate the Community Enhancement Program, only the earmarked accommodations tax that has historically been directly tied to the program.
- Commence the partial distribution of Adams County Transportation Sales Tax into the General Fund (as a portion of street maintenance costs occur in the General Fund). In the past, all of this revenue was accounted for in GCIF.
- Commence ongoing budgeting of capital projects funded by the Parks, Open Space and Tax directly in the POST Fund, and commence budgeting of open space revenues from Jefferson and Adams Counties directly into the POST Fund. Until 2020, POST projects, and projects funded by county open space taxes were budgeted in the General Capital Improvement Fund. This change is intended to enhance transparency, reduce complexity in budget development and consolidate or align the use of the underlying revenues into one fund.
- Ongoing transition of budgeted FTEs out of the CIP and into operating budgets as described in the operating budget summaries of this budget document. Affected FTE positions are considered permanent FTEs and are not project-specific.
- Emphasis was placed on ongoing maintenance CIPs, such as the Arterial Roadway, Concrete Replacement, and Storage Area Network (SAN Replacement). This was a concerted effort to prioritize the maintenance of existing City assets.
- The capital improvement projects funded in this CIP were strictly chosen for their high return on investment. These projects included grant-funded CIPs such as the Downtown Sheridan Underpass and DRCOG Region Transportation Operations and Technology.

Impacts of Restricted Revenues on CIP Projects

Before describing the City's guiding principles as it relates to the prioritization of CIP projects, it is important for the reader to understand the composition of restricted and

unrestricted revenues that fund the City's CIP, and how those restrictions may inform funding decisions.

Approximately \$3.4 million of the total \$45.7 million Adopted 2021 CIP are considered unrestricted revenues, which means that these revenues have the most discretionary expenditure flexibility. Unrestricted revenue is found only in the General Capital Improvement Fund and is approximately \$3.1 million less, compared to amounts included in the 2020 Amended Budget. This unrestricted revenue includes sales & use taxes from the Sales & Use Tax Fund, interest earnings, and unrestricted reimbursements from the Westminster Economic Development Authority for costs incurred by the City. Much of the decline for unrestricted revenues in 2021 was in the sales & use tax transfer revenue that is needed to sustain operations in the General Fund.

Restricted revenues must be used for specific purposes, and therefore, provide less flexibility with allocating funds to projects. Restrictions for City funds that may include a CIP project are briefly described below:

- The General Capital Improvement Fund contains a mix of both restricted and unrestricted revenues. Restricted revenues include:
 - Developer fees, such as Parks Development Fees, Public Land Dedication, and other “cash-in-lieu” payments that must be used for the purposes collected.
 - E911 emergency telephone charge revenues must be used for emergency communications systems pursuant to State law, such as dispatch. These revenues are collected by the Jefferson County Emergency Communications Authority and distributed to participating agencies including Westminster.
 - Adams County transportation sales taxes that are distributed to the City and restricted to road and bridge project uses within Adams County.
- Revenues of the Parks, Open Space and Trails (POST) Fund are all restricted and include:
 - City of Westminster's .25% POST sales & use tax. These revenues represent the largest component of POST revenues at 74% of all fund revenues and are restricted to:
 - Acquiring, developing, enhancing and maintaining open space and parkland throughout the City;
 - Developing, enhancing, maintaining and extending trails throughout the City; and
 - Developing, enhancing and maintaining recreational facilities.
 - Adams County and Jefferson County Open Space taxes are shared with the City, and are similar in nature to the City's POST tax. Specific requirements vary by county, and must be used in their respective counties.
- Revenues of the Conservation Trust Fund (CTF) are restricted and include state-shared lottery funds and interest earnings. Uses of these funds are limited to parks, recreation and open space purposes, including the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

- The General Capital Outlay Replacement Fund is an internal service fund and is financed by transfers from other funds in the form of internal billings. GCORF does receive revenues, such as interest earnings and auction proceeds, and are typically appropriated to individual capital replacement accounts within the fund and serve as informal reserves for capital replacements
- Revenues generated by enterprise funds, including the Utility, Golf and Parking Management Funds are restricted to the purpose for which fees, rates, and other charges for services were collected. If these enterprise funds receive transfers from other funds, the nature of the transfers (restricted or unrestricted), depends the nature of the fund providing the transfer into the enterprise fund.

Guiding Principles for Projection Prioritization

The City of Westminster's Vision and Strategic Plan are at the forefront of the CIP planning and prioritization. As noted at the end of this section, there is a table shows the 2021 CIP includes a diverse group of capital projects that service all elements of the Strategic Plan. Additionally, throughout the 2021 budget development process, Staff worked to carefully prioritize limited funding to capital projects using the following guiding principles in no particular order:

- Protects health and safety;
- Leverages matching funds;
- Saves operating expenses or generates new revenue;
- Preserves assets;
- Policy commitments; and
- Geographic balance.

Impacts of CIP Projects to Operating Budget

As part of the City's CIP project evaluation, ongoing impacts to the operating budget are evaluated throughout the process in support of the guiding principle for saving operating expenses or generation of new revenue. Analysis of project impacts to the operating budget typically includes both a life-cost analysis (LCA) to help guide alternative project implementation approaches, and an assessment of overall net impact to the operating budget resulting from the project implementation.

City project managers are encouraged to utilize LCA techniques when developing project proposals in order to maximize value for the City. Project managers also provide comments about ongoing impacts to the operating budget when submitting a capital project funding request.

All CIP projects generally result in some level of ongoing impact to the operating budget. The City's 2021 CIP is primarily comprised of ongoing projects that a receive funding periodically and projects that provide funding for major maintenance and major repair & replacement of existing capital assets. While these projects do impact the operating

budget (which may result in cost reductions), none of the 2021 ongoing CIP projects are considered to have a substantial impact to the ongoing operating budget.

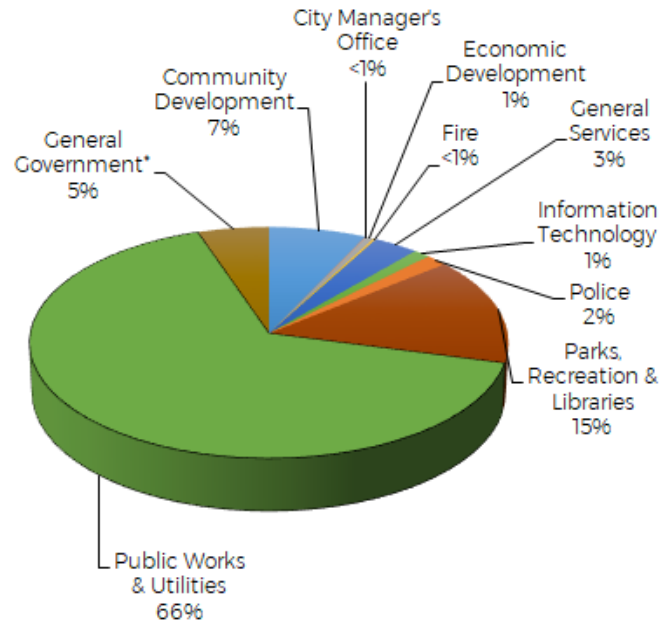
In contrast to ongoing and major maintenance-type projects, major non-recurring projects within the City's CIP have the greatest impact on the ongoing budget. Major projects in the 2021 CIP considered to have the greatest impact on the ongoing operational budget include:

- **Body Worn Cameras** – implementation of body worn cameras requires one additional FTE position, plus an estimated \$540,000 in ongoing maintenance and data storage costs.
- **City Park Renovation, Phase I** – A key component of phase I includes design work for the overall City Park renovation. Because of this, Phase I does not have substantial direct impact to the ongoing budget. Final design of the project will inform ongoing impacts to the operating budget.
- **Downtown Westminster Sheridan Underpass** – the primary impact to ongoing operations is the addition of the underpass itself. Once the underpass is constructed, the City will be responsible to maintain the underpass; examples of maintenance needs include traffic signals, asphalt/stripping, concrete repair, snow removal, lighting security cameras, retaining wall structures, and landscaping/irrigation, at an estimated cost of less than \$50,000 per year.
- **DRCOG Regional Transportation Operations and Technology** – much of this project replaces existing equipment. As part of this project, the City will add pan/tilt/zoom cameras and equipment that require maintenance needs, such as cleaning the camera lenses and software updates.
- **England Park Corridor (Westy Power/PODER!)** – This project will be phased and plans are subject to many variables before the finalization of design plans. It is premature to provide an accurate estimate of ongoing costs, but smaller-cost needs are anticipated, such as snow removal, fence repair, and landscaping. A top priority as Staff works to finalize design plans includes minimizing operations and maintenance requirements and costs.
- **MAC Remodel** – Initial funding for this project is primarily for preliminary design work. Similar to other projects, ongoing impacts to the operating budget will be informed once design plans are finalized.
- **Promenade Pond Renovation, Phase I** – No net increases in operating costs are anticipated through the phase I work of the Promenade pond renovation. While Phase I does include the addition of turf and a playground, implementation of Phase I includes the repair of two leaking ponds, resulting in cost savings likely to offset the ongoing cost to maintain the additional improvements.
- **Westminster Station Park** – This project received initial funding in 2016 and involves a multi-year, phased implementation. As construction and maintenance staffing were added in 2015 & 2016 to address citywide needs, no material impact to the operating budget is anticipated compared to the current operating budget.

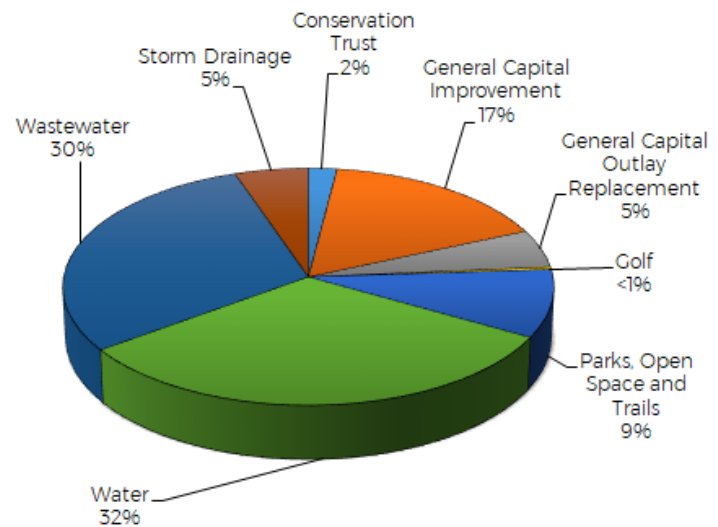
2021 ADOPTED CIP FUNDING DISTRIBUTION
Total Adopted CIP Budget by Department

Department	2021 Adopted
Community Development	\$3,271,000
City Manager's Office	\$21,000
Economic Development	\$275,000
Fire	\$87,000
General Services	\$1,514,000
Information Technology	\$565,000
Police	\$730,000
Parks, Recreation & Libraries	\$6,878,000
Public Works & Utilities	\$30,120,000
General Government*	\$2,387,000
TOTAL	\$45,848,000

*General capital outlay replacement

Adopted 2021 CIP

Total Adopted CIP Budget by Fund

Fund	2021 Adopted
Conservation Trust	\$930,000
General Capital Improvement	\$7,526,000
General Capital Outlay Replacement	\$2,387,000
Golf	\$150,000
Parks, Open Space and Trails	\$4,232,000
Water	\$14,552,000
Wastewater	\$13,666,000
Storm Drainage	\$2,405,000
TOTAL	\$45,848,000

Adopted 2021 CIP


2021 ADOPTED CIP PROJECT LIST
CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

<u>Community Development</u>	<u>2021 Adopted</u>
Asset Inventory and Condition Assessment	\$280,000
Big Dry Creek Stabilizations	\$500,000
Downtown Westminster Sheridan Underpass	\$560,000
DRCOG Regional Transportation Operations and Technology	\$71,000
Engineering Design - Capital Improvement Projects	\$225,000
Open Channel Major Maintenance	\$150,000
Retention Pond Redesign and/or Water Rights Purchases	\$250,000
Shaw Heights Tributary Improvements	\$200,000
Stormwater Infrastructure Major Repair & Replacement	\$450,000
Stormwater Miscellaneous	\$350,000
Traffic Mitigation Program	\$35,000
Traffic Signal Pole, Cameras, & Sign Replacements	\$200,000
Total Community Development Projects	\$3,271,000
<hr/>	
<u>City Manager's Office</u>	
Laserfiche Upgrades	\$21,000
Total City Manager's Office Projects	\$21,000
<hr/>	
<u>Economic Development</u>	
Downtown Westminster Miscellaneous	\$200,000
Facelift Program	\$25,000
Small Business Assistance Program	\$50,000
Total Economic Development Projects	\$275,000
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<u>Fire</u>	
Fire Station Emergency Generators	\$27,000
Fire-IT & Radio Upgrades	\$60,000
Total Fire Projects	\$87,000
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<u>General Services</u>	
Parks & Recreation Facilities Major Maintenance (FM)	\$1,514,000
Total General Services Projects	\$1,514,000

Information Technology

CAD/RMS Hardware Replacement	\$25,000
Storage Area Network (SAN) Replacement	\$540,000
Total Information Technology Projects	\$565,000

Police

Body-Worn Cameras	\$650,000
Public Safety Center - Building Infrastructure	\$80,000
Total Police Projects	\$730,000

Parks, Recreation & Libraries

City Park Renovation, Phase 1	\$1,000,000
Concrete Repair & Replacement	\$330,000
England Park Corridor (Westy Power/PODER!)	\$200,000
Historic Properties Maintenance	\$50,000
Legacy Golf Course Cart Path Replacement	\$75,000
Library Materials Acquisition	\$100,000
Library Repair & Maintenance	\$50,000
MAC Remodel	\$250,000
Metzger Farm	\$35,000
Open Space Land Acquisition	\$1,458,000
Park Irrigation System Renovation	\$450,000
Park Operations Facilities Repair & Maintenance	\$25,000
Park Sustainability Program	\$500,000
Playground Surface Maintenance	\$150,000
Promenade Renovation, Phase 1	\$1,000,000
Recreation Facilities Improvements	\$715,000
Tree Mitigation Program	\$100,000
Upgrade SAM Messaging System	\$15,000
Walnut Creek Golf Preserve Cart Path Replacement	\$75,000
Westminster Station Park	\$300,000
Total Parks, Recreation & Libraries Projects	\$6,878,000

Public Works & Utilities

120th Avenue Transmission Waterline - Assessment & Pre-Design	\$2,760,000
88th & Zuni Lift Station Repair & Replacement	\$1,000,000
Arterial Roadway Improvements	\$1,502,000
BDCWWTF Anoxic Zone Mix Conversion	\$6,360,000
BDCWWTF Electrical - EPS & MCC Replacement	\$500,000
BDCWWTF Electrical - Primary Power & Switch Gear	\$500,000
BDCWWTF UV Disinfection	\$1,552,000
Conservation Program	\$100,000
Customer Data Portal Software	\$100,000
Kershaw Pump Station Improvements	\$750,000
LDCIS Outfall R&R	\$3,704,000
Major Concrete Replacement Program	\$300,000
Northridge Water Storage Tanks Replacement	\$8,000,000
PRL City Facility Parking Lot Maintenance	\$100,000
S. Boulder Canal Diversion Structure	\$850,000
Utility Facilities Parking Lot Maintenance Program	\$45,000
Wastewater Capital Outlay Replacement Program	\$50,000
Water Capital Outlay Replacement Program	\$424,000
Wattenberg Reservoir - Spillway & Bank Stabilization	\$1,523,000

Total Public Works & Utilities Projects	\$30,120,000
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General Government

Citywide PC Replacements	\$501,000
General Fund Fire Truck Leases	\$525,000
General Fund Fleet Replacements	\$643,000
General Fund Public Safety Fleet Replacements	\$718,000

Total General Government Projects	\$2,387,000
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GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS	\$45,848,000
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**2021 ADOPTED CIP PROJECT LIST
CAPITAL IMPROVEMENT PROGRAM BY FUND**

CONSERVATION TRUST FUND	<u>2021 Adopted</u>
Historic Properties Maintenance	\$50,000
Library Materials Acquisition	\$100,000
Library Repair & Maintenance	\$50,000
Recreation Facilities Improvements	\$715,000
Upgrade SAM Messaging System	\$15,000
Total Conservation Trust Fund	\$930,000
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GENERAL CAPITAL IMPROVEMENT FUND	
Arterial Roadway Improvements	\$1,502,000
Body-Worn Cameras	\$650,000
CAD/RMS Hardware Replacement	\$25,000
City Park Renovation, Phase 1	\$1,000,000
Downtown Westminster Miscellaneous	\$200,000
Downtown Westminster Sheridan Underpass	\$560,000
DRCOG Regional Transportation Operations and Technology	\$71,000
England Park Corridor (Westy Power/PODER!)	\$200,000
Facelift Program	\$25,000
Fire Station Emergency Generators	\$27,000
Fire-IT & Radio Upgrades	\$60,000
Laserfiche Upgrades	\$21,000
Major Concrete Replacement Program	\$300,000
*Open Space Land Acquisition	\$931,000
*Promenade Renovation, Phase 1	\$649,000
Public Safety Center - Building Infrastructure	\$80,000
Small Business Assistance Program	\$50,000
Storage Area Network (SAN) Replacement	\$540,000
Traffic Mitigation Program	\$35,000
Traffic Signal Pole, Cameras, & Sign Replacements	\$200,000
Tree Mitigation Program	\$100,000
Westminster Station Park	\$300,000
Total General Capital Improvement Fund	\$7,526,000

*Denotes projects with budgets found in multiple funds.

GENERAL CAPITAL OUTLAY REPLACEMENT FUND

Citywide PC Replacements	\$501,000
General Fund Fire Truck Leases	\$525,000
General Fund Fleet Replacements	\$643,000
General Fund Public Safety Fleet Replacements	\$718,000
Total General Capital Outlay Replacement Fund	\$2,387,000

GOLF FUND

Legacy Golf Course Cart Path Replacement	\$75,000
Walnut Creek Golf Preserve Cart Path Replacement	\$75,000
Total Golf Fund	\$150,000

PARKS, OPEN SPACE & TRAILS FUND

Concrete Repair & Replacement	\$330,000
MAC Remodel	\$250,000
Metzger Farm	\$35,000
*Open Space Land Acquisition	\$527,000
Park Irrigation System Renovation	\$450,000
Park Operations Facilities Repair & Maintenance	\$25,000
Park Sustainability Program	\$500,000
Parks & Recreation Facilities Major Maintenance	\$1,514,000
Playground Surface Maintenance	\$150,000
PRL City Facility Parking Lot Maintenance	\$100,000
*Promenade Renovation, Phase 1	\$351,000
Total Parks, Open Space & Trails Fund	\$4,232,000

*Denotes projects with budgets found in multiple funds.

UTILITY FUND (Water System Projects)

120th Avenue Transmission Waterline - Assessment & Pre-Design	\$2,760,000
Conservation Program	\$100,000
Customer Data Portal Software	\$100,000
Kershaw Pump Station Improvements	\$750,000
Northridge Water Storage Tanks Replacement	\$8,000,000
S. Boulder Canal Diversion Structure	\$850,000
Utility Facilities Parking Lot Maintenance Program	\$45,000
Water Capital Outlay Replacement Program	\$424,000
Wattenberg Reservoir - Spillway & Bank Stabilization	\$1,523,000
Total Water System Projects	\$14,552,000

UTILITY FUND (Wastewater System Projects)

88th & Zuni Lift Station Repair & Replacement	\$1,000,000
BDCWWTF Anoxic Zone Mix Conversion	\$6,360,000
BDCWWTF Electrical - EPS & MCC Replacement	\$500,000
BDCWWTF Electrical - Primary Power & Switch Gear	\$500,000
BDCWWTF UV Disinfection	\$1,552,000
LDCIS Outfall R&R	\$3,704,000
Wastewater Capital Outlay Replacement Program	\$50,000
Total Wastewater System Projects	\$13,666,000

UTILITY FUND (Storm Drainage System Projects)

Big Dry Creek Stabilizations	\$500,000
Asset Inventory and Condition Assessment	\$280,000
Stormwater Miscellaneous	\$350,000
Open Channel Major Maintenance	\$150,000
Stormwater Infrastructure Major Repair & Replacement	\$450,000
Engineering Design - Capital Improvement Projects	\$225,000
Retention Pond Redesign and/or Water Rights Purchases	\$250,000
Shaw Heights Tributary Improvements	\$200,000
Total Storm Drainage System Projects	\$2,405,000

TOTAL UTILITY FUND CAPITAL IMPROVEMENT PROJECTS	\$30,623,000
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GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS	\$45,848,000
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*Denotes projects with budgets found in multiple funds.

2021 ADOPTED CIP AND CONNECTION TO STRATEGIC PLAN GOALS

Funded Capital Projects	Goal: Visionary Leadership, Effective Governance And Proactive Regional Collaboration	Goal: Vibrant, Inclusive And Engaged Community	Goal: Beautiful, Desirable, Safe And Environmentally Responsible City	Goal: Dynamic, Diverse Economy	Goal: Financially Sustainable Government Providing Excellence In City Services	Goal: Ease Of Mobility
120th Avenue Transmission Waterline - Assessment & Pre-Design			X		X	
88th & Zuni Lift Station Repair & Replacement			X		X	
Arterial Roadway Improvements	X		X	X	X	X
Asset inventory and condition assessment	X		X		X	
BDCWWTF Anoxic Zone Mix Conversion			X		X	
BDCWWTF Electrical - EPS & MCC Replacement			X		X	
BDCWWTF Electrical Equipment R&R			X		X	
BDCWWTF UV Disinfection UV Bulb Replacements			X		X	
Big Dry Creek Stabilizations	X		X		X	X
Body Worn Cameras	X		X			
CAD/RMS Hardware Replacement			X		X	
City Park Renovation, Phase 1		X	X			X
Citywide PC Replacements					X	
Concrete Repair & Replacement			X			X
Conservation Program	X	X	X		X	
Customer Data Portal Software	X	X			X	
Downtown Westminster Miscellaneous			X	X		

2021 ADOPTED CIP AND CONNECTION TO STRATEGIC PLAN GOALS

Funded Capital Projects	Goal: Visionary Leadership, Effective Governance And Proactive Regional Collaboration	Goal: Vibrant, Inclusive And Engaged Community	Goal: Beautiful, Desirable, Safe And Environmentally Responsible City	Goal: Dynamic, Diverse Economy	Goal: Financially Sustainable Government Providing Excellence In City Services	Goal: Ease Of Mobility
Downtown Westminster Sheridan Underpass	X		X	X		X
DRCOG Regional Transportation Operations and Technology	X		X	X		X
Engineering Design - Capital Improvement Projects	X		X		X	
England Park Corridor (Westy Power/PODER!)	X	X	X			X
Facelift Program		X		X		
Fire Station Emergency Generators					X	
Fire-IT & Radio Upgrades					X	
General Fund Fire Truck Leases					X	
General Fund Fleet Replacements					X	
General Fund Public Safety Fleet Replacements					X	
Historic Properties Maintenance		X	X			
Kershaw Pump Station Improvements			X		X	
Laserfiche Upgrades	X				X	
LDCIS Outfall R&R			X		X	
Legacy Golf Course Cart Path Replacement			X		X	
Library Materials Acquisition		X	X		X	
Library Repair & Maintenance		X	X		X	

2021 ADOPTED CIP AND CONNECTION TO STRATEGIC PLAN GOALS

Funded Capital Projects	Goal: Visionary Leadership, Effective Governance And Proactive Regional Collaboration	Goal: Vibrant, Inclusive And Engaged Community	Goal: Beautiful, Desirable, Safe And Environmentally Responsible City	Goal: Dynamic, Diverse Economy	Goal: Financially Sustainable Government Providing Excellence In City Services	Goal: Ease Of Mobility
MAC Remodel	X	X	X		X	
Major Concrete Replacement Program	X			X	X	X
Metzger Farm		X	X			
Northridge Water Storage Tanks Replacement			X		X	
Open Channel Major Maintenance	X		X		X	
Open Space Land Acquisition	X		X		X	X
Park Irrigation System Renovation			X		X	
Park Operations Facilities Repair & Maintenance		X	X	X	X	
Park Sustainability Program		X	X		X	
Parks & Recreation Facilities Major Maintenance	X	X	X	X	X	X
Playground Surface Maintenance		X	X	X	X	
PRL City Facility Parking Lot Maintenance			X		X	X
Promenade Renovation, Phase 1		X	X	X		
Public Safety Center - Building Infrastructure					X	
Recreation Facilities Improvements		X	X	X		
Retention Pond Redesign and/or Water Rights Purchases	X		X		X	
S. Boulder Canal Diversion Structure			X		X	

2021 ADOPTED CIP AND CONNECTION TO STRATEGIC PLAN GOALS

Funded Capital Projects	Goal: Visionary Leadership, Effective Governance And Proactive Regional Collaboration	Goal: Vibrant, Inclusive And Engaged Community	Goal: Beautiful, Desirable, Safe And Environmentally Responsible City	Goal: Dynamic, Diverse Economy	Goal: Financially Sustainable Government Providing Excellence In City Services	Goal: Ease Of Mobility
Shaw Heights Tributary Improvements	X		X			
Small Business Assistance Program				X		
Storage Area Network Replacement	X				X	
Stormwater Infrastructure Major Repair & Replacement	X		X		X	
Stormwater Miscellaneous	X		X		X	
Traffic Mitigation Program	X				X	X
Traffic Signal Pole, Cameras, & Sign Replacements	X				X	X
Tree Mitigation Program			X			
Upgrade SAM Messaging System	X	X	X			X
Utility Facilities Parking Lot Maintenance Program			X		X	X
Walnut Creek Golf Preserve Cart Path Replacement			X		X	
Wastewater Capital Outlay Replacement Program					X	
Water Capital Outlay Replacement Program					X	
Wattenberg Reservoir - Spillway & Bank Stabilization			X		X	
Westminster Station Park	X	X	X	X		X

2021 ADOPTED CIP UNFUNDED PROJECT LIST

Community Development

Benton Street Phase 1
Comprehensive Plan Amendment
Quiet Zone at 72nd/Lowell/Bradburn
School Mobility Improvements

City Manager's Office

Neighborhood Revitalization
Sustainability Planning & Implementation

Economic Development

Rodeo Market Renovation

Fire

Fire Station Concrete/Asphalt Program
Fire Station Major Modifications
Traffic Preemption System Upgrade

Finance

New Sales Tax Software System

General Services

Fleet Fuel System Repair & Replacement
General Facilities Major Maintenance
Municipal Court Security & Building Upgrades
Public Safety Facilities Major Maintenance
City Hall HVAC Work
City Hall Security Upgrades

Information Technology

Voice and Data Network Expansion and Upgrades

Police

Communications Infrastructure

Parks, Recreation & Libraries

Armed Forces Tribute Garden Statues
Arts & Culture Implementation
City Park Repair & Maintenance
Community Enhancement Program
Construction Crew Maintenance & Repair
Greenbelt Drainage Improvements
Minor Median Maintenance
Recreation Facilities Major Projects & Long Term Planning
Legacy Golf Course Irrigation
Golf Course Improvements - Walnut Creek
Walnut Creek Golf Preserve Irrigation
Park & Recreation Comprehensive Plan
Libraries FRCC HVAC Replacement

Libraries-Irving Street Parking
Park 1200 Renovation
Wayfinding

Public Works & Utilities

Bridge/Pedestrian Railing Repainting
City Facility Parking Lot Major Rehabilitation
Citywide Bridge Maintenance & Repair*
Trailside Subdivision Roadway Study

*This is only a one-year pause of the program. There are currently no bridges in the City that are classified as unsafe by Colorado Department of Transportation, so this will not result in any safety issues. Currently most of the deficiencies are items that can be corrected by Public Works Staff such as erosion around abutments and guard rail maintenance.

ACRONYM KEY

BDCWWTF - Big Dry Creek Wastewater Treatment Facility
CAD - Computer Aided Dispatch
CCTV - Closed-circuit television
CDOT - Colorado Department of Transportation
CRS - Colorado Revised Statutes
DRCOG - Denver Regional Council of Governments
EPS - Effluent Pump Station
EWF - Engineered Wood Fiber
FRCC - Front Range Community College
HOA - Home Owner's Association
IGA - Intergovernmental Agreement
HVAC - Heating, Ventilation, and Air Conditioning
LDCIS - Little Dry Creek Interceptor Sewer
MAC - Mature Adult Center
MCC - Motor Control Center
PC - Personal Computer
PSC - Public Safety Center
R&R-Repair and Replacement
RMS - Records Management System
UV - Ultra Violet

2021 ADOPTED CIP PROJECT DESCRIPTIONS

<u>Project Description</u>	<u>2021 Adopted</u>
<p>120th Avenue Transmission Waterline - Assessment & Pre-Design</p> <p>The 120th Avenue waterline serves potable water to the northern portion of the City including residents, businesses, places of worship, and schools. Recent waterline breaks suggest that this waterline needs replacement sooner than 2026, as previously intended. A condition assessment of the existing pipe and a pre-design are needed to determine how best to prevent a failure and loss of water to a financially important location in the City.</p>	<p>\$ 2,760,000</p>
<p>88th & Zuni Lift Station R&R</p> <p>The 88th & Zuni Lift Station was originally constructed in the 1980s and has had incremental updates to portions of the facility in the 1990s. A new backup emergency generator was installed in 2017. A second forcemain was installed in 2018. The existing facility does not meet current City Level of Service Goals for emergency back-up storage, age of existing pumps, safety features, and operability. This R&R work is needed to bring the level of reliability up to current City standards for lift stations.</p>	<p>\$ 1,000,000</p>
<p>Armed Forces Tribute Garden Statues</p> <p>The Armed Forces Tribute Garden was designed to have seven statues. Only the large, central statue on top of the fountain was purchased and installed. The remaining six statues are designed to be placed in front of each of the Service Branch pillars. This project will fund the purchase and installation of the six remaining statues. Total project cost to install the statues is estimated at over \$700,000; additional funding will be pursued through fundraising and future City funding. This project has approximately \$271,000 in funds previously appropriated.</p>	<p>\$ -</p>
<p>Arterial Roadway Improvements</p> <p>This project supplements arterial street maintenance in the operating budget. Project funds will be used for improvements to existing pavement on major arterials to extend the life of the pavement and to offset repair costs. In addition to various resurfacing strategies, improvements include crack sealing, concrete replacement, re-striping of lane lines and new pavement marking installations.</p> <p>Maintaining arterial roadways is the highest priority for the Street Operations Division. Funding for this CIP request will assure the annual street improvement funds for arterial roadways are available. The pavement management five-year master plan is dependent on continuation of this CIP project. Funding for this project has increased to cover inflation costs for the past 9 years.</p> <p>The anticipated street maintenance for 2021 includes Pierce St, 88th Ave to 92nd Ave; 92nd Ave, Wadsworth Pkwy to Westminster Blvd; and 92nd Ave, Sheridan Blvd to Utica St.</p>	<p>\$ 1,502,000</p>

Arts & Culture Implementation**\$ -**

This project will enable the City to implement the Arts and Culture Master Plan, adopted in 2019. This funding will also support improved maintenance of Westminster's celebrated collection of public art as well as the commissioning of monumental art installations for Downtown Westminster. This project has approximately \$39,000 in funds previously appropriated.

Asset Inventory and Condition Assessment**\$ 280,000**

This project is intended to fund a study delivering a complete itemization and condition assessment of all City stormwater assets, including all storm pipes, inlets, manholes, outlets, and detention ponds. This project will develop a risk matrix repair and replacement schedule. The project also includes inventory and assessment data centralization, tracking and organization.

BDCWWTF Anoxic Zone Mix Conversion**\$ 6,360,000**

The State of Colorado has instituted more stringent reporting requirements for the allowable amount of nitrogen into Big Dry Creek. This project will convert the existing air mixing system in the aeration basins to a mechanical mixing system so that the City's Big Dry Creek Wastewater Treatment Facility can meet these requirements.

BDCWWTF Electrical - EPS & MCC Replacement**\$ 500,000**

The effluent pump station is a critical function of the wastewater treatment process as it sends treated wastewater to the next set of processes prior to discharge to Big Dry Creek. The effluent pump station's motor control center is at the end of its useful life and must be replaced. The motor control center is a component of the electrical controls for the pumps. When the motor control center is not reliable, the pumps will not function properly.

BDCWWTF Electrical Equipment R&R**\$ 500,000**

Electrical equipment at the BDCWWTF, such as the primary power switchgear, has exceeded its useful life and must be replaced.

BDCWWTF UV Disinfection UV Bulb Replacements**\$ 1,552,000**

BDCWWTF uses UV light to disinfect the wastewater prior to discharge to Big Dry Creek. The existing UV bulbs and control system have been in place since 2004 and are at the end of their useful life. Replacing the UV bulbs and control system will ensure on-going, effective and compliant disinfection of the treated wastewater.

Benton Street Phase 1**\$ -**

The project scope includes the roadway and utility construction for W. 89th Avenue, Park Place and a portion of Benton Street connecting the previously mentioned streets. This project will provide the public infrastructure needs for anticipated development in Downtown Westminster. This project has approximately \$1,554,000 in funds previously appropriated.

Big Dry Creek Stabilizations**\$ 500,000**

This project lays out a long-term plan to repair and improve all of Big Dry Creek from Standley Lake to I-25. The long-term plan will breakdown and prioritize the creek into

segments that can be repaired and improved each year as budget is available and City Council approves. In cooperation with multiple departments, the priority focus will be on improvements through the City Park area. This cooperative endeavor will minimize construction closures and combine resources to reduce costs.

Body-Worn Cameras**\$ 650,000**

This project implements body-worn cameras at the Police Department. State legislation was passed June 19, 2020 requiring all local law enforcement agencies in Colorado to provide body-worn cameras for each peace officer of a law enforcement agency who interacts with members of the public for the purpose of enforcing the law or investigating possible violations of the law.

Bridge/Pedestrian Railing Repainting**\$ -**

This project facilitates repainting railings along bridges, drainage ways and right of way walkways throughout the City. Staff has identified 11 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City. This project has approximately \$896,000 in funds previously appropriated.

CAD/RMS Hardware Replacement**\$ 25,000**

This project serves as a pay-as-you-go funding mechanism for hardware replacement for the public safety CAD/RMS system. Estimated replacement costs are approximately \$300,000 and the hardware is on a four-year replacement cycle, with the next replacements planned in 2023.

City Facility Parking Lot Major Rehabilitation**\$ -**

This project funds the overlay or reconstruction of 24 City facility parking lots. A comprehensive pavement evaluation of all City facility parking lots was done in 2013 and found 27 of the 105 parking lots have deteriorated to the point where low-cost, preventive maintenance is no longer beneficial. This CIP will help to maintain and increase the condition of City Facility parking lots. This project has approximately \$61,000 in funds previously appropriated.

City Hall HVAC Work**\$ -**

This project replaces 28 aging heating, ventilation and air conditioning heat pumps throughout City Hall. The project includes insulating condenser water piping to allow the system temperature to be reduced below the dew point to operate as efficiently as possible with the intended design. This project has approximately \$685,000 in funds previously appropriated.

City Hall Security Upgrades**\$ -**

This project implements various security upgrades in connection to the 2016 Security Assessment at City Hall. A prioritized list of projects is under consideration and potential projects include: replacement of CCTV system; door hardware changes and upgrades; potential camera monitoring station; changes to card access system; improved parking lot lighting; and wayfinding signage. The funding requested for 2021 would add mass notification systems to the City Park Fitness Center and City Park Recreation Center

facilities. This project has approximately \$135,000 in funds previously appropriated.

City Park Renovation, Phase 1 **\$1,000,000**

The City has a tremendous opportunity to continue investment in City Park over the next several years. The Big Dry Creek Sewer Interceptor and shoreline restoration projects will disrupt City Park for the next three to four years, however, this provides a great opportunity to renovate the areas around City Park in order to provide recreational opportunities for our residents well into the future. The current concept plan will add trails, picnic areas, wetlands, access to Big Dry Creek for interactive activities, washrooms, additional multi-purpose athletic fields, recreational courts including lighted Pickleball, playgrounds, additional parking and improved access through the park. This project will update a reclaimed pond in the area and convert it to fresh water use. The scope of phase 1 will include the project design.

City Park Major Repair & Maintenance **\$ -**

Funds for Renovation and Improvement projects at City Park and Westminster Promenade. Climate appropriate landscaping improvements, sports field amenities and improvements and general capital upgrades and improvements to the Crown Jewel of Westminster. If this project was funded in 2021, planned usage included the upgrade of playing surfaces at Christopher Fields. This project has approximately \$230,000 in funds previously appropriated.

Citywide Bridge Maintenance & Repair **\$ -**

The Colorado Department of Transportation (CDOT) contracts with a consulting agency to inspect all bridges within Westminster to include bridges over highways, waterways, railroads and other roadways. For each bridge inspected, the consultant prepares a list of repair recommendations to keep each bridge in good condition. This ongoing project establishes a funding mechanism to allow for timely repairs for bridges inspected by the consulting firm that are off CDOT’s network and are the responsibility of Westminster. This project has approximately \$494,000 in funds previously appropriated.

Citywide PC Replacements **\$ 501,000**

The City uses this replacement account with the General Capital Outlay Replacement Fund (GCORF) to accumulate replacement funds for all citywide PC replacements that include workstations, laptops and ruggedized laptops used for public safety. Most accounts in GCORF pay for General Fund equipment replacements, but this account facilitates purchases for PC costs in all funds. Contributions made into GCORF for future PC replacements are budgeted in each department’s operating budget as a budgeted expenditure, then funds are transferred into GCORF where the PC purchase are made. Replacement contributions are intended to remain fairly consistent over time, but capital outlay patterns out of this replacement account may vary substantially from year-to-year based on the underlying devices planned for replacement. Adopted 2021 replacement funding is primarily for existing PC assets, with approximately \$3,000 included to fully fund two new PC additions.

Communications Infrastructure **\$ -**

This project account exists to accumulate funding received from the Jefferson County Emergency Communications Authority pursuant to CRS Title 29, Article 11, and will be

applied to the replacement of the current radio system. For 2021, no project funding is included as funding received from the authority will be applied to operational budget needs. This project has approximately \$500,000 in funds previously appropriated.

Community Enhancement Program**\$ -**

Project funds provide for a variety of projects throughout the Westminster community including focus areas of enhancing travel ways, City amenities, neighborhood enhancements, contractual and general maintenance. Project types can include gateways, medians, rights-of-way, street improvements, bridges, public art and lighting. This project has approximately \$3,214,000 in funds previously appropriated.

Comprehensive Plan Amendment**\$ -**

The scope of this project entails updating the City's Comprehensive Plan, to include an economic and market assessment and resource and fiscal impact analysis; as well as addressing the Community Development Department Audit through updates to land development standards and procedures including Title 11 Westminster Municipal Code; replacement of Design Guidelines; and creation of graphics and illustrations for department customers. Retention of facilitator expertise is expected as part of these efforts. This project has approximately \$368,000 in funds previously appropriated.

Concrete Repair & Replacement**\$ 330,000**

This project funds minor concrete repairs throughout the entire park system through an annual maintenance program.

Conservation Program**\$ 100,000**

This project will provide water efficiency audits and retrofits within income-qualified, multi-family housing buildings in Westminster through a partnership with the Jefferson County Housing Authority and Maiker Housing Partners. The City provides water and sewer utility services to approximately 130,000 residents and has a comprehensive water efficiency program for customers who pay their own individual water bill. The City has a long-standing goal of assisting all of its customers in achieving water efficiency, and is pursuing this project aimed at multi-family residential development in which residents pay for their water and sewer services through rent, HOA fees, or other non-direct means. The retrofit of approximately 250 multi-family units with high efficiency toilets, showerheads, and faucet aerators will reduce the water bills of income-qualified residents and help build a business case for market-rate multi-family property owners to make similar water efficiency investments.

Construction Crew Maintenance & Repair**\$ -**

This ongoing project provides funds for use by internal Staff to implement small construction or special projects. Funds will be used for repair of playgrounds, water features and outlying ballfields. In the near-term, funding is needed in order to address vandalism to playgrounds, pavilions and water feature repairs. This project has approximately \$72,000 in funds previously appropriated.

Customer Data Portal Software**\$ 100,000**

The City's new residential water meters collect data on an hourly basis and automatically report this information to City data servers daily, whereas the old meters were read one time per month via drive-by. Making this new, detailed water use data available to customers through an online data portal will allow the City to meet growing customer expectations about data access. This includes the ability to review and manage water use, including the ability to self-diagnose high bill issues. Staff will also be able to provide customers with real-time information, by programming automatic alerts for leaks or abnormal water use. As a result of greater customer data access and education provided through the data portal, the City expects reduced staff time associated with phone calls, decreased numbers of trips to inspect meters for proper operation, increased water conservation/efficiency, more powerful data analytics, and improved digital communication opportunities.

Downtown Westminster Miscellaneous**\$ 200,000**

This project provides funding for miscellaneous items that may arise as development continues in Downtown Westminster, including maintenance of vacant lots that are planned for future development. These items generally require an immediate response, have not been budgeted for, are not considered expenditures associated with a specific project, and are not considered the responsibility of a specific department to address as part of their normal activities.

Downtown Westminster Sheridan Underpass**\$ 560,000**

This project provides funding towards the design of an underpass to be constructed at Sheridan Boulevard adjacent to Downtown Westminster. This underpass will serve multi-modal transportation needs, and is intended to increase safety and mobility from the Regional Transportation District (RTD) Sheridan Station to Downtown Westminster. This project has approximately \$8,615,000 in funds previously appropriated.

DRCOG Regional Transportation Operations and Technology**\$ 71,000**

This project provides local matching funds for the 2020-2023 Regional Transportation Operations and Technology Set-Aside grant, coordinated by the Denver Regional Council of Governments to fund transportation technology projects, including traffic signal system improvements. The City applied for, and was awarded the grant in 2020 for approximately \$734,000 in federal grant funds, with an approximate \$70,800 in local match funds, for the purchase and installation of traffic signal infrastructure and equipment improvements at a number of intersections with critical deficiencies throughout Westminster.

Engineering Design - Capital Improvement Projects**\$ 225,000**

This project supports the stormwater utility by providing capital engineering design services for the 50+ localized nuisance flooding issues and will support design services for critical repairs and replacements of stormwater infrastructure.

England Park Corridor (Westy Power/PODER!)**\$ 200,000**

This project provides funding for the renovation and redevelopment of parks and open space along the England Park Corridor. A conceptual master plan completed in 2017 includes a new playground, expanding the Westminster Community Garden, public art,

sports courts, expansion of the England Park Greenhouse Center, improved bike and pedestrian connectivity, improvements to Little Dry Creek and more. Funding is intended to serve as match for grant applications in addition to the Great Outdoor Colorado INSPIRE grant awarded in December 2017. This project has approximately \$250,000 in funds previously appropriated.

Facelift Program**\$ 25,000**

This program provides matching grants to qualifying commercial properties and/or businesses to improve the aesthetic appearance of the site and/or buildings. The grant is provided on a one-for-one dollar basis and can be used for landscaping, painting, awnings and signage for facade improvements.

Fire Station Concrete/Asphalt Program**\$ -**

This project provides funding for replacement of deteriorated concrete curb, gutter and sidewalk, along with asphalt paving adjacent to the six fire stations. This project has approximately \$108,000 in funds previously appropriated.

Near term concrete/asphalt needs include:

Fire Station 1 – the north pad outside of the station has concrete that is chipped and spalling, and has been for several years. Replacement of this section of the pad is necessary.

Fire Station 3 – one of the interior bay sections has concrete which has shifted so that standing water is always present on the floor area around the drain, requiring constant squeegeeing to take place. The concrete and drain area need replaced in this specific area.

Fire Station 5 – the concrete driveway section that is in front of the dumpster storage area is chipping and spalling. These sections of concrete need to be replaced before the damage extends to adjoining sections.

Fire Station Emergency Generators**\$ 27,000**

This project will test the emergency generators located at the six fire stations. Four of the generators are reaching their life expectancy. Recent issues have surfaced in terms of some systems (like station alerting) not being connected to the emergency power. Current capacity of the generators may suggest they are now undersized for adequate emergency power. Funding will evaluate load capacity, as well as identify what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project will also help determine future life expectancy and appropriate sizing of each of the emergency generator.

Fire Station Major Modifications**\$ -**

This ongoing project will fund necessary modifications that fall outside of the purview of the Facilities Maintenance Division. This project covers all six fire stations, the training

tower and the storage facility (Former Station #2). This project has approximately \$109,000 in funds previously appropriated.

Fire-IT & Radio Upgrades \$ 60,000

This ongoing project funds information technology and radio communication needs at various fire stations.

Fleet Fuel System Repair & Replacement \$ -

This ongoing project provides funding for the repair and renovation to components of the Fleet fuel system. Examples of planned repairs include the preparation and painting of fuel tanks, pump replacements at the Municipal Services Center and costs associated with the fueling software system. This project has approximately \$106,000 in funds previously appropriated.

General Facilities Major Maintenance \$ -

This project is for major maintenance projects throughout City facilities. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes. \$250,000 of the total project is set aside as an "emergency reserve" for major, unanticipated needs. This project has approximately \$877,000 in funds previously appropriated.

General Fund Fire Truck Leases \$ 525,000

The City purchases fire trucks using lease-financing due to the magnitude of the cost. Lease payments are reflected in the Fire Department budget, but transferred into the General Capital Outlay Replacement Fund (GCORF) where fire truck purchases and lease payments are made. Generally, a down payment of \$100,000 is paid to a vendor who builds the fire truck according to City specifications. The build process may take several months or one year before the new fire truck is delivered. For the portion of the fire truck purchase that is lease-financed, payments are made over a period of seven years and commence the year after the down payment is made. Fire trucks are usually kept for fifteen years, with the first ten being for front line duty and remaining five years held in reserve. Adopted 2021 funding includes \$100,000 for the down payment towards the purchase of a fire truck to replace an existing fire truck due for replacement, with the remaining funds being applied towards 2021 lease payments for three other fire trucks purchased in a prior year.

General Fund Fleet Replacements \$ 643,000

The City purchases most fleet vehicles using pay-as-you-go financing. The 2021 Adopted Budget anticipates replacing \$1,287,000 in existing General Fund (non-public safety) fleet that is due for replacement. Multiple replacement accounts in GCORF have appropriations that serve as informal reserves; for fleet, target reserves are 8-10% of the estimated replacement value of the fleet. During the 2021 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2021 while remaining within target reserve levels. Specific to General Fund fleet, Staff propose the use of \$450,000 out of existing appropriations for General Fund fleet replacements, and transfer \$194,000 in excess balances out of a separate GCORF account that exists for General Fund multi-function device (copiers) replacements. The Adopted 2021 funding for

General Fund fleet replacements reflects the additional funds needed for 2021 planned replacements, after use of existing appropriations.

General Fund Public Safety Fleet Replacements **\$ 718,000**

The 2021 Adopted Budget anticipates replacing \$1,009,000 in existing General Fund public safety fleet that is due for replacement. As described previously, multiple replacement accounts in GCORF have appropriations that serve as informal reserves. During the 2021 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2021 while remaining within target reserve levels. Specific to General Fund public safety fleet, Staff propose the use of \$291,000 out of existing appropriations for General Fund public safety fleet replacements and the 2021 Adopted funding reflects the additional funds needed for 2021 General Fund public safety fleet replacements.

General Fund Radio Replacements **\$ -**

Multiple City departments use hand-held and mobile radios in their operations. During the carryover process in 2018, this account was established in order to accumulate funds needed for radio replacements through 2024. Annual expenditures vary, but an annual contribution rate was previously estimated at \$500,000 each year through 2024 in order to fund all planned radio replacements. The 2021 budget does not propose additional funds for radio replacements due to a constrained budget environment. Even so, the current account balance has sufficient balances to pay for planned radio replacements through 2021, and most planned radio replacements in 2022. This project has approximately \$868,000 in funds previously appropriated.

Golf Course Improvements **\$ -**

This project is used to fund golf course improvements that are smaller in nature and typically include routine maintenance items or equipment replacements/repair. These projects protect the City's assets, enhance usability of a facility for guests or staff, and increase safety. This project has approximately \$516,000 in funds previously appropriated.

Greenbelt Drainage Improvements **\$ -**

This project provides funding for improvements along greenbelts and drainage ways. These improvements may be caused by flooding or mandates for wetland mitigation/monitoring. This project also funds improvements to ditches that convey raw water to ponds and environmental repair to areas damaged by prairie dog colonies (including removal and re-seeding). This project has approximately \$50,000 in funds previously appropriated.

Historic Properties Maintenance **\$ 50,000**

The City of Westminster currently owns (or jointly owns) ten sites that carry a historic designation. Most of these sites have historic structures on them, ranging from barns to houses. With the exception of the Bowles House, which is operated as a historic house museum by the Westminster Historical Society, the remaining historic structures are not in active use. A formal historic property assessment is needed to help the City identify a

clearly articulated vision for historic preservation as well as an end use for these properties, which have in essence been simply “mothballed.” It is important to note that the City has benefitted from state historic preservation funds to stabilize many of the physical structures; according to the State Historical Fund Guidelines, all funded projects must demonstrate “strong public benefit and community support.” Finally, this funding will enable the City to identify and plan for future long-term maintenance.

Kershaw Pump Station Improvements **\$ 750,000**

The Kershaw Pump Station is one of the City’s raw water pump stations used for water exchanges. The components of this project were installed in the 1960s and are at the end of their useful life. Components included in the project are the construction of the intake structure and wet well concrete repairs. The project will also replace the perimeter fence, provide interior and exterior lighting, a new roof, and replace site concrete where needed. These improvements will extend the life of the building and facility.

Laserfiche Upgrades **\$ 21,000**

This project funds new license purchases, software support and upgrades, and consulting services associated with the City's records management software.

LDCIS Outfall R&R **\$ 3,704,000**

The City sends approximately 30% of its wastewater for treatment by the regional Metro Wastewater Reclamation District (Metro). The Little Dry Creek outfall is where the City’s Little Dry Creek Interceptor Sewer (LDCIS) connects to the Metro pipeline for transportation to the Metro treatment facility. Replacing the outfall due to capacity, age and condition was identified in a 2014 study with this work scheduled to take place in 2021. Replacing aged sewer interceptor to connect to the newly installed LDCIS is part of this project.

Legacy Golf Course Cart Path Replacement **\$ 75,000**

This project replaces various sections of the cart path throughout the Legacy Ridge Golf Course to enhance safety and aesthetics.

Legacy Golf Course Irrigation **\$ -**

This project replaces the aging infrastructure of the irrigation system at Legacy Ridge Golf Course and areas in the Legacy Ridge neighborhood that are irrigated from the golf course system. This project increases the City’s reclaimed water storage capacity and use area, and renovates a stormwater issue along the golf course at Federal Blvd. This project has approximately \$1,957,000 in prior appropriations, and as part of a funding strategy for golf irrigation replacements, Staff is evaluating debt-financing mechanisms due to the magnitude of cost and the estimated useful life of the irrigation systems.

Libraries FRCC HVAC Replacement **\$ -**

The HVAC system at the College Hill Library is 23 years old and at end of life. The software that is used to control the system is no longer supported by the vendor, and the system is no longer able to efficiently heat/cool the building. This project will provide funding towards the replacement of the existing HVAC system. Through an IGA between the FRCC and the City of Westminster, the City is required to pay 40% of major capital

maintenance projects for the joint operation of the College Hill Library. This was a new request and does not have previous appropriations.

Libraries-Irving Street Parking **\$ -**

This project expands the parking lot at the Irving Street Library. Parking at the library has always been heavily used, and often does not have spaces for guests. With the addition of the Growing Home Food Garden, the parking issue is exasperated. This is a new request and does not have previous appropriations.

Library Materials Acquisition **\$ 100,000**

This ongoing project provides funding towards the acquisition of additional physical Library materials in the Library collection, such as books, books on CDs and DVDs.

Library Repair & Maintenance **\$ 50,000**

This ongoing project includes repair and maintenance for the College Hill and Irving Street Libraries. Project funds address facility maintenance activities to upgrade and/or renovate existing facilities and equipment.

MAC Remodel **\$ 250,000**

In 2021, Hyland Hills Park & Recreation District will vacate the gymnastics center attached to the MAC and surrender ownership to the City. The MAC Remodel project will transform the vacant space into a black box theater programmed by resident theater companies with a focus on inclusivity and community engagement. In between productions, the space will be available on a rental basis as a public auditorium. Phase I of the project (2021) includes preparatory design work necessary in advance of construction (e.g. schematic design, engineering assessment, construction documents, etc.). Pending approval and future funding, the construction phase (Phase II) is targeted to commence in 2022.

Major Concrete Replacement Program **\$ 300,000**

This ongoing project funds the replacement of deteriorated curbs, gutters, sidewalks, curb ramps and cross-pans throughout the City.

Metzger Farm **\$ 35,000**

This ongoing project will provide funds to fully open the Metzger Farm farmstead to the public, interpret the site and equipment, and will activate the site through potential partnerships such as community gardens or Community Supported Agriculture. This farmstead is jointly owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost.

Minor Median Maintenance **\$ -**

This ongoing project provides funding to rehabilitate medians throughout the City. Different parts of the City have different planting material and designs lack consistency throughout. Project work often includes the update of medians to more climate-appropriate designs and functionality. This project has approximately \$62,000 in funds previously appropriated.

Municipal Court Security & Building Upgrades **\$ -**

This project will replace, upgrade and/or enhance the existing security systems at the Municipal Court and address facility needs. This project has approximately \$156,000 in funds previously appropriated.

Neighborhood Revitalization **\$ -**

Partnering with the University of Colorado at Denver (UCD), the City is launching a reimagined program, Project R.I.S.E., to focus on the health and vitality of the City through this uncertain time. When citizens are connected with their neighbors, invested in their communities, and share mutual trust with their governments, societal illness can be managed and proactively prevented and the City can thrive. The City is launching Project R.I.S.E. to strengthen existing relationships, establish new ones, engage citizens, and build trust and a sense of community. This endeavor will revitalize neighborhoods, empower citizens to take ownership of public spaces, and improve the quality of life for residents.

By leveraging key university resources and an extensive network, the collective team will launch a collaborative innovation project based on the process of human-centered design, ranging from stakeholder and system discovery to solution development. Throughout the duration of the project, the team will plan and prioritize, engage stakeholders, facilitate community conversations, synthesize and interpret data, and prototype and test solutions. Together UCD and the City will build a successful program, while passing on critical skills and resources which will be captured a detailed playbook that will guide further action and support future projects. This project has approximately \$250,000 in funds previously appropriated.

New Sales Tax Software System **\$ -**

This project is for the replacement of the City’s sales tax software system. The current system has been in use since the 1990's and updating to a more modern and user-friendly solution is necessary. A new system would allow more flexibility with integration into the Colorado Department of Revenue's new Sales and Use Tax Software system, allow integration with the City's financial system, and provide more robust and accurate accounting and reporting for the City's primary general fund revenue source. This is a new request and does not have previous appropriations.

Northridge Water Storage Tanks Replacement **\$ 8,000,000**

There are three existing potable water storage tanks at the Northridge site. One was recently built in 2017. The other two are both steel, installed in the 1980s and at the end of their useful lives. This project will begin with the design for Northridge Tanks 1 and 2, a demolition plan, plan to provide adequate water storage for pressure zone 1 and possible land acquisition if needed. The replacement of the Northridge potable water storage tanks due to age and condition has been planned for a 2021 execution. Staff plans to design both tanks, construct one tank in 2021/2022, and construct the other tank in 2022.

Open Channel Major Maintenance **\$ 150,000**

The City supports maintenance and correction of minor flood control projects through this account. This work captures and improves those small localized nuisance flooding and drainage issues.

Open Space Land Acquisition **\$1,458,000**

The ongoing project funds will be utilized for the acquisition of additional open space lands in Westminster. Funding for open space land acquisitions may come from multiple sources, such as the City's voter-approved POST taxes, open space taxes from Adams and Jefferson Counties, and Public Land Dedication development fees. The City prioritizes potential acquisitions to those parcels that would facilitate the construction of missing links within the open space trails system and acquisitions that protect the City's open space system.

Park & Recreation Comprehensive Plan **\$ -**

A new comprehensive plan is needed to strategically plan and guide the direction of acquisition and development for parks and recreation as the City grows into the next urban center. The plan will include: an updated inventory of existing parks; a walkshed analysis and needs assessment to determine the types of parks and facilities that are needed as well as the areas of the City that are underserved; mission and goals; strategies and actions; performance measures; a capital improvement plan; and a maintenance and operations plan. This project has approximately \$276,000 in funds previously appropriated.

Park 1200 Renovation **\$ -**

In 2016, the City accepted Park 1200 as part of new residential development and re-platting of the property. Since then, the City has spent approximately \$150,000 installing and repairing the irrigation system, planting turf seed, and installing trees. This phase of the project is to complete public engagement, a Master Plan for redevelopment of the site, and begin construction. Staff anticipate applying for a matching grant from Adams County in the amount of \$300,000 to provide additional funding for the renovation.

Park Irrigation System Renovation **\$ 450,000**

This ongoing project is intended for the renovation of aging irrigation infrastructure, both full system replacement, and upgrades to central control and hardware components. Current control system and irrigation infrastructure in many parks are well beyond expected useful life. Staff are currently evaluating the highest areas of need for renovation and improvements, but anticipate upgrading 1-2 parks per year as funding permits.

Park Operations Facilities Repair & Maintenance **\$ 25,000**

This project provides ongoing repair and maintenance program for Park Operations Facilities. Funds address facility maintenance activities that will upgrade and/or renovate existing facilities and equipment. Facilities supported through this project include the Greenhouse, the Open Space and Forestry Operations facility at the Braugh Property, the Park Operations Center, and the Lift Station and Pumphouse at City Park.

Park Sustainability Program **\$ 500,000**

Formerly titled, "Park Renovation Program", this ongoing project implements capital renovation and repairs to park features, landscape and amenities. There is a need for major project funding which is highlighted below. Several park projects are in need of

complete renovations based on usage and dated design and infrastructure. Renovation work in 2021 will focus on renovations to Squires and Wolf Run Parks.

Parks & Recreation Facilities Major Maintenance \$1,514,000

This project provides funds for timely repairs and maintenance of all Parks facilities that support the Parks functions and is administered by the Facilities Maintenance Division (FM).

Playground Surface Maintenance \$150,000

This ongoing project funds the replacement of both unitary (poured in place) playground surfaces and EWF mulched playgrounds. The conversion to EWF from Sand should be completed by the end of 2021, and the requested funding amount will be dedicated to unitary (Poured in Place) surfacing. From that point on, the EWF playgrounds will only require replenishment. Unitary playground surfaces account for nearly half of the City’s 44 playgrounds, the remainder are comprised of EWF or Sand (which is to be converted).

PRL City Facility Parking Lot Maintenance \$100,000

This ongoing project provides for contractual crack sealing, resurfacing, seal-coating and concrete replacement of City facility parking lots at PRL maintained facilities.

Promenade Renovation, Phase 1 \$1,000,000

This is Phase 1 of a multi-phase project to re-envision the dynamics of the Promenade Pond and common space. With conceptual proposals for residential development in the area, conversion of the pond to a more active, recreational, and publicly supportive function is desired. Additionally, the existing ponds leak freshwater, and the ongoing maintenance costs are placing a heavy toll on operational budgets. Repairs to the pond liners will be extensive and expensive. Phase 1 consists of filling the two leaking ponds, and creation of a large turf area and playground to serve local residents and visitors.

Public Safety Center - Building Infrastructure \$ 80,000

This project provides for the repair and replacement of integral components and fixtures at the Public Safety Center. Examples include uninterruptible power supply (UPS) chloride batteries and capacitors that mitigate adverse impacts of power failures, security systems, aesthetics, furniture and other equipment.

Public Safety Facilities Major Maintenance \$ -

This project is managed by the Facilities Maintenance Division (FM) and provides funds for major maintenance projects for the Public Safety Center and fire stations. Types of projects include both interior and exterior replacements and improvements, along with major mechanical (HVAC), plumbing and electrical work. This project has approximately \$131,000 in funds previously appropriated.

Quiet Zone at 72nd/Lowell/Bradburn \$ -

This project funds the engineering and construction of quiet zones to meet the Federal Railroad Administration (FRA) requirements to silence train horns at grade crossings of the Burlington Northern Santa Fe Railway at Lowell Boulevard, West 72nd Avenue, and Bradburn Boulevard. These crossings are less than a quarter mile from each other, therefore FRA requires them to be established at the same time. DRCOG funds in the

amount of \$800,000 are allocated to Westminster for the implementation of Quiet Zones, significantly reducing the total cost. Additional quiet zones will be implemented throughout the City when funding is available. This project has approximately \$1,347,000 in funds previously appropriated, including the \$800,000 grant funding. No funding is included for 2021 due to delays in obtaining an estimate and agreement from Burlington Northern Santa Fe (BNSF) Railway for the quiet zone signal infrastructure.

Recreation Facilities Improvements **\$ 715,000**

This ongoing project funding for recreation facilities improvements help maintain the appearance and function of the City's 280,000 square feet of recreation space.

Recreation Facilities Major Projects & Long-Term Planning **\$ -**

Funding of this project would allow for long term planning and facility maintenance. Examples of projects include replacement of original flooring that is 20-30 years old, painting entire facilities and remodeling front desks, all which require additional planning and a longer shutdown time. This work will be coordinated with a variety of projects that Facilities Maintenance has on the books to complete in the next several years. The facility will close down for 2-3 weeks allowing for the opportunity of major work to be completed. This would also allow for a shorter shut down time at the facility in future years and limits impact on guest service and revenue loss. Funding this project would result in the continuation of major work that has been funded and completed in 2019 at the City Park Fitness Center and in 2020 at the City Park Recreation Center. Underlying projects rotate between the City's five different recreation facilities over five-year cycles. This project has approximately \$100,000 in funds previously appropriated.

Retention Pond Redesign and/or Water Rights Purchases **\$ 250,000**

This project supports the stormwater utility by complying with state laws requiring the separation of stormwater runoff from reclaimed water and also addresses purchasing water rights where they don't currently exist for stormwater ponds holding a permanent water surface.

Rodeo Market Renovation **\$ -**

Funds will be used to renovate the City-owned, historic property located at 3915 West 73rd Avenue (aka Rodeo Market Building). This project has an executed lease with the Olde Westminster Pub and Tavern and the City is responsible for all core and shell improvements. Costs from the contractor have come back and an additional \$400,000 is needed to complete the project. This project has approximately \$841,000 in funds previously appropriated.

S. Boulder Canal Diversion Structure **\$ 850,000**

Development is occurring in the northwest portion of the City where an important water resources pipeline exists. This project will install a new diversion structure to connect to and protect an important raw water pipeline. This project will also improve efficiency of diversions from the South Boulder Ditch to facilitate water delivery in low-flow conditions.

School Mobility Improvements

\$ -

This ongoing project is intended for the implementation of infrastructure improvements, such as striping crosswalks, installing sidewalks, and flashing beacons to improve safety conditions for children to walk to school. This ongoing program will improve conditions for students in all three Westminster public school districts, including Adams 12, Jefferson R-1, and Westminster Public School Districts. This project has approximately \$20,000 in funds previously appropriated.

Shaw Heights Tributary Improvements

\$ 200,000

This project includes a study, design, and construction of improvements for the Shaw Heights tributary to address flooding issues. The study will analyze the Shaw Heights tributary, and improvements will include channel stabilization, culvert and bridge replacement, drop structure installation, and potentially trail improvements. Staff will also pursue matching funds from Urban Drainage and Flood Control District to help offset the costs to the City.

Small Business Assistance Program

\$ 50,000

This project provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, IT equipment, capital improvements and machinery.

Storage Area Network (SAN) Replacement

\$ 540,000

This project replaces the SAN Hardware in the City Hall Data Center with new up to date equipment providing faster speeds that are required by today’s modern applications. The SAN replacement is scheduled to happen every 4 years and the current SAN was purchased back in 2017. The SAN replacement includes a comprehensive study to help inform the proper technology to best meet the needs of the City for the next four years. As part of the project older SAN hardware will be moved to the disaster recovery facility to increase data capacity back-up needs.

Stormwater Infrastructure Major Repair & Replacement

\$ 450,000

This project funds the maintenance and repair of failing or failed stormwater infrastructure such as sink holes in roadways caused by collapsed pipes.

Stormwater Miscellaneous

\$ 350,000

This ongoing project is intended to fund the design and construction of all types of drainage improvements throughout the City.

Sustainability Planning & Implementation

\$ -

The project is intended to provide small grants to businesses for energy, water, waste and other similar conservation practices. These improvements would reduce operating costs for businesses allowing them to direct their financial resources to other parts of the business. The grants would be used for improvements such as energy efficient equipment, energy efficiency upgrades to a building, xeriscaping, low-flow water fixtures, and waste bins. This grant would be administered in partnership with Economic Development’s Small Business Capital Projects Grants Program and would result in a

combined application process for businesses. As with the Capital Projects Grants Program, a certain percentage of a project would be funded up to a maximum amount of \$5,000. For energy projects, the money would leverage other funding and rebates provided by Xcel Energy. This project has approximately \$110,000 in funds previously appropriated.

Traffic Mitigation Program **\$ 35,000**

This ongoing project is intended to provide funding for a program to address resident and business concerns for speeding or safety. Examples of project activities include speed studies, installation of flashing beacons or other signs and street striping.

Traffic Preemption System Upgrade **\$ -**

This project is for the replacement of the current "Opticom" traffic preemption system. The new systems are technologically advanced, work well within "Smart Cities", and can work with fire, police, and public works vehicles. The total cost of a new system is estimated at \$1.2 million. This is a new request and does not have previous appropriations.

Traffic Signal Pole, Cameras, & Sign Replacements **\$ 200,000**

This ongoing project is intended to fund traffic signal pole replacements, traffic signal cameras and traffic sign replacements throughout the City. Traffic Engineering recommends the replacement of 18 signal pole replacements every year through 2022, when it is estimated that all of the poles on the current priority list would be replaced with poles fabricated using the City's paint over galvanized specification.

Trailside Subdivision Roadway Study **\$ -**

Trailside subdivision was built circa 1977 with a flat topography and the roadways have little to no elevation change to provide adequate water flow off of the roadway and along the curb lines. This CIP will have engineering design services completed to study the topography of Trailside subdivision roadways to determine the amount of rise or fall the roads will require to create drainage flow. Results of the study will be followed by construction to implement improvements, likely in 2022/out-years. This is a new request and does not have previous appropriations.

Tree Mitigation Program **\$ 100,000**

The ongoing project provides for the ongoing maintenance of City trees, including hazard tree removal. This project also includes funding for treatment for the prevention of Emerald Ash Borer damage to the City's ash tree population.

Upgrade SAM Messaging System **\$ 15,000**

SAM (Smart Access Manager) software is used by the library for time and print management of public computers as well as revenue management for library fees. The system is being expanded to include the ability to reserve computers from home and for printing from mobile devices. This project will fund the purchase of the SmartAlec module and will allow for printing from mobile devices as well as from home for library patrons.

Utility Facilities Parking Lot Maintenance Program **\$ 45,000**

This ongoing project funds contractual crack sealing, resurfacing, sealcoating and concrete replacement at seven utilities-related municipal sites. Rotation for asphalt pavement requires crack sealing once every three years and sealcoating once every six years.

Voice and Data Network Expansion and Upgrades **\$ -**

This ongoing project is intended to fund opportunities to expand and enhance the City's voice and data infrastructure in tandem with other projects underway. The strategy of this project is to have funds available to take advantage of proposed fiber and conduit build-outs within the City at a fraction of the cost to the City. These opportunities would add to, upgrade, and extend services to existing and new facilities. This project has approximately \$0 in funds previously appropriated.

Walnut Creek Golf Preserve Cart Path Replacement **\$ 75,000**

This project replaces various sections of the cart path throughout the Walnut Creek Golf Preserve to enhance safety and aesthetics.

Walnut Creek Golf Preserve Irrigation **\$ -**

This fund will replace the aging irrigation systems at Walnut Creek Golf Preserve and Westview Recreation center. These irrigation systems are tied together and were installed in 1997 with a 25-year lifespan expected. The systems have been redesigned as part of the Legacy Ridge irrigation project and additional funding is needed for construction. This is a new request and does not have previous appropriations. As part of a funding strategy for golf course irrigation replacements, Staff is evaluating potential debt-financing mechanisms due to the magnitude of cost and the estimated useful life of the irrigation systems.

Wastewater Capital Outlay Replacement Program **\$ 50,000**

The City uses this project as a method to fund equipment replacement that serves the wastewater system. For the Wastewater Fund, the project is most commonly for fleet replacements. The Adopted 2021 funding reflects funds needed for the replacement of an existing fleet pickup truck.

Water Capital Outlay Replacement Program **\$ 424,000**

The City uses this project as a method to fund equipment replacement that serves the water system. Equipment replacements funded out of this project primarily include fleet replacements, multi-function devices (copiers), and handheld/mobile radio replacements used by the utility. The Adopted 2021 funding reflects \$9,000 in funds needed for a copier replacement, \$380,000 in funds to replace existing fleet assets that are due for replacement, and one new compact pick-up 4x4, estimated at \$35,000. This new vehicle will be used by the Supervisory Control and Data Acquisition (SCADA) Team who maintain critical communications systems that are used by water treatment facilities. SCADA operations require daily, year-round vehicle trips which are currently performed using privately-owned Staff vehicles. A 4x4 truck is also included as some water facilities require 4x4 capabilities to access during inclement weather.

Wattenberg Reservoir - Spillway & Bank Stabilization **\$1,523,000**

The City has a complex system of reservoirs and water delivery structures that provide water supply for City customers. The Wattenberg Reservoir Complex, located in Weld County, is part of this complex system. The City has been working towards the completion of this reservoir complex for many years. In 2019 the City purchased raw water storage at the Wattenberg Gravel Lakes site, a mined-out gravel pit. Storing and exchanging water outside of Standley Lake helps keep water in Standley Lake, the City's primary drinking water supply to our water treatment plants. The Wattenberg Reservoir must be protected from flood on the nearby South Platte River by installing a spillway and bank stabilization. This project will design the spillway and bank stabilization and then construct them.

Wayfinding **\$ -**

Phase 2 of the Wayfinding project will be to complete signage on many of the minor trails leading to our major trails such as Big Dry Creek Trail. Project plans include the installation of map and trailhead kiosks that will assist trail users to identify destinations and location. Approximately twelve of the kiosks will be installed throughout the trail system. This project has approximately \$157,000 in funds previously appropriated.

Westminster Station Park **\$ 300,000**

Westminster Station Park will be completed in three phases. Phase 1 includes: a nature playground, water play feature, sand play feature, connections to the Little Dry Creek Trail, pavilion and restrooms. Phase 2 includes: a xeric garden, public art, event area and pavilion. Phase 3 includes: a pavilion, fishing pier, and restrooms. All phases include landscaping, irrigation, lighting, site furnishing and signage. This project has approximately \$5,389,000 in funds previously appropriated.



WESTMINSTER



WESTMINSTER

DEBT SERVICE



WESTMINSTER

DEBT SERVICE

The debt schedules shown in the following pages reflect outstanding debt obligations of the City, including debt obligations of the Westminster Economic Development Authority (WEDA). Pursuant to budget procedure requirements within the City's Charter, the debt schedules reflect bonded and other indebtedness of the City. The debt schedules generally reflect principal and interest payments for each obligation, and do not show ancillary debt costs, such as bank trust and arbitrage compliance fees.

In contrast to general-purpose audited financial statement reporting, WEDA is generally not shown in the City's budget as it is a legally separate entity with a separate budget adoption process. WEDA debt is included in City debt schedules as WEDA debt is a moral obligation of the City. A moral obligation is a pledge by the City Manager to request of Council that the City replenish the reserve fund associated with this debt to the minimum required per the bond indenture or loan document should it become necessary. City Council will consider, but is not obligated to fulfill this request.

Legal Debt Limits

State of Colorado law places limits on municipal debt limits of 3% of the actual value of the taxable property in a municipality, except for debt incurred in supplying water. The City's Charter also places limits on general obligation debt which includes the debt subject to the City's legal debt margin calculation. As the focus of these limits is general obligation debt, revenue bonds, such as sales & use tax bonds are excluded from the debt limit calculation.

As reported in the City's [2019 Comprehensive Annual Financial Report](#) (report as of 12/31/2019), the total actual value of taxable property in the City was calculated at \$18,271,980,925, resulting in a debt limit of \$548,159,428. The City's debt applicable to the limit at the time was \$62,627,610, leaving a legal debt margin of \$485,531,818. The total debt applicable to the limit as of 12/31/2019 included \$60.2 million in remaining principal on all outstanding certificates of participation, and \$2.4 million in principal outstanding for fire truck, energy equipment and golf cart leases.

Amounts shown in the following debt schedules reflect lesser amounts than what was reflected in the City's 2019 Comprehensive Annual Financial Report as the schedules included in the budget are forward-looking, beginning with fiscal year 2021. The debt schedules do not reflect principal changes that occurred in 2020. For debt issues applicable to the City's legal debt limit calculation (certificates of participation and fire truck, energy and golf cart leases), 2020 includes principal reductions of approximately \$6.4 million, and one addition of approximately \$613 thousand for the purchase of a new fire truck. No additional debt issuance is anticipated in 2020, and the 2021 adopted budget only contemplates one additional fire truck lease in 2021.

Not shown in the 2021 Budget, preliminary planning is underway to evaluate financing options for the replacement of golf course irrigation systems at the City's two municipal golf courses, which may include the issuance of debt.

The Debt Service Fund facilitates annual payments for the City's sales & use tax bonds and associated costs, such as trustee and arbitrage fees. Funding sources primarily include transfers from the Sales & Use Tax and Parks, Open Space & Trails Fund. The Debt Service Fund is considered a "Bona Fide" debt service fund and is used to achieve proper matching of revenues with principal and interest payments. This means that the ongoing fund balance is less than 1/12 of the ongoing debt service requirements paid out of the fund for the preceding bond year.

Debt Service Fund

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)
General Fund 3.0% Sales & Use Tax Revenue Bonds							
Sales & Use Tax	Principal	\$215,000	\$0	\$0	\$0	\$0	\$215,000
Revenue Refunding Bonds	Interest	\$10,750	\$0	\$0	\$0	\$0	\$10,750
\$13,275,000; Issued 9/01	Total	\$225,750	\$0	\$0	\$0	\$0	\$225,750
Sales & Use Tax	Principal	\$1,255,000	\$1,215,000	\$0	\$0	\$0	\$2,470,000
Revenue Refunding Bonds	Interest	\$123,500	\$60,750	\$0	\$0	\$0	\$184,250
\$10,545,000; Issued 7/10	Total	\$1,378,500	\$1,275,750	\$0	\$0	\$0	\$2,654,250
Total General 3.0% Sales & Use Tax Revenue	Principal	\$1,470,000	\$1,215,000	\$0	\$0	\$0	\$2,685,000
Bonds	Interest	\$134,250	\$60,750	\$0	\$0	\$0	\$195,000
	Total	\$1,604,250	\$1,275,750	\$0	\$0	\$0	\$2,880,000
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds							
Sales & Use Tax	Principal	\$1,125,000	\$1,155,000	\$1,190,000	\$1,250,000	\$1,315,000	\$15,315,000
Revenue Refunding Bonds - POST	Interest	\$623,569	\$589,819	\$555,169	\$495,669	\$433,169	\$3,894,856
\$18,500,000; Issued 12/15	Total	\$1,748,569	\$1,744,819	\$1,745,169	\$1,745,669	\$1,748,169	\$19,209,856
Total .25% POST Sales & Use Tax Revenue	Principal	\$1,125,000	\$1,155,000	\$1,190,000	\$1,250,000	\$1,315,000	\$15,315,000
Bonds	Interest	\$623,569	\$589,819	\$555,169	\$495,669	\$433,169	\$3,894,856
	Total	\$1,748,569	\$1,744,819	\$1,745,169	\$1,745,669	\$1,748,169	\$19,209,856
Total Sales & Use Tax Revenue Bonds	Principal	\$2,595,000	\$2,370,000	\$1,190,000	\$1,250,000	\$1,315,000	\$18,000,000
	Interest	\$757,819	\$650,569	\$555,169	\$495,669	\$433,169	\$4,089,856
	Total	\$3,352,819	\$3,020,569	\$1,745,169	\$1,745,669	\$1,748,169	\$22,089,856

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

Certificates of participation (COPs) are a form of borrowing and is a collateralized lease-financing agreement used by a municipality to finance capital projects. The General Fund COPs are presented on a gross and net basis, meaning that the full amount of the obligation is first reflected, but offsets to the debt payments are also shown to show the true financial impact to the City of the debt service payments. These offsets include payments from other entities who benefit from the original issuance of the debt, and payments are made to the City through established agreements.

General Fund Certificates of Participation (COPs)

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)
Refunding of 2001 & 1998 Golf Course COPs	Principal	\$1,375,000	\$1,420,000	\$0	\$0	\$0	\$2,795,000
2010 COPs Issued 8/10	Interest	\$105,038	\$60,350	\$0	\$0	\$0	\$165,388
\$17,645,000	Total	\$1,480,038	\$1,480,350	\$0	\$0	\$0	\$2,960,388
Refunding of 1998 Ice Centre COPs	Principal	\$855,000	\$1,880,000	\$0	\$0	\$0	\$2,735,000
2010 COPs Issued 11/10	Interest	\$110,363	\$78,000	\$0	\$0	\$0	\$188,363
\$9,950,000	Total	\$965,363	\$1,958,000	\$0	\$0	\$0	\$2,923,363
Refunding of 2005 COPs	Principal	\$1,080,000	\$1,125,000	\$1,170,000	\$1,215,000	\$1,260,000	\$5,850,000
2013 COPs Issued 1/13	Interest	\$234,000	\$190,800	\$145,800	\$99,000	\$50,400	\$720,000
\$11,095,000	Total	\$1,314,000	\$1,315,800	\$1,315,800	\$1,314,000	\$1,310,400	\$6,570,000
Downtown Infrastructure COPs	Principal	\$1,320,000	\$1,360,000	\$1,405,000	\$1,450,000	\$1,510,000	\$35,020,000
2015 COPs Issued 7/15	Interest	\$1,582,572	\$1,542,880	\$1,498,585	\$1,449,101	\$1,393,700	\$17,217,888
	Total	\$2,902,572	\$2,902,880	\$2,903,585	\$2,899,101	\$2,903,700	\$52,237,888
Refunding of 2007 COPs	Principal	\$1,195,000	\$1,220,000	\$1,260,000	\$1,315,000	\$1,360,000	\$6,350,000
2016 COPs Issued 9/16	Interest	\$234,738	\$219,800	\$171,000	\$120,600	\$68,000	\$814,138
\$14,995,000	Total	\$1,429,738	\$1,439,800	\$1,431,000	\$1,435,600	\$1,428,000	\$7,164,138
Total General Fund Certificates of Participation	Principal	\$5,825,000	\$7,005,000	\$3,835,000	\$3,980,000	\$4,130,000	\$52,750,000
	Interest	\$2,266,710	\$2,091,830	\$1,815,385	\$1,668,701	\$1,512,100	\$19,105,776
	Total	\$8,091,710	\$9,096,830	\$5,650,385	\$5,648,701	\$5,642,100	\$71,855,776
Less External Funding:							
Hyland Hills Share of Ice Centre COPs (50%)	Principal	\$427,500	\$940,000	\$0	\$0	\$0	\$1,367,500
	Interest	\$55,181	\$39,000	\$0	\$0	\$0	\$94,181
	Total	\$482,681	\$979,000	\$0	\$0	\$0	\$1,461,681
Thornton's Reimbursement for 2005 COPs	Principal	\$995,000	\$1,045,000	\$1,095,000	\$1,150,000	\$1,205,000	\$5,490,000
	Interest	\$274,500	\$224,750	\$172,500	\$117,750	\$60,250	\$849,750
	Total	\$1,269,500	\$1,269,750	\$1,267,500	\$1,267,750	\$1,265,250	\$6,339,750
Net General Fund Certificates of Participation	Principal	\$4,402,500	\$5,020,000	\$2,740,000	\$2,830,000	\$2,925,000	\$45,892,500
	Interest	\$1,937,028	\$1,828,080	\$1,642,885	\$1,550,951	\$1,451,850	\$18,161,845
	Total	\$6,339,528	\$6,848,080	\$4,382,885	\$4,380,951	\$4,376,850	\$64,054,345

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

General Fund lease purchases are a form of borrowing for the acquisition of capital equipment. Compared to COPs, lease-purchases are usually borrowings for smaller amounts with shorter payback periods. Most General Fund lease purchases are for the acquisition of fire trucks, with one outstanding lease undertaken to pay for energy improvements at City facilities.

General Fund Leases Purchases

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)
Energy Audit Lease 2010	Principal	\$151,711	\$0	\$0	\$0	\$0	\$151,711
\$2,517,094	Interest	\$2,337	\$0	\$0	\$0	\$0	\$2,337
Purchased 5/10	Total	\$154,048	\$0	\$0	\$0	\$0	\$154,048
Fire Truck - Engine 2016	Principal	\$152,042	\$155,634	\$159,313	\$0	\$0	\$466,989
\$435,393	Interest	\$11,035	\$7,442	\$3,765	\$0	\$0	\$11,035
Purchased 10/2013	Total	\$163,077	\$163,077	\$163,078	\$0	\$0	\$478,024
Fire Truck 107' Ladder 2019	Principal	\$139,753	\$143,876	\$148,120	\$152,489	\$156,988	\$902,845
\$1,139,835	Interest	\$26,634	\$22,511	\$18,267	\$13,897	\$9,399	\$90,708
Purchased 2/2019	Total	\$166,387	\$166,387	\$166,387	\$166,386	\$166,387	\$993,553
Fire Truck Dash Skyboom 2020	Principal	\$86,532	\$85,001	\$86,105	\$87,223	\$88,356	\$613,388
\$713,388	Interest	\$5,312	\$6,844	\$5,740	\$4,621	\$3,488	\$29,523
Purchased 5/2020	Total	\$91,844	\$91,844	\$91,844	\$91,844	\$91,844	\$642,911
Pierce Dash Engine 2021	Principal	\$100,000	\$90,049	\$92,751	\$95,533	\$98,399	\$790,000
\$790,000	Interest	\$0	\$20,700	\$17,999	\$15,216	\$12,350	\$85,246
Projected Lease (2)	Total	\$100,000	\$110,749	\$110,749	\$110,749	\$110,749	\$875,246
Total General Fund Leases	Principal	\$630,039	\$474,560	\$486,289	\$335,246	\$343,744	\$2,924,934
	Interest	\$45,317	\$57,497	\$45,770	\$33,735	\$25,237	\$218,848
	Total	\$675,356	\$532,058	\$532,058	\$368,980	\$368,981	\$3,143,782

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

(2) \$100,000 reflects a down payment in 2021, with subsequent years reflecting projected lease payments.

Golf Course Fund COPs and lease purchases are similar to those of the General Fund, except the debt service payments are paid by the Golf Course Fund. The table shows a golf cart lease as the City's practice has been to finance golf carts with lease purchases, however, the City is transitioning to a pay-as-you-go approach to finance future golf cart purchases.

Golf Course Fund Certificates of Participation (COPs) & Lease Purchases

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)
Refunding 01 COPS & 98 GC	Principal	\$445,000	\$460,000	\$480,000	\$0	\$0	\$1,385,000
2010 COPS Issued 8/10	Interest	\$52,013	\$37,550	\$18,000	\$0	\$0	\$107,563
\$17,130,000	Total	\$497,013	\$497,550	\$498,000	\$0	\$0	\$1,492,563
Golf Cart Lease 2017	Principal	\$107,358	\$0	\$0	\$0	\$0	\$107,358
\$492,064	Interest	\$787	\$0	\$0	\$0	\$0	\$787
Purchased 02/17	Total	\$108,144	\$0	\$0	\$0	\$0	\$108,144
Total Golf Course Fund COPs & Leases	Principal	\$552,358	\$460,000	\$480,000	\$0	\$0	\$1,492,358
	Interest	\$52,799	\$37,550	\$18,000	\$0	\$0	\$108,349
	Total	\$605,157	\$497,550	\$498,000	\$0	\$0	\$1,600,707

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

Utility Fund debt includes revenue bonds and notes for the City's utility enterprise. The utility fund includes the water, wastewater and storm drainage systems and funds, but the debt schedule only shows debt for the water and wastewater systems as no debt is outstanding for the storm drainage system.

Utility Fund Debt

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)	
Water System Debt								
Water 2016	Principal	\$680,390	\$690,194	\$725,488	\$743,135	\$772,547	\$14,899,963	
\$26,040,640	Interest	\$643,126	\$632,920	\$598,410	\$580,273	\$550,548	\$6,279,504	
Issued 05/16	Total	\$1,323,516	\$1,323,114	\$1,323,899	\$1,323,409	\$1,323,095	\$21,179,467	
Rehfeld Note	Principal	\$14,392	\$14,968	\$15,567	\$0	\$0	\$44,927	
\$180,000	Interest	\$1,797	\$1,221	\$623	\$0	\$0	\$3,641	
Issued 03/08	Total	\$16,189	\$16,189	\$16,189	\$0	\$0	\$0	
Water 2019	Principal	\$0	\$0	\$0	\$0	\$0	\$36,150,368	
\$36,150,368	Interest	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$22,005,378	
Issued 12/2019	Total	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$58,155,746	
Water 2020-Refunding of 2010 BABs	Principal	\$0	\$1,645,000	\$1,725,000	\$1,755,000	\$1,810,000	\$17,380,000	
\$17,380,000	Interest	\$782,150	\$782,150	\$699,900	\$665,400	\$612,750	\$5,158,350	
Issued 06/2020	Total	\$782,150	\$2,427,150	\$2,424,900	\$2,420,400	\$2,422,750	\$22,538,350	
Wastewater System Debt								
Wastewater Plant 2005	Principal	\$892,500	\$915,000	\$960,000	\$1,022,500	\$517,335	\$4,307,335	
\$15,440,000	Interest	\$27,135	\$0	\$0	\$0	\$0	\$27,135	
Issued 05/05	Service Fees	\$123,520	\$118,575	\$81,380	\$10,055	\$0	\$333,530	
	Total	\$1,043,155	\$1,033,575	\$1,041,380	\$1,032,555	\$517,335	\$4,668,000	
Big Dry Creek Sewer Interceptor	Principal	\$994,682	\$1,025,344	\$1,045,827	\$1,063,953	\$1,081,252	\$22,844,166	
\$23,331,532	Interest	\$209,776	\$189,401	\$169,401	\$150,026	\$131,401	\$1,461,715	
Issued 05/2020	Service Fees	\$151,655	\$151,655	\$151,655	\$151,655	\$151,655	\$2,303,989	
	Total	\$1,356,113	\$1,366,400	\$1,366,883	\$1,365,634	\$1,364,308	\$26,609,869	
Wastewater 2016	Principal	\$1,054,610	\$1,069,806	\$1,124,512	\$1,151,865	\$1,197,453	\$23,095,037	
\$16,789,360	Interest	\$996,849	\$981,030	\$927,540	\$899,427	\$853,352	\$9,733,271	
Issued 05/16	Total	\$2,051,459	\$2,050,836	\$2,052,051	\$2,051,292	\$2,050,805	\$32,828,308	
Wastewater 2019	Principal	\$0	\$0	\$0	\$0	\$0	\$1,874,633	
\$1,874,633	Interest	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$1,141,122	
Issued 12/2019	Total	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$3,015,755	
Total Utility Fund Debt		Principal	\$3,636,574	\$5,360,312	\$5,596,394	\$5,736,453	\$5,378,587	\$120,596,429
		Interest	\$4,149,683	\$4,075,573	\$3,884,724	\$3,783,976	\$3,636,901	\$45,810,116
		Service Fees	\$275,175	\$270,230	\$233,035	\$161,710	\$151,655	\$2,637,519
		Total	\$8,061,432	\$9,706,114	\$9,714,153	\$9,682,139	\$9,167,143	\$169,044,063

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

Westminster Economic Development Authority debt includes tax-increment bonds and loans that were issued to fund capital improvements within the City's urban renewal areas to further economic development. As mentioned previously, WEDA debt is shown in the City's budget as WEDA debt is a moral obligation of the City, but the repayments of these bonds from tax increment generated within the urban renewal areas.

Westminster Economic Development Authority (WEDA) Debt

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 (1)
WEDA 2012 (N Huron)	Principal	\$3,705,000	\$3,835,000	\$3,969,000	\$4,109,000	\$4,253,000	\$40,582,000
\$59,000,000	Interest	\$1,177,430	\$1,047,384	\$912,776	\$773,464	\$629,238	\$8,238,674
Issued 8/12	Total	\$4,882,430	\$4,882,384	\$4,881,776	\$4,882,464	\$4,882,238	\$48,820,674
WEDA 2012 (Mandalay)	Principal	\$1,715,000	\$1,765,000	\$1,840,000	\$1,910,000	\$1,970,000	\$18,940,000
\$35,830,000	Interest	\$614,875	\$563,425	\$492,825	\$419,225	\$361,925	\$4,359,425
Issued 8/12	Total	\$2,329,875	\$2,328,425	\$2,332,825	\$2,329,225	\$2,331,925	\$23,299,425
WEDA 2012 (S Sheridan)	Principal	\$420,000	\$435,000	\$450,000	\$465,000	\$480,000	\$4,110,000
\$8,075,000	Interest	\$145,354	\$127,674	\$112,623	\$97,053	\$80,964	\$925,501
Issued 6/09	Total	\$565,354	\$562,674	\$562,623	\$562,053	\$560,964	\$5,035,501
Total WEDA Debt	Principal	\$5,840,000	\$6,035,000	\$6,259,000	\$6,484,000	\$6,703,000	\$63,632,000
	Interest	\$1,937,659	\$1,738,483	\$1,518,224	\$1,289,742	\$1,072,127	\$13,523,600
	Total	\$7,777,659	\$7,773,483	\$7,777,224	\$7,773,742	\$7,775,127	\$77,155,600

(1) Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.



WESTMINSTER



WESTMINSTER

STAFFING



WESTMINSTER

2021 TOTAL COMPENSATION AND PAY PLAN

The City develops the Employee Total Compensation Package by a thorough review of pay and benefits of other cities and special districts that are direct competitors for quality staff. This market analysis process takes approximately six months. It begins with the completion of the Colorado Municipal League (CML) survey plus a comprehensive benefits survey. Cities surveyed for wage and benefits include: Arvada, Aurora, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont, Thornton, and associated districts. This compensation review process excludes classifications in the Fire Commissioned Pay Plan currently under the Firefighter Collective Bargaining Agreement (CBA) effective through 2022.

The City has four regular pay plans: Non-Exempt General, Non-Exempt Police, Exempt, and Department Head/Division Manager. Employees in these pay plans may receive adjustments to their pay in three different manners: across the board increase (market inflation adjustment); benchmark position/classification review; and, step/grade or merit adjustments.

Based on the extensive research of 2020 wages as well as forecasting of the market in the 2021, Staff is proposing no market adjustments or an “across the board increase” to the pay plans. Staff also conducted a benchmark review, studying different positions/classifications to ensure they are paid at market. This review was completed this year as part of the 2021 budget development process. In all, 67 different positions were evaluated (the positions that are not evaluated are aligned internally to the benchmark classifications to ensure that all positions/classifications wages are analyzed). As a result of the review, there are 8 different recommended benchmark classification changes, plus 26 aligned classifications, that impact 261.9 full-time equivalent (FTE) staff. The majority of the increases are related to the Police Officer/Senior Police Officer Benchmark classification/position (158 FTE) and related employees in the Non-Exempt Police pay plan (26 FTE). The recommended budget increase for benchmark/alignment pay adjustments is \$567,500.

Staff believes that these recommendations will continue to ensure all City pay classifications will remain competitive in the market. Further important considerations to the City’s overall competitive positioning includes anticipated turnover due to retirements and people moving for other job opportunities in the job market. The City’s turnover has remained steady in 2020 with an annualized turnover rate for full and part-time benefited (FTE) Citywide projected to be 6.7%, down from 8.5% in 2019. Market trends and turnover will continue to be analyzed in 2021.

Currently, the City’s authorized full-time equivalent (FTE) staffing level in 2020 is 1,061.966 FTE. One position (1.0 FTE) is recommended for approval to ensure the appropriate support of the Police Body Worn Camera Program. The recommended new position title is Body Worn Camera Technician. This position will manage the software and comply with any reporting and redaction requirements. With the addition of the recommended 1.0 FTE in the Police Department, the recommended City FTE for 2021 will be 1,062.966.



Due to the economic conditions caused by the COVID-19 pandemic, in March 2020 the City implemented a strategic hiring plan in which certain positions were left vacant. In preparing the 2021 budget, all vacant positions were evaluated for 2021. As a result, certain positions are projected to remain frozen through 2021 and funds for these positions are not included in the budget.

The City continues to follow the City's Strategic Plan objective of placing a high value on our human capital and efforts to remain an employer of choice. Current market and employment trends emphasize the importance of committing significant resources to a total compensation package that focuses on work environment, pay, and benefits.

2021 NEW POSITION OVERVIEW

Due to new state legislation, police agencies in Colorado are required to equip police officers with body-worn cameras. The City will be implementing this program in 2021, and as a result, a new FTE position is required to manage the program. This is the only new position added in the City in 2021.

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
City Attorney's Office				
10003120				
City Attorney's Office Section				
	Administrative Assistant	0.800	0.800	0.800
	Assistant City Attorney I/II	2.250	2.250	1.000
	City Attorney	1.000	1.000	1.000
	Deputy City Attorney	1.000	1.000	1.000
	Legal Administrator	1.000	1.000	1.000
	Legal Assistant	1.000	1.000	1.000
	Paralegal	0.400	0.400	0.400
	Senior Assistant City Attorney	0.000	0.000	1.250
	City Attorney's Office Section Total	7.450	7.450	7.450
100031200125				
Prosecuting Section				
	Administrative Assistant	1.000	1.000	1.000
	Assistant Prosecuting Attorney	1.700	1.700	1.700
	Lead Prosecuting Attorney	0.750	0.750	0.750
	Legal Assistant	1.000	1.000	1.000
	Legal Coordinator	0.500	0.500	0.500
	Prosecuting Section Total	4.950	4.950	4.950
100031200911				
CAO-Public Safety Section				
	Assistant City Attorney I/II	1.250	1.250	1.000
	Assistant Prosecuting Attorney	1.300	1.300	1.300
	Lead Prosecuting Attorney	0.250	0.250	0.250
	Legal Coordinator	0.500	0.500	0.500
	Senior Assistant City Attorney	0.000	0.000	0.250
	CAO-Public Safety Section Total	3.300	3.300	3.300
City Attorney's Office Total		15.700	15.700	15.700

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
City Manager's Office				
10005050	Administration			
	Assistant to the City Manager	1.000	1.000	1.000
	<i>Chief Financial Officer/Deputy City Manager</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Chief Sustainability Officer	1.000	1.000	1.000
	City Manager	1.000	1.000	1.000
	Deputy City Manager	2.000	2.000	2.000
	Deputy City Manager/Chief Financial Officer	0.000	0.000	1.000
	Executive Aide	3.000	3.000	3.000
	Executive Assistant	2.000	2.000	0.000
	Administration Total	11.000	11.000	9.000
10005070	City Clerk's Office			
	Administrative Assistant	0.550	0.550	0.550
	City Clerk	1.000	1.000	1.000
	Deputy City Clerk	2.000	2.000	2.000
	Executive Assistant	0.000	0.000	2.000
	Information/Records Management Coordinator	1.000	1.000	1.000
	Senior Deputy City Clerk	1.000	1.000	1.000
	City Clerk's Office Total	5.550	5.550	7.550
10005387	Innovation and Communication Division			
	Administrative Assistant	1.000	1.000	1.000
	Communication and Marketing Officer	0.000	1.000	1.000
	Communication and Outreach Coordinator	2.000	1.000	1.000
	<i>Communication Manager</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Digital Media Specialist	1.000	2.000	2.000
	Graphic Designer	0.000	1.000	1.000
	Innovation and Communication Manager	1.000	1.000	1.000
	Innovation Coordinator	1.000	1.000	1.000
	Lead Graphic Designer	1.000	1.000	1.000
	Marketing Supervisor	0.000	1.000	1.000
	Videography Specialist	1.000	1.000	1.000
	Innovation and Communication Division Total	9.000	11.000	11.000
City Manager's Office Total		25.550	27.550	27.550

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
General Fund				
Community Development Department				
10030050	Administration Division			
	Administrative Assistant	0.600	0.600	0.500
	Communication and Outreach Coordinator	1.000	1.000	0.000
	Community Development Director	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Senior Transportation and Mobility Planner	1.000	1.000	1.000
	Administration Division Total	4.600	4.600	3.500
Building Division				
10030370	Building Division Section			
	<i>Administrative Assistant</i>	<i>0.900</i>	<i>0.000</i>	<i>0.000</i>
	Building Inspection Supervisor	1.000	1.000	1.000
	Building Permit Supervisor	0.000	1.000	1.000
	Building Permit Technician	2.000	2.900	3.000
	Chief Building Official	1.000	1.000	1.000
	<i>Electrical Inspector</i>	<i>2.000</i>	<i>2.000</i>	<i>0.000</i>
	Electrical Inspector/Plans Examiner	0.000	0.000	2.000
	General Building Inspector	4.000	4.000	4.000
	Housing Inspector	2.000	2.000	2.000
	Lead Housing Inspector	1.000	1.000	1.000
	Plans Examiner/Senior Plans Examiner	2.000	2.000	2.000
	<i>Plans Review Supervisor</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Building Division Section Total	16.900	16.900	17.000
100303700911	Building Division - Public Safety Section			
	Plans Examiner/Senior Plans Examiner	1.000	1.000	1.000
	Building Division - Public Safety Section Total	1.000	1.000	1.000
	Building Division Total	17.900	17.900	18.000

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
10030380	Engineering Division			
	Administrative Assistant	0.750	0.750	0.850
	Capital and Development Projects Inspector	2.000	2.000	2.000
	Capital Projects Administrator	1.000	1.000	1.000
	City Engineer	1.000	1.000	0.750
	Construction Inspector	1.000	1.000	1.000
	Engineer/Senior Engineer	1.500	1.500	1.500
	Engineering Projects Specialist	1.000	1.000	1.000
	GIS Coordinator	1.000	1.000	1.000
	GIS Specialist	2.000	2.000	2.000
	Principal Engineer	1.000	1.000	1.000
	Traffic Technician	1.000	1.000	1.000
	Transportation and Mobility Planner	1.000	1.000	1.000
	Transportation Engineer	1.000	1.000	1.000
	Transportation Systems Coordinator	1.000	1.000	1.000
	Engineering Division Total	16.250	16.250	16.100
10030360	Planning Division			
	Associate Planner	2.000	2.000	2.000
	Planner/Senior Planner	6.000	6.000	6.000
	Planning Aide	1.000	1.000	1.000
	Planning Manager	1.000	1.000	1.000
	Principal Planner	2.000	2.000	2.000
	Senior Urban Designer	1.000	1.000	1.000
	Planning Division Total	13.000	13.000	13.000
10030400	Operations and Community Preservation Division			
	Administrative Assistant	0.600	0.600	0.600
	Applications Specialist	1.750	0.750	0.750
	Code Compliance Coordinator	1.000	1.000	1.000
	Code Enforcement Officer	4.500	4.500	4.500
	Code Enforcement Supervisor	1.000	1.000	1.000
	Code Enforcement Technician	1.000	1.000	1.000
	Communication and Outreach Coordinator	0.000	0.000	1.000
	Construction Inspector	1.000	1.000	1.000
	Operations and Community Preservation Manager	1.000	1.000	1.000
	Operations Supervisor	0.000	1.000	1.000
	Records Management Technician	1.000	1.000	1.000
	Operations and Community Preservation Division Total	12.850	12.850	13.850
Community Development Department Total		64.600	64.600	64.450

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Economic Development Department				
10040050	Administration Division			
	Administrative Assistant	0.500	0.500	0.500
	Business Development Manager	1.000	1.000	1.000
	Capital Projects Administrator	0.000	0.000	1.000
	Economic Development Director	1.000	1.000	1.000
	Economic Development Marketing Coordinator	1.000	1.000	1.000
	Economic Development Officer	1.000	1.000	1.000
	Economic Policy and Development Manager	0.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Housing and Redevelopment Specialist	0.500	0.500	0.500
	Housing Coordinator	1.000	1.000	1.000
	<i>Housing Policy and Development Manager</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Management Analyst/Senior Management Analyst	2.000	2.000	2.000
	Real Estate and Development Administrator	0.000	1.000	1.000
	<i>Real Estate Coordinator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Redevelopment Coordinator	0.000	1.000	1.000
	<i>Senior Projects Administrator</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	<i>Senior Projects Engineer</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Administration Division Total	13.000	13.000	13.000
Economic Development Department Total		13.000	13.000	13.000

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Finance Department				
10015050	Administration Section			
	Accounting Specialist	1.000	1.000	1.000
	Accounting Technician/Retirement	0.500	0.500	0.500
	Contracts and Grants Coordinator	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Finance Administrator	1.000	1.000	1.000
	Finance Director	1.000	1.000	1.000
	Procurement Officer	1.000	1.000	1.000
	Retirement Administrator	1.000	1.000	1.000
	Administration Division Total	7.500	7.500	7.500
10015220	Accounting Division Section			
	Accountant	3.000	3.000	3.000
	Accounting Manager	1.000	1.000	1.000
	Accounting Technician	3.000	3.000	3.000
	ERP Business Analyst	1.000	1.000	1.000
	Payroll Specialist	1.000	1.000	1.000
	Accounting Division Total	9.000	9.000	9.000
100152200911	Accounting Division - Public Safety Section			
	Accountant	1.000	1.000	1.000
	Accounting Technician	1.000	1.000	1.000
	Accounting Division - Public Safety Section Total	2.000	2.000	2.000
	Accounting Division Total	11.000	11.000	11.000
10015250	Sales Tax Division			
	Accounting Specialist	1.000	1.000	1.000
	Revenue Agent	1.000	1.000	1.000
	Sales Tax Audit Supervisor	1.000	1.000	1.000
	Sales Tax Auditor	4.000	4.000	4.000
	Sales Tax Manager	1.000	1.000	1.000
	Sales Tax Division Total	8.000	8.000	8.000
10015240	Treasury Division			
	Financial Analyst/Senior Financial Analyst	2.000	2.000	2.000
	Revenue Services Representative	1.000	1.000	1.000
	Treasury Manager	1.000	1.000	1.000
	Treasury Division Total	4.000	4.000	4.000
Finance Department Total		30.500	30.500	30.500

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Fire Department				
10025260	Emergency Services Division Section			
	Administrative Assistant	3.000	3.000	3.000
	Battalion Chief	3.000	3.000	3.000
	Deputy Fire Chief	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Fire Captain	6.000	6.000	6.000
	Fire Chief	1.000	1.000	1.000
	Fire Engineer	21.000	21.000	21.000
	Fire Lieutenant	15.000	15.000	15.000
	Fire Lieutenant - Field Training Officer	1.000	1.000	1.000
	Fire Lieutenant - Technical Services Coordinator	1.000	1.000	1.000
	Firefighter I/II	42.000	42.000	0.000
	Firefighter	0.000	0.000	42.000
	Training Chief	1.000	1.000	1.000
	Emergency Services Division Section Total	97.000	97.000	97.000
100252600546	EMS Section			
	EMS Chief	1.000	1.000	1.000
	Fire Lieutenant - EMS Field Coordinator	2.000	2.000	2.000
	Fire Lieutenant - Safety and Medical Officer	3.000	3.000	3.000
	Fire Paramedic	33.000	33.000	33.000
	EMS Section Total	39.000	39.000	39.000
	Emergency Services Division Total	136.000	136.000	136.000
100252600547	Fire Prevention Division			
	Fire Inspector	1.000	1.000	1.000
	Fire Lieutenant - Fire Investigator	1.000	1.000	1.000
	Fire Lieutenant - Fire Plans Examiner/Inspector	1.000	1.000	1.000
	Fire Marshal	1.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Public Information Specialist	1.000	1.000	1.000
	Fire Prevention Division Total	6.000	6.000	6.000
100252600545	Emergency Management Program			
	Emergency Management Coordinator	1.000	1.000	1.000
	Emergency Management Program Total	1.000	1.000	1.000
	Fire Department Total	143.000	143.000	143.000

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
General Services Department				
10012050	Administration Division			
	Business Operations Coordinator	1.000	1.000	1.000
	Community Assistant	1.116	1.116	1.116
	Energy and Facilities Projects Coordinator	0.000	0.000	1.000
	Executive Assistant	1.000	1.000	1.000
	General Services Director	1.000	1.000	1.000
	Messenger	0.500	0.500	0.500
	Administration Division Total	4.616	4.616	5.616
100120500552	Environmental Section			
	Environmental Compliance Analyst	1.000	1.000	1.000
	Environmental Section Total	1.000	1.000	1.000
10012390	Facilities Maintenance Division			
	Administrative Assistant	1.000	1.000	1.000
	Carpenter	1.000	1.000	1.000
	Construction Projects Specialist	2.000	2.000	2.000
	Contract Services Coordinator	1.000	1.000	1.000
	Electrician I/II/III	1.000	1.000	1.000
	Facilities Maintenance Technician I/II	3.000	3.000	3.000
	Facilities Manager	1.000	1.000	1.000
	Facilities Superintendent	0.000	0.000	1.000
	Facilities Supervisor	1.000	1.000	1.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	HVAC Specialist	2.000	2.000	2.000
	Facilities Maintenance Division Total	14.000	14.000	14.000
Municipal Court Division				
10012130	Municipal Court Section			
	Associate Municipal Court Judge	1.000	1.000	1.000
	Court Administrator	1.000	1.000	1.000
	Deputy Court Administrator	2.000	2.000	2.000
	Deputy Court Clerk	9.300	9.300	9.300
	Lead Deputy Court Clerk	1.000	1.000	1.000
	Presiding Municipal Court Judge	1.000	1.000	1.000
	Municipal Court Section Total	15.300	15.300	15.300
100121300130	Probation Section			
	Deputy Court Clerk	1.000	1.000	1.000
	Probation Officer	1.500	1.500	1.500
	Probation Supervisor	1.000	1.000	1.000
	Probation Section Total	3.500	3.500	3.500

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
100121300911	Municipal Court - Public Safety Section			
	Deputy Court Clerk	1.500	1.500	1.500
	Probation Officer	0.500	0.500	0.500
	Municipal Court - Public Safety Section Total	2.000	2.000	2.000
	Municipal Court Division Total	20.800	20.800	20.800
100120500135	Print Shop Section			
	Print Shop Coordinator	1.000	1.000	1.000
	Printing Technician	1.000	1.000	1.000
	Print Shop Section Total	2.000	2.000	2.000
General Services Department Total		42.416	42.416	43.416

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Human Resources Department				
10045050	Administration Division			
	Administrative Assistant	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Human Resources Administrator II	1.000	1.000	1.000
	Human Resources Analyst	1.000	1.000	1.000
	<i>Human Resources Analyst/Senior Human Resources Analyst</i>	<i>5.500</i>	<i>5.500</i>	<i>0.000</i>
	Human Resources Business Partner/Senior Human Resources Business Partner	0.000	0.000	5.000
	Human Resources Director	1.000	1.000	1.000
	Human Resources Manager	1.000	1.000	1.000
	Human Resources Specialist	2.000	2.000	2.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator	0.000	0.000	0.500
	Administration Division Total	15.500	15.500	15.500
100450500612	Employee Development Section			
	Employee Development Coordinator	1.500	1.500	1.500
	Employee Development Section Total	1.500	1.500	1.500
100450500015	Volunteer Section			
	<i>Human Resources Analyst/Senior Human Resources Analyst</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator	0.000	0.000	0.500
	Volunteer Section Total	0.500	0.500	0.500
100450500544	Wellness Section			
	Employee Wellness Coordinator	0.000	0.000	1.000
	<i>Wellness Program Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Wellness Section Total	1.000	1.000	1.000
100450500911	Human Resources -Public Safety Section			
	Human Resources Analyst/Senior Human Resources Analyst	1.000	1.000	1.000
	Human Resources -Public Safety Section Total	1.000	1.000	1.000
Human Resources Department Total		19.500	19.500	19.500

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Information Technology Department				
10060230	Administration			
	Chief Information Security Officer	1.000	1.000	1.000
	Database Administrator	1.000	1.000	1.000
	ERP Software Engineer	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	Information Systems Manager	1.000	1.000	1.000
	Information Technology Director	1.000	1.000	1.000
	Internet Software Engineer	2.200	2.000	2.000
	IT Services Administrator	1.000	1.000	1.000
	IT Systems Supervisor	2.000	2.000	2.000
	Lead Software Engineer	3.000	3.000	3.000
	Network Engineer	0.600	0.600	0.600
	Network Systems Technician	0.800	0.800	0.800
	Senior Telecommunications Administrator	1.000	1.000	1.000
	Software Engineer I/II	5.000	5.200	5.200
	Software Engineering Manager	1.000	1.000	1.000
	Systems Administrator	2.700	2.700	2.700
	Technical Support Specialist/Senior Technical Support Specialist	5.000	5.000	5.000
	Technology Procurement Specialist	1.000	1.000	1.000
	Administration Total	32.300	32.300	32.300
100602300911	Administration/Public Safety			
	Network Engineer	0.400	0.400	0.400
	Software Engineer I/II	0.300	0.300	0.300
	Systems Administrator	0.300	0.300	0.300
	Administration/Public Safety Total	1.000	1.000	1.000
Information Technology Department Total		33.300	33.300	33.300

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Parks, Recreation and Libraries Department				
10050050	Administration Division			
	Administrative Assistant	3.000	3.000	1.000
	Applications Specialist	1.000	1.000	0.000
	Communication and Outreach Coordinator	0.000	1.000	1.000
	Cultural Affairs Administrator	1.000	1.000	1.000
	Cultural Affairs Coordinator	0.000	0.000	0.500
	<i>Digital Media Specialist</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Event Planner/Senior Event Planner	2.000	2.000	2.000
	Executive Assistant	1.000	1.000	1.000
	<i>Graphic Designer</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Management Analyst/Senior Management Analyst	2.000	2.000	2.000
	<i>Marketing Supervisor</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Parks, Recreation and Libraries Director	1.000	1.000	1.000
	PR&L Operations Manager	1.000	1.000	1.000
	Administration Division Total	15.000	13.000	10.500
10050620	Library Services Division			
	Administrative Assistant	1.000	1.000	1.000
	Applications Specialist	2.000	2.000	2.000
	Librarian I	9.500	9.500	9.500
	Librarian II	0.500	0.500	0.500
	Library Assistant Supervisor	1.000	1.000	1.000
	Library Associate I/II	5.200	5.200	5.200
	Library Clerk I/II	9.700	9.700	9.700
	Library Network Specialist	1.000	1.000	1.000
	Library Services Coordinator	4.000	4.000	4.000
	Library Services Manager	1.000	1.000	1.000
	Library Shelver	5.200	5.200	5.200
	Library Supervisor	2.000	2.000	2.000
	Library Services Division Total	42.100	42.100	42.100

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Park Services Division				
10050550	Park Services			
	Administrative Assistant	0.000	0.000	1.000
	Contract Services Coordinator	0.000	0.000	1.000
	Contract Services Technician	1.000	1.000	1.000
	Crewleader	1.000	1.000	3.000
	<i>Foreman</i>	<i>3.000</i>	<i>3.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	4.000
	Hydro Systems Specialist	1.000	1.000	1.000
	Landscape Designer/Senior Landscape Architect	1.000	1.000	2.000
	Mechanic I	2.000	2.000	2.000
	Park Services Manager	1.000	1.000	1.000
	Parks and Golf Superintendent	1.000	1.000	1.000
	Parks Specialist	4.000	4.000	6.000
	Parkswoker I/II	3.000	3.000	6.000
	Playground Safety Specialist	1.000	1.000	1.000
	Park Services Total	19.000	19.000	30.000
100505500106	Park Promenade Activities			
	Parkswoker I/II	2.000	2.000	2.000
	Park Promenade Activities Total	2.000	2.000	2.000
	Park Services Division Total	21.000	21.000	32.000
Recreation Division				
10050720	Recreation Facilities Section			
	Administrative Assistant	0.000	0.000	0.500
	Recreation Facilities Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Facilities Section Total	1.500	1.500	2.000
100507200511	Recreation Facilities-Aquatics Section			
	Assistant Pool Manager	3.300	3.300	3.300
	Hydro Systems Specialist	1.000	1.000	1.000
	Lead Lifeguard	8.300	8.200	8.200
	Recreation Specialist	2.000	2.000	2.000
	Recreation Supervisor II	1.000	1.000	1.000
	Recreation Facilities-Aquatics Section Total	15.600	15.500	15.500

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
100507200860	Recreation Facilities-City Park Recreation Center Section			
	Assistant Recreation Facility Supervisor	2.300	2.300	2.300
	Custodian	1.500	1.500	1.500
	Guest Relations Clerk I/II	6.500	6.500	6.500
	Recreation Supervisor II	0.500	0.500	0.500
	Recreation Facilities-City Park Recreation Center Section Total	10.800	10.800	10.800
100507200861	Recreation Facilities-City Park Fitness Center Section			
	Assistant Recreation Facility Supervisor	2.000	2.000	2.000
	Custodian	1.000	1.000	1.000
	Guest Relations Clerk I/II	4.300	4.300	4.200
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor II	0.500	0.500	0.500
	Recreation Facilities-City Park Fitness Center Section Total	8.300	8.300	8.200
100507200963	Recreation Facilities-Swim and Fitness Center Section			
	Assistant Recreation Facility Supervisor	2.100	2.100	2.100
	Guest Relations Clerk I/II	4.000	4.000	4.000
	Recreation Aide	0.500	0.500	0.500
	Recreation Facilities-Swim and Fitness Center Section Total	6.600	6.600	6.600
100507200017	Recreation Facilities-The MAC Section			
	Assistant Recreation Facility Supervisor	1.600	1.600	1.600
	Guest Relations Clerk I/II	1.900	1.900	2.000
	Recreation Aide	0.600	0.600	0.600
	Recreation Specialist	1.700	1.700	1.700
	Recreation Supervisor II	1.000	1.000	1.000
	Recreation Facilities-The MAC Section Total	6.800	6.800	6.900
100507200967	Recreation Facilities-West View Recreation Center Section			
	Assistant Recreation Facility Supervisor	2.000	2.000	2.000
	Guest Relations Clerk I/II	4.300	4.300	3.800
	Recreation Aide	0.500	0.500	0.500
	Recreation Supervisor I	1.000	1.000	1.000
	Recreation Facilities-West View Recreation Center Section Total	7.800	7.800	7.300

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
10050760	Recreation Programs Section			
	Administrative Assistant	0.000	0.000	0.500
	Applications Specialist	0.000	0.000	1.000
	Cultural Affairs Coordinator	0.500	0.500	0.000
	Recreation Programs Superintendent	1.000	1.000	1.000
	Recreation Services Manager	0.500	0.500	0.500
	Recreation Programs Section Total	2.000	2.000	3.000
100507600504	Recreation Programs-Adult Sports Section			
	Recreation Specialist	1.000	1.000	1.000
	Recreation Programs-Adult Sports Section Total	1.000	1.000	1.000
100507600532	Recreation Programs-Arts Section			
	Recreation Program Assistant I	0.500	0.500	0.500
	Recreation Specialist	0.500	0.600	0.600
	Recreation Programs-Arts Section Total	1.000	1.100	1.100
100507600505	Recreation Programs-Fitness Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant II	0.500	0.500	0.500
	Recreation Programs-Fitness Section Total	1.500	1.500	1.500
100507600508	Recreation Programs-Preschool Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant II	0.500	0.500	0.500
	Recreation Programs-Preschool Section Total	1.500	1.500	1.500
100507600035	Recreation Programs-Sports Center Section			
	Assistant Recreation Facility Supervisor	0.000	0.000	1.000
	<i>Recreation Program Assistant I</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Recreation Programs-Sports Center Section Total	0.500	0.500	1.000
100507600529	Recreation Programs-Youth Activities Section			
	Recreation Coordinator	1.000	1.000	1.000
	Recreation Program Assistant II	0.800	0.800	0.800
	Recreation Programs-Youth Activities Section Total	1.800	1.800	1.800
100507600507	Recreation Programs-Youth Sports Section			
	Recreation Supervisor I	1.000	1.000	1.000
	Recreation Programs-Youth Sports Section Total	1.000	1.000	1.000
	Recreation Division Total	67.700	67.700	69.200

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Regional Parks & Golf Division				
10050660	Standley Lake Section			
	Lake Operations Coordinator	1.000	1.000	1.000
	Park Ranger	3.000	3.000	3.000
	Senior Park Ranger	1.000	1.000	1.000
	Standley Lake Section Total	5.000	5.000	5.000
	Regional Parks & Golf Division Total	5.000	5.000	5.000
Parks, Recreation and Libraries Department Total		150.800	148.800	158.800

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
General Fund				
Police Department				
Administration Division				
10020050	Administration Division			
	Crime Analyst	0.000	0.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Management Analyst/Senior Management Analyst	1.000	1.000	1.000
	Police Chief	1.000	1.000	1.000
	Administration Division Total	3.000	3.000	4.000
Technical Services Division				
10020700	Administration Section			
	Administrative Assistant	1.000	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	Administration Section Total	2.000	2.000	2.000
100207000342	Technical Section			
	Animal Management Officer	4.500	4.500	4.500
	Animal Management Supervisor	1.000	1.000	1.000
	Body Worn Camera Technician	0.000	0.000	1.000
	Graffiti Enforcement Specialist	0.000	0.000	1.000
	Police Commander	1.000	1.000	1.000
	Technical Services Coordinator	1.000	1.000	1.000
	Technical Section Total	7.500	7.500	9.500
100207000345	<i>Communications Section</i>			
	<i>Communications Specialist I/II</i>	<i>23.000</i>	<i>23.000</i>	<i>0.000</i>
	<i>Communications Supervisor</i>	<i>4.000</i>	<i>4.000</i>	<i>0.000</i>
	<i>Public Safety Communications Administrator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Communications Section Total</i>	<i>28.000</i>	<i>28.000</i>	<i>0.000</i>
100207000351	E911 Section			
	Communications Specialist I/II	0.000	0.000	23.000
	Communications Supervisor	0.000	0.000	4.000
	Public Safety Communications Administrator	0.000	0.000	1.000
	E911 Section Total	0.000	0.000	28.000
100207000348	Special Events Section			
	<i>Graffiti Enforcement Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	23.000	23.000	23.000
	Sergeant	3.000	3.000	3.000
	Traffic Accident Investigator	4.000	4.000	4.000
	Special Events Section Total	32.000	32.000	31.000
	Technical Services Division Total	69.500	69.500	70.500

City of Westminster
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 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Investigation Services Division				
10020300	Administration Section			
	Administrative Assistant	1.000	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	Administration Section Total	2.000	2.000	2.000
100203000344	Investigations Section			
	Administrative Assistant	1.500	1.500	1.500
	<i>Crime Analyst</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Criminalist/Senior Criminalist	4.000	4.000	4.000
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	35.000	35.000	35.000
	Sergeant	4.000	4.000	4.000
	Victim Advocate	4.000	4.000	4.000
	Victim Services Coordinator	1.000	1.000	1.000
	Investigations Section Total	51.500	51.500	50.500
100203000341	Professional Services Unit			
	Administrative Assistant	0.800	0.800	0.800
	Police Commander	1.000	1.000	1.000
	Police Officer/Senior Police Officer	5.000	5.000	4.000
	Sergeant	2.000	2.000	3.000
	Professional Services Unit Total	8.800	8.800	8.800
100203000343	Records and Property Section			
	Police Records Supervisor	2.000	2.000	2.000
	Police Records Technician	11.000	11.000	11.000
	Property Evidence Technician	3.000	3.000	3.000
	Report Specialist	2.000	2.000	2.000
	Support Services Administrator	1.000	1.000	1.000
	Records and Property Section Total	19.000	19.000	19.000
	Investigation Services Division Total	81.300	81.300	80.300

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 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
General Fund				
Patrol Services Division				
10020500	Administration Section			
	Administrative Assistant	1.000	1.000	1.000
	Deputy Police Chief	1.000	1.000	1.000
	Equipment Services Assistant	1.000	1.000	1.000
	Administration Section Total	3.000	3.000	3.000
100205000349	Patrol Section			
	Police Commander	4.000	4.000	4.000
	Police Officer/Senior Police Officer	99.000	99.000	99.000
	Sergeant	14.000	14.000	14.000
	Patrol Section Total	117.000	117.000	117.000
	Patrol Services Division Total	120.000	120.000	120.000
Police Department Total		273.800	273.800	274.800

City of Westminster
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Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
General Fund				
Policy and Budget Department				
10005080	Administration Division			
	<i>Assistant City Manager</i>	1.000	0.000	0.000
	<i>Policy and Budget Analyst</i>	5.000	0.000	0.000
	Administration Division Total	6.000	0.000	0.000
10080050	Administration Division			
	Assistant City Manager	0.000	1.000	1.000
	Policy and Budget Analyst	0.000	5.000	5.000
	Administration Division Total	6.000	6.000	6.000
Policy and Budget Department Total		6.000	6.000	6.000

City of Westminster
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 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
General Fund				
Public Works and Utilities Department				
10035450	Street Maintenance Division			
	Administrative Assistant	1.000	1.000	1.000
	Crewleader	2.000	2.000	2.000
	Equipment Operator I	3.000	3.000	3.000
	Equipment Operator II	2.000	2.000	2.000
	<i>Foreman</i>	<i>2.000</i>	<i>2.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	2.000
	Pavement Management Coordinator	1.000	1.000	1.000
	Street Inspector	3.000	3.000	3.000
	Street Maintenance Worker I/II	10.000	10.000	10.000
	Street Operations Manager	1.000	1.000	1.000
	Street Projects Specialist	1.000	1.000	1.000
	Traffic Signs Technician	2.000	2.000	2.000
	Street Maintenance Division Total	28.000	28.000	28.000
Public Works and Utilities Department Total		28.000	28.000	28.000
General Fund Total		846.166	846.166	858.016

City of Westminster
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 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Utility Fund				
Community Development Department				
Engineering Division				
25030380	Storm Drainage Fund			
	Administrative Assistant	1.000	1.000	0.900
	City Engineer	0.000	0.000	0.250
	Engineer/Senior Engineer	1.500	1.500	1.500
	Stormwater Analyst	1.000	1.000	1.000
	Stormwater Coordinator	1.000	1.000	1.000
	Stormwater Inspector	2.000	2.000	2.000
	Stormwater Utility Administrator	1.000	1.000	1.000
	Storm Drainage Fund Total	7.500	7.500	7.650
Community Development Department Total		7.500	7.500	7.650
Finance Department				
20015240	Treasury Division			
	Applications Specialist	1.000	1.000	1.000
	Revenue Services Representative	4.000	4.000	4.000
	Revenue Services Supervisor	1.000	1.000	1.000
	Treasury Division Total	6.000	6.000	6.000
Finance Department Total		6.000	6.000	6.000

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
Utility Fund				
Public Works and Utilities Department				
20035050	Water Administration Division			
	Business Operations Administrator	0.000	0.000	1.000
	<i>Business Operations Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Communication and Outreach Coordinator	1.000	1.000	1.000
	Executive Assistant	1.000	1.000	1.000
	Public Works and Utilities Director	1.000	1.000	1.000
	Water Resources Analyst/Senior Water Resources Analyst	2.000	2.000	2.000
	Water Administration Division Total	6.000	6.000	6.000
Utilities Operations Division				
20035470	Water Field Operations Section			
	Administrative Assistant	1.500	0.500	0.500
	Community Assistant	0.000	1.000	1.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	1.000
	Utilities Inspector	1.000	1.000	1.000
	Utilities Operations Manager	1.000	1.000	1.000
	Utilities Operator II	1.000	1.000	1.000
	Utilities Operator III	2.000	2.000	2.000
	Utilities Operator-In-Training/Utilities Operator I	4.000	4.000	4.000
	Water Superintendent	1.000	1.000	1.000
	Water Field Operations Section Total	12.500	12.500	12.500
20035490	Water Plant Section			
	Administrative Assistant	0.500	0.500	0.500
	Chief Plant Operator	1.000	1.000	1.000
	Control Systems Engineer	1.000	1.000	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Electrician I/II/III	3.000	3.000	3.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	Plant Maintenance Supervisor	0.000	0.000	1.000
	Plant Mechanic	1.000	1.000	1.000
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	Water Plant Section Total	19.000	19.000	19.000

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	Position Title	2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Utility Fund				
21035470	Wastewater Field Operations Section			
	Administrative Assistant	0.500	0.500	0.500
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	1.000
	Utilities Inspector	1.000	1.000	1.000
	Utilities Operator II	2.000	2.000	2.000
	<i>Utilities Operator III</i>	<i>1.000</i>	<i>0.000</i>	<i>0.000</i>
	Utilities Operator-In-Training/Utilities Operator I	3.000	3.000	3.000
	Utilities Specialist I	4.000	4.000	4.000
	Utilities Specialist III	0.000	1.000	1.000
	Wastewater Superintendent	1.000	1.000	1.000
	Wastewater Field Operations Section Total	13.500	13.500	13.500
21035490	Wastewater Plant Section			
	Administrative Assistant	0.500	0.500	0.500
	Chief Plant Operator	1.000	1.000	1.000
	Control Systems Engineer	1.000	1.000	1.000
	Control Systems Specialist	0.500	0.500	0.500
	Electrician I/II/III	1.000	1.000	1.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Plant Maintenance Supervisor	0.000	0.000	1.000
	Plant Mechanic	1.000	1.000	1.000
	Plant Operator Trainee/Plant Operator I-IV	9.000	9.000	9.000
	Plant Superintendent	1.000	1.000	1.000
	Wastewater Plant Section Total	16.000	16.000	16.000
200354700402	Meter Shop Section			
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	1.000
	Utilities Operator-In-Training/Utilities Operator I	3.000	3.000	3.000
	Utilities Specialist I	3.000	3.000	3.000
	Utilities Specialist II	2.000	2.000	2.000
	Utilities Specialist III	2.000	2.000	2.000
	Meter Shop Section Total	11.000	11.000	11.000
200354700497	Water Field Ops/Water Line Replacement Section			
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	1.000
	Utilities Operator II	2.000	2.000	2.000
	Utilities Operator III	2.000	2.000	2.000
	Utilities Operator-In-Training/Utilities Operator I	5.000	5.000	5.000
	Water Field Ops/Water Line Replacement Section Total	10.000	10.000	10.000

City of Westminster
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		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
Utility Fund				
200354900023	Water Plants/Reclaimed Section			
	Maintenanceworker/Senior Maintenanceworker	1.000	1.000	1.000
	Water Plants/Reclaimed Section Total	1.000	1.000	1.000
210354900401	Biosolids Section			
	Equipment Operator II	3.000	3.000	3.000
	Biosolids Section Total	3.000	3.000	3.000
200354700498	Water Field Operations - Infrastructure Support Services Section			
	Administrative Assistant	0.500	0.500	0.500
	GIS Specialist	1.000	1.000	1.000
	GIS Technician	1.000	1.000	1.000
	GPS Specialist	1.000	1.000	1.000
	Infrastructure Asset Management Coordinator	1.000	1.000	1.000
	Records Management Technician	1.000	1.000	1.000
	Utilities Specialist I	2.000	2.000	2.000
	Water Field Operations - Infrastructure Support Services Section Total	7.500	7.500	7.500
200354700023	Water Field Operations/Reclaimed			
	Reclaimed System Coordinator	1.000	1.000	1.000
	Utilities Specialist II	1.000	1.000	1.000
	Water Field Operations/Reclaimed Total	2.000	2.000	2.000
	Utilities Operations Division Total	95.500	95.500	95.500
Utilities Engineering Division				
20035430	Engineering Section			
	Engineer/Senior Engineer	7.000	7.000	7.000
	Utilities Engineering Manager	1.000	1.000	1.000
	Utilities Engineering Division Total	8.000	8.000	8.000
Water Resources and Quality Division				
20035480	Water Resources and Quality Section			
	Administrative Assistant	1.000	1.000	1.000
	Engineer/Senior Engineer	3.000	3.000	3.000
	Water Resources and Quality Manager	1.000	1.000	1.000
	Water Resources Technician	1.000	1.000	1.000
	Water Resources and Quality Section Total	6.000	6.000	6.000

City of Westminster
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 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Utility Fund				
200354800943	Water Quality Section			
	Chemist	2.000	2.000	2.000
	Laboratory Analyst	2.000	2.000	2.000
	Water Quality Administrator	1.000	1.000	1.000
	Water Quality Specialist	2.000	2.000	2.000
	Water Quality Section Total	7.000	7.000	7.000
210354800943	Laboratory Services Section			
	Chemist	3.000	3.000	3.000
	Water Quality Specialist	1.000	1.000	1.000
	Laboratory Services Section Total	4.000	4.000	4.000
	Water Resources and Quality Division Total	17.000	17.000	17.000
Public Works and Utilities Department Total		126.500	126.500	126.500
Utility Fund Total		140.000	140.000	140.150

City of Westminster
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 Full-time Equivalent Staffing Summary

Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Other Fund				
Community Development Department				
27030380	Parking Management Program			
	Parking and Transportation Demand Management Coordinator	1.000	1.000	1.000
	Parking Management Program Total	1.000	1.000	1.000
Community Development Department Total		1.000	1.000	1.000
Economic Development Department				
80576030722	Economic Development (CDBG) Section			
	CDBG Technician	1.000	1.000	1.000
	Housing and Redevelopment Specialist	0.500	0.500	0.500
	Economic Development (CDBG) Total	1.500	1.500	1.500
Economic Development Department Total		1.500	1.500	1.500
General Services Department				
General Capital Improvement Fund				
81275012994	Facilities Maintenance/City Facility Energy Improvements Section			
	<i>Energy and Facilities Projects Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Facilities Maintenance/City Facility Energy Improvements Section Total	1.000	1.000	0.000
	General Capital Improvement Fund Total	1.000	1.000	0.000

City of Westminster
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 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
Other Fund				
Fleet Management Fund				
30012460	Fleet Management Division			
	Administrative Assistant	1.000	1.000	1.000
	Applications Specialist	1.000	1.000	1.000
	Crewleader	1.000	1.000	1.000
	Fleet Manager	1.000	1.000	1.000
	Fleet Supervisor	0.000	0.000	1.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Mechanic I/II	3.000	3.000	3.000
	Mechanic II / Emergency Vehicle Technician I	1.000	1.000	1.000
	Fleet Management Total	9.000	9.000	9.000
300124600911	Fleet Management / Public Safety Section			
	Emergency Vehicle Technician I/II/III	1.000	1.000	1.000
	Fleet Management / Public Safety Section Total	1.000	1.000	1.000
	Fleet Management Division Total	10.000	10.000	10.000
General Services Department Total		11.000	11.000	10.000

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 Full-time Equivalent Staffing Summary

		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
Other Fund				
Human Resources Department				
46010900	Property Liability Fund Section			
	Human Resources Analyst/Senior Human Resources Analyst	0.500	0.500	0.000
	Human Resources Manager	1.000	1.000	0.500
	<i>Risk/Claims Analyst/Senior Risk/Claims Analyst</i>	<i>0.500</i>	<i>0.500</i>	<i>0.000</i>
	Safety Analyst/Senior Safety Analyst	0.000	0.000	0.250
	Property Liability Fund Total	2.000	2.000	0.750
460109000911	Property Liability Fund / Public Safety			
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.500	0.500	0.500
	Property Liability Fund / Public Safety Total	0.500	0.500	0.500
	Property Liability Fund Total	2.500	2.500	1.250
48010900	Workers Compensation Fund			
	Human Resources Manager	0.000	0.000	0.500
	Risk/Claims Analyst/Senior Risk/Claims Analyst	0.000	0.000	0.500
	Safety Analyst/Senior Safety Analyst	0.000	0.000	0.250
	Workers Compensation Fund Total	0.000	0.000	1.250
49010900	Medical/Dental Fund			
	Benefits Specialist	1.000	1.000	1.000
	Human Resources Administrator I	1.000	1.000	1.000
	Human Resources Specialist	0.800	0.800	0.800
	Medical/Dental Fund Total	2.800	2.800	2.800
Human Resources Department Total		5.300	5.300	5.300

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		2020	2020	2021
Position Title		Authorized	Midyear Amended Authorized	Authorized
Other Fund				
Parks, Recreation and Libraries Department				
Golf Course Enterprise Fund - Legacy				
22050720	Legacy Ridge Golf Course - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker I/II	1.000	1.000	1.000
	Mechanic I	1.000	1.000	1.000
	Legacy Ridge Golf Course - Maintenance Section Total	5.000	5.000	5.000
220507200249	Legacy Ridge - Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Golf Shop Associate	0.500	0.500	0.500
	Second Assistant Golf Professional	1.000	1.000	1.000
	Legacy Ridge - Club House Total	3.500	3.500	3.500
	Golf Course Enterprise Fund - Legacy Total	8.500	8.500	8.500
Golf Course Enterprise Fund - Walnut Creek Golf Preserve				
23050720	Walnut Creek Golf Preserve - Maintenance Section			
	Assistant Golf Course Superintendent	1.000	1.000	1.000
	Golf Course Superintendent	1.000	1.000	1.000
	Golf Irrigator	1.000	1.000	1.000
	Golf Worker I/II	1.000	1.000	1.000
	Mechanic I	1.000	1.000	1.000
	Walnut Creek Golf Preserve - Maintenance Section Total	5.000	5.000	5.000
230507200249	Walnut Creek Golf Preserve - Club House			
	Assistant Golf Professional	1.000	1.000	1.000
	Golf Professional	1.000	1.000	1.000
	Golf Shop Associate	0.500	0.500	0.500
	Second Assistant Golf Professional	1.000	1.000	1.000
	Walnut Creek Golf Preserve - Club House Total	3.500	3.500	3.500
	Golf Course Enterprise Fund - Walnut Creek Golf Preserve Total	8.500	8.500	8.500

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Position Title		2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Other Fund				
Parks Opens Space and Trails Fund (POST)				
54050550	Open Space Section			
	Arborist Technician	1.000	1.000	2.000
	Assistant City Forester	0.000	0.000	1.000
	City Forester	0.000	0.000	1.000
	Foreperson	0.000	0.000	1.000
	Open Space IPM Specialist	1.000	1.000	1.000
	Open Space Manager	1.000	1.000	1.000
	Open Space Specialist	2.000	2.000	2.000
	Open Space Steward I/II	2.000	2.000	3.000
	Open Space Superintendent	1.000	1.000	1.000
	Open Space Supervisor	1.000	1.000	1.000
	Open Space Technician	1.000	1.000	1.000
	Park Naturalist	1.000	1.000	1.000
	Open Space Section Total	11.000	11.000	16.000
540505500542	Park Services Section			
	Crewleader	2.000	2.000	2.000
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Foreperson	0.000	0.000	1.000
	Landscape Designer/Senior Landscape Architect	0.000	0.000	1.000
	Parks and Horticulture Superintendent	1.000	1.000	1.000
	Parks Specialist	3.000	3.000	4.000
	Parkswoker I/II	6.000	6.000	5.000
	Park Services Section Total	13.000	13.000	14.000
	Parks Opens Space and Trails Fund (POST) Total	24.000	24.000	30.000
General Capital Improvement Fund				
80175050037	Capital Projects Section			
	<i>Landscape Designer/Senior Landscape Architect</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Capital Projects Section Total	1.000	1.000	0.000
80175050340	Community Enhancement Program Section			
	<i>Assistant City Forester</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>City Forester</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Contract Services Coordinator</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Foreman</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Landscape Designer/Senior Landscape Architect</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	<i>Parks Specialist</i>	<i>1.000</i>	<i>1.000</i>	<i>0.000</i>
	Community Enhancement Program Section Total	6.000	6.000	0.000

City of Westminster
 Authorized 2021 Budget
 Full-time Equivalent Staffing Summary

Position Title	2020 Authorized	2020 Midyear Amended Authorized	2021 Authorized
Other Fund			
80275050512 <i>Capital Projects - Park Maintenance (JCOS) Section</i>			
<i>Arborist Technician</i>	1.000	1.000	0.000
<i>Crewleader</i>	2.000	2.000	0.000
<i>Foreman</i>	1.000	1.000	0.000
<i>Parks Specialist</i>	2.000	2.000	0.000
<i>Parkswoker I/II</i>	3.000	3.000	0.000
<i>Capital Projects - Park Maintenance (JCOS) Section Total</i>	9.000	9.000	0.000
<i>General Capital Improvement Fund Total</i>	16.000	16.000	0.000
Parks, Recreation and Libraries Department Total	57.000	57.000	47.000
Other Fund Total	75.800	75.800	64.800
Grand Total	1061.966	1061.966	1062.966



WESTMINSTER

GLOSSARY



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GLOSSARY

Accommodations Tax - The City Accommodations Tax applies to charges for rooms or accommodations in the City. The tax generally applies only to hotels and motels. Accommodations Tax must be collected on charges for sleeping rooms, meeting rooms, display rooms, banquet rooms, or other special rooms.

Admissions Tax - A flat percentage of the charge paid by the customer for admission to places or events, such as movie theaters and bowling alleys.

Adopted Budget - Adopted budget represents the budget as approved by the City Council. Budget adoption is complete after the passage of the budget ordinance on second reading.

Amended Budget - Amended budget commonly refers to adjustments made to the second-year budget of the City's biennial budget. For 2021, this term is irrelevant as the City has adopted a one-year annual budget, rather than a biennial budget. This differs from "Revised Budget" in that the revised budget implies a revision occurred to the Adopted or Amended Budget by budget revision or supplemental appropriation.

Assessed Valuation - A governmental entity evaluates the actual value/price of real estate or other property as a basis for levying taxes. An assessed valuation represents a percentage of the actual value subject to the imposition of taxes.

Attributable Share - A portion of the open space funds collected in Adams and Jefferson Counties that is automatically dispersed to the City by the Counties for use on open space programs.

Bonds - Bonds are a method utilized by governments to finance large capital projects. These certificates of debt guarantee repayment of a specified principal amount on a certain date (maturity date) plus interest. Various types of bonds are utilized depending on the source of revenue to be used for repayment.

Budget - A budget is a policy document and financial plan that provides a short-term map in support of the City's Strategic Plan and Vision. The City's budget is intended to reflect the values of the City of Westminster community. The budget encompasses an estimate of revenues and then an allocation of expenditures within available revenues. A budget traditionally serves as a financial plan for a single fiscal year, or two-years if adopting a biennial budget.

Building Permit Revenue - Building Permit Revenue is revenue collected through the issuance of permits for building construction projects, including permits for such things as electrical, plumbing, mechanical, fire protection, and sign permits. The revenue is typically a one-time revenue and is earmarked for one-time expenses such as projects in the General Capital Improvement Program.

Business Tax - A tax levied by the City on businesses that use the public right-of-way.

Cash In Lieu – Cash in lieu are payments made to the City in connection to developments in lieu of conforming to a specific development requirement. Common cash-in-lieu payments include payments made to the City for public art, tree mitigation and public land dedication fees. These revenues are collected and later appropriated to specific capital project accounts related to the purpose of the fee (i.e. future public art, future public land purchases, etc.).

Capital Expenditures - Expenditures for assets that an expected useful life of more than one year and cost more than \$5,000. Examples include equipment, machinery, vehicles, or furniture, and constructed capital assets. Smaller capital asset purchases are often found in the operating budget. However, large capital outlays are typically included in the capital improvement program (CIP) budget. No strict threshold exists to determine inclusion in the CIP, however, the City's practice is to use a guideline threshold of \$50,000.

Capital Improvement Program (CIP) – The City's CIP is generally a five-year plan, with the first one or two years being formally adopted by City Council through the budget process. The CIP generally includes large projects that result in fixed assets, such as streets, buildings, parks, water and sewer lines. The 2021 CIP only included one year, as the City temporarily paused the longer-term planning efforts due to uncertainties with the COVID outbreak.

Capital Projects - Those major construction improvements such as parks, bridges, fire stations, water lines, etc., included in the Capital Improvement Program.

Carryover - The fund balance as of January 1 represents the projected amount of funds that are available to be carried forward and appropriated for expenditure.

Certificates of Participation (COP) - A form of capital financing that is repaid over time. COPs represent a proportionate interest in the right to receive certain revenues derived under a lease agreement between a lessor and the government as lessee.

Commodities - Commodities are consumable goods such as office supplies, small tools, fuel, etc., used by the City.

Community Development Block Grant (CDBG) Funds - CDBG funds are entitlement block grant funds received from the U.S. Department of Housing and Urban Development (HUD). The funds are restricted to community development projects that benefit low- and moderate-income residents in the City and help to eliminate blight conditions. Projects funded with CDBG funds have included affordable housing development, a home rehabilitation loan program, commercial revitalization, economic development, and infrastructure improvements.

Component Units – An accounting and financial reporting term used to describe legally separate entities for which the City is considered to be financially accountable.

Contingency – Funds that are earmarked as reserves for unanticipated expenditures. At the City, the General Fund formally appropriates contingency funds each year, and

capital project funds generally include a portion of contingency funds.

Contractual Services - This term designates those services acquired on a fee basis or a fixed-time contract basis from outside sources.

Debt - Debt is a term generically used at the City to describe any form of borrowing that is repaid over time. In this context, debt may be used to describe publicly-offered bonds, certificates of participation, lease purchases, notes, bank loans, private placement bonds, borrowings that are considered multi-year fiscal obligations, and borrowings that are not considered multi-year fiscal obligations (as repayments may be subject to annual appropriation).

Department - A department is a component of the overall City organization. Often including multiple divisions, it is headed by a director and has an established specific and unique set of goals and objectives to provide services to the citizen and organization (e.g., Police, Fire, etc.).

Depreciation - The systematic recognition of reduction in value of a capital asset over time, often attributable to wear and tear.

Development Fees - Charges for specific services related to development activity including building permits, right-of-way permits and plan check fees.

Division - An organizational sub-unit of a department. Each division has a unique set of goals and objectives functioning within the department.

Estimated - As used throughout the budget document, this term represents an anticipated current year end expenditure or revenue.

Expenditures - The use of current financial resources (generally cash) for the operations of the City. Each expenditure results in a decrease in net financial resources. They include such items as employee salaries, operating supplies and capital outlays.

Expenses - Activities that result in a reduction of total economic resources. Expenses are similar to expenditures except expenses are not limited to reduction of financial resources. Expenses also consider the value and of capital assets, as well as usage of these capital assets over time through the recognition of depreciation. To illustrate, a piece of equipment may require a \$100,000 expenditure in one year, but the \$100,000 expense of that equipment may be recognized over a period of years.

Fiduciary Funds - Funds used to account for resources held in trust on behalf of an outside party and cannot be used for the City's own programs.

Fiscal Year - A one-year period used to report an entity's financial activities. The City's fiscal year is the calendar year, or January 1 to December 31.

Fines & Forfeitures - This category of revenue includes those fines remitted to the City

by the courts for violation of City ordinances. It also includes Library fines and Animal Control violations' fines.

Full Time Equivalent (FTE) - Commonly used to describe permanent positions at the City, one FTE is a personnel position that is paid the equivalent of 40 hours per week for 52 weeks, or 2080 hours per year. FTEs do not need to be stated in whole numbers, but may be fractional, such as .5 FTE.

Fund - A fund is a set of related accounts having its own assets, liabilities, revenues and expenditures. Individual funds are commonly used to account for different types of activities of the government (i.e. general government programs, business-type activities), to track the usage of revenues that are restricted in use, and to hold revenues in trust on behalf of others, such as pension funds.

Fund Balance - In the context of budget, fund balance is limited to the amount of available current financial resources within a fund that is not yet appropriated for expenditure. For accrual accounting purposes as shown in the government-wide financial statements, fund balance equals the difference between fund assets (plus deferred outflows) and fund liabilities (plus deferred inflows), and include all economic resources including capital assets, rather than being limited to financial resources.

General Obligation Bonds - Bonds that involve payments backed by the full faith and credit of the issuer.

Governmental Funds - Funds used to account for activities that are primarily funded by taxes.

Grant - A payment made to the City that generally comes from another level of government in order to implement various programs. Often, grants are reimbursement-based, meaning that the City must pay expenditures up front and later seek reimbursement once certain criteria are met, per the terms of the grant agreement.

Highway Users Tax Fund (HUTF) - State collected, locally shared revenue distributed monthly among state, counties, and municipalities. HUTF revenues are derived from a motor fuel tax and various motor vehicle registration, title, and license fees and taxes.

Infrastructure Fee - Implemented in 2007, a \$6.00 per month charge for all residences and businesses. The fee is applied to street lighting and concrete replacement expenses.

Interest Income - Interest income is the amount of revenue earned on investments and cash deposits, financial assets not needed for immediate expenditure. The guidelines for generating this source of revenue are found in the investment policies of the City.

Interfund Transfers - The transfer of money from one fund to another. The City's

definition not only includes interfund transfers, but also includes internal service charges paid from one fund to an internal service fund, for services provided to that fund.

Intergovernmental Revenue - Revenues levied by one government but shared on a predetermined basis with another government or class of governments (grants, vehicle/highway tax, etc.).

Lease Purchase - A financing mechanism, similar to a loan, that is used by the City for the acquisition of major pieces of equipment through a financial institution.

License Revenue - A fee for conducting business within the City of Westminster. This fee is typically levied on beer or liquor, construction, and a variety of other regulated businesses.

Meter Service Fee - A fee for maintaining the meter, reading the meter, periodically billing the account, and processing payments.

Mill Levy - A figure established by the City and used to calculate property tax. A mill is one-tenth of one cent; thus, one mill represents \$1 of taxes for each \$1,000 of assessed value. The City's mill levy is 3.65.

Mission - A statement made by an organization clarifying how an organization is going to achieve its vision. The City's mission is, "Our job is to deliver exceptional value and quality of life through SPIRIT" (SPIRIT defined below).

Operating Budget - The operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Park Development Fees (PDF) - A fee levied by the City on the valuation of a new development. PDF revenues are derived from developers who pay a certain percentage on the valuation of their new development. PDF fees are used for new park development.

Pay-As-You-Go - In the context of capital projects, pay-as-you-go means that funds were accumulated prior to, and sometimes during the implementation of a capital project, rather than borrowing funds to pay for a capital project.

Payment in Lieu of Use Tax (PILUT) - A payments from the City's Utility Fund to the City's Sales and Use Tax, and Parks, Open Space and Trails (POST) Funds. City-managed capital projects are exempt from paying use tax on materials used in the construction, but there is no similar exemption for the use tax imposed on contractors for the use of heavy machinery use. The PILUT reflects payments in connection with the use of heavy machinery during the implementation of capital projects for the Utility Fund.

Performance Measure - A performance measure is an indicator that quantifies a

department's or a division's effectiveness and efficiency in meeting stated service delivery goals. Performance measures are used to improve decision making through the objective measurement of performance.

Personal Property Tax - Tax on items of personal property such as household furniture, jewelry, etc., levied by local or state governments.

Personnel Services - Compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime and similar compensation.

Property and Liability Fund - A fund that serves as the City's property and liability self-insurance financing mechanism. Monies are set aside to pay insurance premiums and claim expenses.

Property Tax - A tax levied by the City on the assessed valuation of all taxable property located within the City calculated using the mill levy. The calculation for property tax equals the actual value x the assessment rate x the mill levy/1000.

Proprietary Fund - A fund established to account for City operations that are financed and operated in a manner that is self-sustaining. Proprietary funds operate like a private business (but without profit motive) and costs are generally expected to be fully supported by user fees and charges. Proprietary fund include both enterprise funds, such as the City's utility enterprise, or internal service fund, that provides services to internal City departments.

Public Land Dedication (PLD) - Developers in the City are generally required to dedicate land in connection to proposed or potential residential uses. In lieu of dedicating actual land, cash may also be paid to the City for public land purposes.

Recreation Charges - Within the General and Golf Funds, recreation charges are revenues generated by the operation of recreation facilities and programs, including Standley Lake operations and park rentals.

Reserve - Financial resources of a fund that are set aside for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur, which may or may not be related to an emergency. Reserves may also be formal or informal.

Revenue Bonds - Bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer.

Revised Budget- Revised budget is commonly used to describe changes to the budget outside of the Adopted or Amended Budget processes. Revisions generally occur through administrative budget revisions, or through City Council-authorized supplemental appropriations.

Sales Tax - A tax levied by the City on retail sales of tangible personal property and

some services. Westminster's total sales and use tax rate (3.85%) is comprised of three components: General (3.00%); Parks, Open Space and Trails (0.25%); and Public Safety (0.60%).

SPiRiT Values - An acronym representing the City's organizational values of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.

Strategic Plan - A plan developed by City Council that identifies broad goals of the City in support of achieving the overall City Vision. Objectives to accomplish strategic goals are often identified within the strategic plan as near-term action steps toward achieving the City's goals.

Stormwater Drainage Fee - A fee assessed against a property to support stormwater drainage programs and services. The fee is often based on the "demand" a property places on the drainage system, as measured by runoff amount, impervious area or land use characteristics.

Urban Renewal Area - A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designation often makes the area eligible for tax-increment financing and allows for development or redevelopment.

Use Tax - A tax levied by the City on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used or consumed within the City.

Vision - A statement made by an organization defining where the organization wants to go. The City's vision is, "We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive".

Westminster Economic Development Authority (WEDA) - WEDA was created by City Council in 1987 to provide a mechanism for promoting redevelopment and development in the City. The Authority operates independently of the general City operations, having its own budget and board of directors. WEDA uses revenues generated through tax increments within the City's Urban Renewal Area to facilitate new development activity.

Workers' Compensation Fund - The Workers' Compensation Fund is a self-insurance fund that serves as the City's workers' compensation self-insurance funding mechanism. Monies are set aside to pay for excess insurance premiums, surety bond premiums and medical expenses experienced by City employees when they are injured.