

2023

City of Westminster

ADOPTED BUDGET





WESTMINSTER

Adopted 2023 Budget TABLE OF CONTENTS

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WESTMINSTER

Adopted Budget

Fiscal Year:

January 1, 2023 to December 31, 2023

City Council

Nancy McNally	Mayor
David DeMott	Mayor Pro Tem
Bruce Baker	Councillor
Lindsey Emmons	Councillor
Obi Ezeadi	Councillor
Sarah Nurmela	Councillor
Rich Seymour	Councillor

City Staff

- Mark Freitag, City Manager •
- Jody Andrews, Deputy City Manager •
- Larry Dorr, Deputy City Manager/Chief Financial Officer •
 - Barbara Opie, Deputy City Manager •
- David Frankel, City Attorney • Jason Lantagne, Municipal Judge •
- Chris Lindsey, Assistant City Manager/General Services Director •
 - Dave Downing, Community Development Director •
- Derik Minard, Fire Chief • Martee Erichson, Interim Human Resources Director •
 - Emily Littlejohn, Information Technology Director •
- Tomas Herrera-Mishler, Parks, Recreation and Libraries Director •
 - Norm Haubert, Interim Police Chief •
- Sarah Borgers, Interim Public Works and Utilities Director •

Policy & Budget Staff

- John Prejzner, Policy & Budget Manager •
- Theresa Booco, Policy & Budget Coordinator •
- Fred Kellam, Policy & Budget Coordinator •
- Mikeal Parlow, Policy & Budget Coordinator •

Thank You!

The City Manager's Office and the Policy & Budget Division 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:

- Mikeal Parlow, Policy & Budget Division •



WESTMINSTER
COLORADO

CITY ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Colorado**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morrill

Executive Director



Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Westminster, Colorado, for its Annual Budget for the fiscal year beginning January 01, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

HOW TO USE THIS DOCUMENT

The City of Westminster's budget document reflects the Adopted 2023 Budget. The fiscal year for Westminster commences January 1 and ends on December 31 of the same year.

This budget document is organized into the following sections:

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.

Budget by Fund

This section provides an overview of all budgeted funds. Except for the General Fund, the funds in this section are supported by revenues that are dedicated or restricted for a specific purpose.

Debt Service

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

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 2023 as well as the five-year Capital Improvement Program. The CIP is an ongoing, five-year program for the planning and financing of capital improvements in the City.

Staffing

The staffing section includes a summary chart of personnel changes by department for the upcoming year. In addition, it lists all positions, by department and division, authorized by the City Council for the upcoming year. The 2023 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.

BUDGET MESSAGE

The adopted budget for 2023 builds upon the unprecedented efforts the City has made over the past year to optimize every public dollar. Along with years of responsible fiscal planning, a timely injection of federal stimulus funds, and some belt tightening, the City ensured that it could continue to serve its residents and businesses. Over the past two years, the City has prioritized core city services as it has entered a new phase of the pandemic recovery and has responded to significant levels of staff retirements and departures. Through these challenges, the City learned innumerable lessons, and the City is stronger and more resilient than ever.

Aligned to the City's Strategic Plan and Vision, this budget strengthens core city services for Westminster residents and businesses and sets our community up to thrive for years to come.

Historically the City has adopted a biennial (two-year) budget. Since 2021 the City adopted a one-year budget. While this allows for added flexibility in a post-COVID environment, it also maintains a consistent, annual engagement on the City's financial status with the community, City Council, and Staff. Additionally, this annual process provides greater financial transparency.

Award-Winning Budget Built on Best Practices

Westminster's council-manager form of government is consistently recognized for excellence in management and delivery of full services to businesses and residents.

For the second year in a row, the City was awarded the **Distinguished Budget Presentation Award by the Government Finance Officers Association** (GFOA) for its 2022 Budget. This award is the highest form of recognition in governmental budgeting and reflects the City's commitment to meeting the highest principles of sound fiscal planning and excellent communication.

In order to receive the award, the City had to satisfy nationally recognized guidelines for effective budget presentation. According to the GFOA, the City's budget document excels as a policy document, financial plan, operations guide, and communication tool.

Strategic Plan

The City achieves its vision for the future through a Strategic Plan. The plan defines the City's vision, mission, and principle goals. Each goal is defined, and specific initiatives are identified as priorities to help achieve each goal.

Vision: Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging.

Mission: Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Guiding Principles:

- **Collaboration and Partnership:** Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.
- **Stewardship and Thrift:** Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.
- **Transparency and Accountability:** Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions, and take responsibility for all that we do, thereby earning the trust and confidence of the community.
- **Diversity, Equity, and Inclusion:** Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.
- **Innovate and Initiate:** Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our city.
- **Prevention and Proactivity:** Solve problems at their source and focus the City's policies, practices, and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities

Strategic Priority 1: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.

Strategic Priority 2: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.

Strategic Priority 3: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.

Strategic Priority 4: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.

Strategic Priority 5: Robust Infrastructure

Provide safe and equitable access to core services and amenities by Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

2023 Budget Development

Staff and City Council have been working for months to develop the 2023 Budget.

City Staff began working on the budget development in January of 2022, with a kickoff in March 2022.

Sessions with City Council have included:

- May 23 – Programmatic Overview;
- June 27 – CIP Overview;
- July 18 – Community Survey;
- July 25 – Carryover Appropriation;
- August 1 – Revenue Overview; and
- August 6 – Budget Retreat.

Economic Recovery with Inflationary Concerns

The City has been working on revenue projections with economic experts from the Business Research Division, Leeds School of Business at the University of Colorado. Many details were discussed at the Study Session on August 1, 2022.

The City's [July 2022 Financial Report](#) indicates strong growth in key areas:

Looking only at the 3.0% general sales and use tax, key components are listed below:

- On a year-to-date cash basis, net sales and use tax, after EDA and URA payments, is up by 5.8% from 2021.
- Sales tax receipts from retail activity, net of EDA and URA payments, are up 7.6% from 2021. This comparative figure does not include use tax receipts or audit and enforcement recovery amounts.
- On a year-to-date basis, across the top 25 shopping centers, total sales and use tax receipts are up 10.0% compared to the prior year.

2023 Budget is the Beginning

This budget is the beginning of the City's work to ensure Westminster residents and businesses continue to receive high quality services. It is anticipated that this budget will continue to be refined as more information is collected and insights are gained into the projected revenues for 2023.

Budget Theme: Strengthening Core City Services

In the coming year, the City will make significant investments in core services—police, fire, proactive code enforcement, and streets infrastructure—to keep our city safe, clean, and beautiful.

In the coming year, the City will invest more than \$19 million to improve the quality and condition of our streets, sidewalks, and street lights. This is a large increase from the previous year's budget of about \$14 million.

In response to a home explosion that cost the life of a Westminster resident, and the environmental hazard that resulted from the tragedy, City Council unanimously voted to approved \$400,000 to be used to clean up the site. The City will also invest an additional \$250,000 to strengthen the City's civil nuisance abatement program to proactively address nuisance properties.

Much like neighboring communities, Westminster is responding to rising homelessness along the Front Range. Following a continuum of compassion, the City has brought on two homeless navigators to connect unhoused individuals with services including offers of alternative housing, and contributing \$1,000,000 toward the Jefferson County Homeless Navigation Center. The City's response to homeless services is just under \$2,000,000. In addition to the Navigation Center, the following provisions are included:

Shared temporary sheltering	\$ 25,000
Hotel stays when county hotel options are unavailable	\$ 250,000
Basic needs to support Homeless Navigator work	\$ 105,500
Transportation costs	\$ 94,000
Housing Stabilization fund	\$ 350,000
Homeless Navigation Assessment	\$ 100,000
Homeless Camp Cleanup	\$ 75,000

The City is also investing more resources for our public safety services, specifically Police, Fire, and emergency medical services. Over the past year, the City has invested over a million dollars in hiring and retention bonuses for public safety professionals, and the City successfully completed collective bargaining agreements for both its Fire and Police departments. These significant and historic investments will help the City keep and attract the very best officers and firefighters in the nation.

This focus on core city services will ensure that our city is beautiful, safe, and attractive for our residents and businesses for generations to come.

City of Westminster 2022 Strategic Plan

Mission Statement

Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Vision Statement

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment and a strong sense of community and belonging.

Guiding Principles

Collaboration and Partnership: Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.

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Transparency and Accountability: Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions and take responsibility for all that we do, thereby earning the trust and confidence of the community.

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Innovate and Initiate: Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking and resourcefulness, resulting in a resilient and sustainable future for our city.

Prevention and Proactivity: Solve problems at their source and focus the city's policies, practices and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities, Objectives and Focused Objectives



Strategic Priority 1: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.

Objective 1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans

Focused Objective 1.1.a: Ensure adherence to the National Incident Management System (NIMS) and Incident Command System (ICS)

Focused Objective 1.1.b: Work collaboratively with Fire, Economic Development, Community Development, and Parks, Recreation & Libraries departments, business owners and residents on resiliency and mitigation planning

Objective 1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce

Focused Objective 1.2.a: Strengthen City workforce resilience, effectiveness and strong culture around the City's Mission, Vision, Guiding Principles and SPIRIT values to contribute to the well-being, engagement and retention of the City workforce

Focused Objective 1.2.b: Continue to provide mental health resources, such as behavioral health specialists, for the City's workforce, with particular focus on public safety personnel to address job-related stress

Objective 1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency

Focused Objective 1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse

Focused Objective 1.3.b: Pursue targeted industry companies that diversify and strengthen the economy and provide high-quality employment opportunities for all residents

Focused Objective 1.3.c: Increase access to and awareness of community workforce development and readiness opportunities for residents and businesses



Strategic Priority 2: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.

Objective 2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community

Focused Objective 2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections

Focused Objective 2.1.b: Increase the use of report writing technologies and non-commissioned public safety services by leveraging positions such as co-responders, homeless navigators, and non-sworn report writers

Focused Objective 2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment

Objective 2.2: Leverage partnerships with local, regional and state organizations to provide a broad framework of policies, programs and support

Focused Objective 2.2.a: Built for Zero-Focusing on Ending Homelessness for Veterans

Objective 2.3: Connect the City's populations with local, regional, state and national resources

Focused Objective 2.3.a: Continue to work with partner agencies by creating policies and programs that provide resources and/or access to places for people experiencing homelessness to shelter while transitioning out of homelessness

Focused Objective 2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required

Focused Objective 2.3.c: Utilize and employ best practices and policies to address the source causes of homelessness

Focused Objective 2.3.d: Identify policy recommendations and/or temporary mechanisms that the City can utilize to allow for the provision of services, facilities and resources



Strategic Priority 3: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.

Objective 3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community

Focused Objective 3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation

Focused Objective 3.1.b: Ensure that Westminster's events and programs represent and are inclusive to the City's rich cultural diversity

Objective 3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community

Focused Objective 3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners' associations

Focused Objective 3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community

Objective 3.3: Ensure City processes are equitable, inclusive, and welcoming to all people

Focused Objective 3.3.a: Continue to implement the ADA Transition Plan

Focused Objective 3.3.b: Continue to draw from community diversity in planning and preparing for programs throughout the City



Strategic Priority 4: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.

Focused Objective 4.1: Ensure access to the City's parks, open spaces, trails, libraries, and recreation centers

Focused Objective 4.1.a: Develop and communicate to the community a plan for the acquisition of additional open space and trails

Focused Objective 4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs, and recreation facilities. Plan components to include:

- i. Acquisition Plan for additional open space, parks, and trails
- ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan
- iii. City Trail Master Plan
- iv. Libraries Mast Plan

Focused Objective 4.1.c: Enhance the City's use of existing public lands through collaboration with the community and neighboring jurisdictions to create placemaking and positive activation that provides a sense of safety and belonging to all residents

Objective 4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community

Focused Objective 4.2.a: Perform periodic review of fees and fine structures

Focused Objective 4.2.b: Allocate funding within the General Fund budget for the payment of residential dog license fees to Adams and Jefferson County

Focused Objective 4.2.c: Continue utility bill assistance programs to help residents who may struggle to pay their bills

Objective 4.3: Expand and leverage partnerships with organizations such as the North Metro Arts Alliance that support the arts, libraries and Westminster's history to maximize residents, businesses, and visitors access to these amenities throughout the City

Focused Objective 4.3.a: Continue to partner with the school districts/PRL to find natural synergy and compatible goals

Objective 4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers

Focused Objective 4.4.a: Elevate the profile of Westminster's arts, culture, and history

Focused Objective 4.4.b: Integrate and expand access to arts and culture throughout the City

Focused Objective 4.4.c: Attract and support artists, art groups, makers and creative industries

Focused Objective 4.4.d: Ensure the sustainability of arts and culture in Westminster

Focused Objective 4.4.e: Promote the authentic history and cultural assets of Westminster as an economic driver through support of the Arts District in Historic Westminster by leveraging partnerships with organizations like the Historic Landmark Board



Strategic Priority 5: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

Objective 5.1: Complete updates to the Comprehensive Plan and include elements that reflect how our residents and businesses want to create our community

Focused Objective 5.1.a: Ensure that the Comprehensive Plan and Affordable and Workforce Housing Strategic Plan are reflective of and responsive to the future needs of our community, including water resources

Objective 5.2: Complete planned improvements and expansion to the water treatment plant

Focused Objective 5.2.a: Identify and carry out water treatment plant studies and improvements that integrate current improvement needs with upcoming regulatory requirements and the City's long-term goals

Objective 5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services

Focused Objective 5.3.a: Work to improve the Pavement Quality Index (PQI) of roads throughout the City

Focused Objective 5.3.b: Pursue opportunities to increase funding for streets maintenance including alternative revenue streams and the City's infrastructure roadway improvement fee

Focused Objective 5.3.c: Develop recommendations and an associated action plan for addressing deferred maintenance on infrastructure, roads, facilities, and equipment throughout the City

Focused Objective 5.3.d: Complete and implement the Federal Boulevard and 72nd Avenue Corridor Studies

Objective 5.4: Enhance community outreach and awareness on water conservation methods to prevent exploitation, destruction, and neglect

Focused Objective 5.4.a: Continue and expand water conservation programs and projects

Objective 5.5: Expand the City's transportation and mobility network to enhance access for our community

Focused Objective 5.5.a: Increase pedestrian connectivity and safety throughout the City

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. A budget is considered balanced when expenditures and transfers-out will not exceed reasonable projections of the sum of current year revenues, transfers-in, and available fund balances. The fiscal year for Westminster commences January 1 and ends December 31.

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.

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 - Several public meetings and two public hearings are 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 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.
- 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, Water Supply Plan, Sustainability Plan, and Transportation & Mobility Plan.

Updates to existing plans and creation of new plans are coordinated to ensure goal alignment.

Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2023 Budget development schedule.

- March 23, 2022 - Personnel Budget Process Started
- April 28, 2022 - CIP Process Started
- May 23, 2022 - City Council Financial Retreat - Budget Programmatic Overview
- May 23, 2022 - Budget Process Opened to Departments
- June 27, 2022 - City Council Financial Retreat - CIP Overview
- August 1, 2022 - City Council Financial Retreat - Revenue Overview
- August 6, 2022 - City Council 2023 Budget Retreat
- August 31, 2022 - Release of Proposed 2023 Budget
- September 12, 2022 - Public Hearing on the Proposed 2023 Budget
- September 19, 2022 - Council Review of Proposed 2023 Budget
- October 10, 2022 - Public Hearing on the Proposed 2023 Budget, Pay Plan Adoption, First Reading of Councillor's Bills Adopting 2023 Budget and Appropriating Funds for the 2023 Budget
- October 24, 2022 - Second Reading of Councillor's Bills Adopting 2023 Budget and Appropriating Funds for the 2023 Budget



WESTMINSTER

FINANCIAL POLICIES

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 cash basis. In contrast, the City's audited financial statements within the Annual Comprehensive Financial Report (ACFR) utilize both the modified accrual and full accrual bases of accounting. Use of modified accrual accounting within the ACFR is limited to governmental fund financial statements, while full accrual accounting is utilized for proprietary fund financial statements, and for the government-wide financial statements that include both governmental and proprietary funds.

Further described elsewhere in this document, the ACFR includes more funds than 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

BUDGET BY FUND

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>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	Capital Projects 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) Parking Management Fund	General Capital Improvement Fund Utility Fund (Storm Drainage) Parking Management Fund
Economic Development	General Fund Community Development Block Grant Fund (2)	General Capital Improvement Fund
Finance	General Fund Utility Fund (Water)	General Capital Improvement Fund 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
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 City utilizes long-range financial planning as part of budget development, with a standard planning horizon of current budget year plus five additional years. Long-range planning helps inform budget capacity needed to fund activities in support of the City's strategic plan goals.

Revenue & expenditure summaries within this section are presented at a summary-level of detail for readers of this document. In order to develop these summaries, City staff carefully review and forecast revenue and expenditures at a detailed line-item level.

- Revenue forecast development is performed using a detailed revenue model that analyzes each type of revenue the City receives. Preparing revenue forecasts involves a variety of collaborative methods involving numerous City staff and external consultants, such as the University of Colorado Leeds School of Business for sales & use tax forecasts, and use of specialized financial models for the City's water and wastewater utility.

Revenue forecast methods include a variety of methods, some of which include quantitative forecast methods, sophisticated econometric modeling using statistical regression techniques, and qualitative factors, such as the known expiration of certain revenues or changes in state laws that impact City revenue.

- Operating expenditure forecasts are developed by category (e.g. personnel, contractual, commodities and capital outlay). Forecasts for the upcoming budget year are developed based on current experiences and consider inflationary and market factors. For years beyond the budget year, forecasts are generally developed using a uniform growth rate for each category and are intended to reveal trends, rather than providing absolute certainty about the future.
- Capital improvement program (CIP) expenditure forecasts are developed by project and by year, with cost estimates that utilize similar techniques as in the operating budget (i.e. based on inflationary and market factors, as well as commodity growth trends). In-depth information about CIP development is found within the CIP section of this document.

As previously stated, the standard planning horizon is the current budget year plus five years. While not shown in this budget document, planning for the Water and Wastewater Utility Funds extends well beyond the standard five-year planning horizon and includes the use of separate financial models for each of these utility funds.

- The utility financial model was developed with the assistance of nationally-recognized consultants who specialize in government utilities. The City periodically works with these consultants during the budget cycle when updating the financial models.
- For internal planning purposes, the financial modeling for these utility funds extends to 2040 and is updated frequently throughout the year in response to changing circumstances.
- For purposes of proposing changes to water and wastewater utility rates and charges to the City Council, the planning horizon for rate development is ten years.

The following table provides a high-level summary of each budgeted fund that receives appropriations through the original budget.

Budget Summary by Fund-2023 Adopted Budget

Fund	Beginning		2023 Sources =	Total Sources -	Total Uses =	Ending Available
	Fund Balance +	Estimated				
General	\$ 16,691,204	+ \$ 188,793,382	=	\$ 205,484,586	- \$ 192,495,147	= \$ 12,989,439
Sales & Use Tax	6,473,516	+ -	=	6,473,516	- 6,473,516	= -
General Reserve	17,949,125	+ 150,000	=	18,099,125	- -	= 18,099,125
General Stabilization Reserve	7,598,226	+ 85,000	=	7,683,226	- -	= 7,683,226
General Cap Improvement	12,805,888	+ 16,061,114	=	28,867,002	- 27,900,000	= 967,002
Parks, Open Space & Trails (POST)	1,300,528	+ 12,220,294	=	13,520,822	- 12,496,845	= 1,023,977
Conservation Trust	1,747,913	+ 1,160,638	=	2,908,551	- 1,320,000	= 1,588,551
Debt Service	196,955	+ 2,751,888	=	2,948,843	- 2,752,388	= 196,455
Utility Fund						
Water Fund	7,227,489	+ 60,638,855	=	67,866,344	- 60,638,855	= 7,227,489
Wastewater Fund	505,164	+ 24,289,920	=	24,795,084	- 24,289,920	= 505,164
Storm Drainage Fund	1,085,118	+ 4,967,692	=	6,052,810	- 5,737,090	= 315,720
Utility Rate Stabilization Rsv	15,308,209	+ 195,000	=	15,503,209	- -	= 15,503,209
Utility Capital Projects Rsv	74,503,301	+ 20,088,695	=	94,591,996	- -	= 94,591,996
Golf	218	+ 6,320,313	=	6,320,531	- 6,241,819	= 78,712
Parking Management	122,461	+ 771,600	=	894,061	- 839,180	= 54,881
Gen Cap Outlay Replacement	73,155	+ 5,382,000	=	5,455,155	- 5,382,000	= 73,155
Fleet Maintenance	491,826	+ 4,226,576	=	4,718,402	- 4,217,576	= 500,826
SUBTOTAL	164,080,297	+ 348,102,967	=	512,183,264	- 350,784,336	= 161,398,928
(Less Transfers) (1)	-	+ (66,966,423)	=	(66,966,423)	- (66,966,423)	= -
GRAND TOTAL 2023	\$ 164,080,297	+ \$ 281,136,544	=	\$ 445,216,841	- \$ 283,817,913	= \$ 161,398,928

(1) The subtotal above is adjusted to remove interfund transfer appropriations in order to arrive at the Grand Total, a value that is more reflective of the City's authorized budgeted expenditures.

The financial tables in the following pages begin with consolidated fund summaries of sources & uses, and individual fund summaries. In order to assist the reader better understand the individual fund summaries:

- **Sources** include inflows of financial resources within the fund, including actual or estimated fund revenues and interfund transfers. Sources do not reflect fund balance, or carryover.
- **Uses** include outflows of financial resources within the fund. Uses are categorized as operating expenditures, debt service, interfund transfers or capital improvement program (CIP).

All CIP uses are shown as additions to continuous appropriations (budget values) in order to arrive at reliable estimates of fund balance for future appropriation, due to unique reporting challenges caused by appropriations that do not lapse at year-end.

- **Fund balance (or carryover) information follows the sources and uses.** *Beginning spendable fund balance* is a term used and is a starting point to estimate the available funds available for new appropriation into the upcoming budget year.

For the current fiscal year (2022), the beginning spendable fund balance within each fund summary is an amount calculated by the Finance Department, based on audited financial data for the prior fiscal year (2021) and reflects an adjusted cash balance.

For funds that include capital project appropriations, the beginning balance includes continuing capital project appropriations from the prior year (2021), simply for transparency purposes. However, corresponding adjustments are shown on affected fund summaries to arrive at an ending fund balance, an amount that should reflect what is truly available for additional appropriation into the upcoming budget year after accounting for the CIP appropriations.

- **Reserve funds** for the General and Utility Funds are managed pursuant to established City reserve policies. These reserves are reported and managed as separate funds from the General and Utility Funds within the City budget. In contrast to this approach, reserve funds are combined into the General and Utility Funds for purposes of general financial statement reporting within the Annual Comprehensive Financial Report.
- **General Fund Contingency** is an appropriated contingency within the General Fund that is not assigned to a specific purpose. The City appropriates contingency into the General Fund each year 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.

Consolidated Summary of Sources & Uses - Department View

All Budgeted Funds(1)	2021	2022	2022 YTD	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)								
<i>Revenues</i>								
Sales & Use Taxes	\$ 119,649,953	\$ 119,701,403	\$ 72,826,310	\$ 133,223,140	\$ 138,167,923	\$ 142,583,908	\$ 146,629,541	\$ 150,839,860
Charges for Services	105,448,002	104,295,553	64,409,810	107,965,530	111,587,920	115,535,076	119,743,447	123,918,892
Intergovernmental Revenue	16,399,900	15,884,919	18,548,501	17,886,168	18,751,070	19,501,067	20,454,579	17,341,541
Property Taxes	6,781,740	8,090,214	8,170,894	7,291,168	8,362,970	8,463,325	9,588,948	9,704,015
Other Taxes	4,338,043	5,296,392	3,415,430	4,717,341	4,865,326	4,952,598	5,109,989	5,272,971
Other Grants	1,500	-	-	-	-	-	-	-
Park Development Fee	726,578	150,000	31,905	-	-	-	-	-
Cash in Lieu	359,312	2,172,000	763,546	-	-	-	-	-
Licenses & Permits	2,962,798	3,179,320	1,494,285	2,424,402	2,565,928	2,672,686	2,725,062	2,806,173
Fines	644,309	1,200,315	451,157	804,750	804,750	807,750	810,750	813,750
Interest Income	3,210,054	2,532,918	1,950,499	2,748,651	2,879,840	2,910,590	2,915,998	2,921,568
Miscellaneous	6,950,715	2,863,748	4,109,844	3,342,396	3,342,646	3,340,146	1,618,285	1,618,285
Leases	136,181	85,000	124,950	88,000	90,500	93,000	96,000	74,000
Internal Billings	4,799,380	7,159,665	5,031,776	9,599,576	9,321,103	10,055,426	8,300,659	8,438,919
<i>Interfund Transfers (2)</i>	182,524,073	152,483,287	119,565,682	58,011,847	93,351,229	64,685,299	82,766,542	29,212,873
<i>Other Financing Sources (Debt)</i>	10,225,977	1,294,217	-	-	34,000,000	101,000,000	6,000,000	-
Total Sources	\$ 465,158,516	\$ 426,388,951	\$ 300,894,589	\$ 348,102,967	\$ 428,091,204	\$ 476,600,873	\$ 406,759,799	\$ 352,962,845

Consolidated Summary of Sources - Department View

	2021	2022	2023	2024	2025	2026	2027	
All Budgeted Funds(1)	Actuals	Revised 2022 YTD Actual	Adopted	Projected	Projected	Projected	Projected	
Uses								
<u>Operating Expenditures</u>								
City Attorney's Office	\$ 1,755,018	\$ 2,574,464	\$ 1,404,949	\$ 2,767,750	\$ 2,850,783	\$ 2,936,306	\$ 3,024,395	\$ 3,115,127
City Council	186,522	363,506	157,675	369,933	381,031	392,462	404,236	416,363
City Manager's Office	3,939,930	5,970,774	3,520,506	4,878,414	5,024,766	5,175,509	5,330,775	5,490,698
Community Development	7,983,580	11,035,830	6,234,722	11,845,172	12,141,817	12,506,072	12,881,254	13,267,691
Economic Development	1,573,231	2,796,546	1,331,636	2,481,220	2,555,657	2,632,326	2,711,296	2,792,635
Finance	3,683,413	4,815,532	3,036,094	5,808,874	5,983,140	6,162,634	6,347,513	6,537,939
Fire	17,837,184	22,769,747	14,466,821	23,819,006	24,533,576	25,269,583	26,027,671	26,808,501
General Services	8,197,689	11,292,406	6,107,321	13,975,156	14,394,411	14,826,243	15,271,030	15,729,161
Human Resources	2,519,788	3,712,745	2,093,437	3,830,422	3,945,335	4,063,695	4,185,606	4,311,174
Information Technology	4,801,212	7,193,348	4,203,581	8,829,727	9,094,619	9,367,457	9,648,481	9,937,936
Parks, Recreation and Libraries	25,923,522	31,429,434	19,134,353	37,989,011	39,228,554	40,397,161	41,600,826	42,840,600
Police	28,685,836	41,246,793	24,014,984	43,315,150	44,614,605	45,953,043	47,331,634	48,751,583
Policy & Budget	706,108	1,497,815	824,778	-	-	-	-	-
Public Works & Utilities	35,272,718	47,048,179	22,364,357	50,200,161	51,706,166	53,257,351	54,855,071	56,500,723
Central Charges (CARES Act Funds)	-	-	-	-	-	-	-	-
Central Charges	32,928,959	14,169,883	13,264,394	12,429,867	\$ 11,971,898	\$ 12,331,907	\$ 12,702,102	\$ 13,083,241
Sub-Total Operating	\$ 175,994,710	\$ 207,917,002	\$ 122,159,608	\$ 222,539,863	\$ 228,426,357	\$ 235,271,749	\$ 242,321,889	\$ 249,583,372
<u>Debt Service</u>	20,278,339	21,821,141	4,899,566	\$ 19,173,626	5,655,811	5,647,560	2,904,850	2,905,600
<u>Interfund Transfers (2)</u>	179,272,472	158,898,502	123,461,446	57,366,847	92,301,229	64,644,699	82,805,942	29,280,273
<u>Additions to CIP</u>	72,857,403	66,261,821	66,261,821	51,204,000	108,684,000	143,096,000	114,335,000	53,640,000
<u>Contingency</u>	-	60,000	-	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 448,402,924	\$ 454,958,466	\$ 316,782,441	\$ 350,784,336	\$ 435,567,396	\$ 449,160,009	\$ 442,867,681	\$ 335,909,245

(1) All budgeted funds include City-entity funds, and not funds of blended component units, such as the Westminster Economic Development Authority (WEDA), or general improvement districts of the City; budgets of these legally separate entities are adopted through separate actions by the respective boards.

(2) Transfers significantly reduce in 2023 with the Sales & Use Tax Fund being combined into the General Fund.

Consolidated Summary of Sources & Uses - Expenditure Type View

All Budgeted Funds(1)	2021	2022	2022	2023	2024	2025	2026	2027
	Actuals	Revised	2022 YTD Actual	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)								
<u>Revenues</u>								
Sales & Use Taxes	\$ 119,649,953	\$ 119,701,403	\$ 72,826,310	\$ 133,223,140	\$ 138,167,923	\$ 142,583,908	\$ 146,629,541	\$ 150,839,860
Charges for Services	105,448,002	104,295,553	64,409,810	107,965,530	111,587,920	115,535,076	119,743,447	123,918,892
Intergovernmental Revenue	16,399,900	15,884,919	18,548,501	17,886,168	18,751,070	19,501,067	20,454,579	17,341,541
Property Taxes	6,781,740	8,090,214	8,170,894	7,291,168	8,362,970	8,463,325	9,588,948	9,704,015
Other Taxes	4,338,043	5,296,392	3,415,430	4,717,341	4,865,326	4,952,598	5,109,989	5,272,971
Other Grants	1,500	-	-	-	-	-	-	-
Park Development Fee	726,578	150,000	31,905	-	-	-	-	-
Cash in Lieu	359,312	2,172,000	763,546	-	-	-	-	-
Licenses & Permits	2,962,798	3,179,320	1,494,285	2,424,402	2,565,928	2,672,686	2,725,062	2,806,173
Fines	644,309	1,200,315	451,157	804,750	804,750	807,750	810,750	813,750
Interest Income	3,210,054	2,532,918	1,950,499	2,748,651	2,879,840	2,910,590	2,915,998	2,921,568
Miscellaneous	6,950,715	2,863,748	4,109,844	3,342,396	3,342,646	3,340,146	1,618,285	1,618,285
Leases	136,181	85,000	124,950	88,000	90,500	93,000	96,000	74,000
Internal Billings	4,799,380	7,159,665	5,031,776	9,599,576	9,321,103	10,055,426	8,300,659	8,438,919
<u>Interfund Transfers (2)</u>	182,524,073	152,483,287	119,565,682	58,011,847	\$93,351,229	\$64,685,299	\$82,766,542	\$29,212,873
<u>Other Financing Sources</u>	10,225,977	1,294,217	-	-	34,000,000	101,000,000	6,000,000	-
Total Sources	\$ 465,158,516	\$ 426,388,951	\$ 300,894,589	\$ 348,102,967	\$ 428,091,204	\$ 476,600,873	\$ 406,759,799	\$ 352,962,845

Consolidated Summary of Sources & Uses - Expenditure Type View

All Budgeted Funds(1)	2021 Actuals	2022 Revised	2022 YTD Actual	2023 Adopted	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Uses								
<i>Operating Expenditures</i>								
Personnel	\$ 116,629,835	\$ 131,213,736	\$ 78,161,556	\$ 139,885,074	\$ 144,170,891	\$ 148,496,018	\$ 152,950,898	\$ 157,539,425
Contractual	48,301,183	64,901,204	38,336,586	68,935,979	70,184,207	72,282,335	74,442,792	76,667,902
Commodities	7,530,934	10,011,159	5,037,768	11,328,672	11,668,127	12,018,171	12,378,716	12,750,078
Capital Outlay	3,525,460	1,790,903	623,698	2,390,138	2,403,132	2,475,226	2,549,483	2,625,967
Other Expenditures	7,300	-	-	-	-	-	-	-
Sub-Total Operating	\$ 175,994,710	\$ 207,917,002	\$ 122,159,608	\$ 222,539,863	\$ 228,426,357	\$ 235,271,749	\$ 242,321,889	\$ 249,583,372
<i>Debt Service</i>	20,278,339	21,821,141	4,899,566	19,173,626	5,655,811	5,647,560	2,904,850	2,905,600
<i>Interfund Transfers (2)</i>	179,272,472	158,898,502	123,461,446	57,366,847	92,301,229	64,644,699	82,805,942	29,280,273
<i>Additions to CIP</i>	72,857,403	66,261,821	66,261,821	51,204,000	108,684,000	143,096,000	114,335,000	53,640,000
<i>Contingency</i>	-	60,000	-	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 448,402,924	\$ 454,958,466	\$ 316,782,441	\$ 350,784,336	\$ 435,567,396	\$ 449,160,009	\$ 442,867,681	\$ 335,909,245

(1) All budgeted funds include City-entity funds, and not funds of blended component units, such as the Westminster Economic Development Authority (WEDA), or general improvement districts of the City; budgets of these legally separate entities are adopted through separate actions by the respective boards.

(2) Transfers significantly reduce in 2023 with the Sales & Use Tax Fund being combined into the General Fund.

The General Fund is the City's primary operating fund for most City departments. No capital expenditures are budgeted in the General Fund as these projects are budgeted in a separate fund, the General Capital Improvement Fund.

Estimated Revenues

Major revenues of total fund sources include sales & use taxes, property taxes, recreation charges, franchise fees, accommodations taxes, Highway Users Trust Funds, and the Roadway Improvement Fee.

Sales & Use Taxes-Sales & use tax is by far the largest component of General Fund revenue, approximately 2/3 of total General Fund revenues and includes the 3% general sales & use tax and the .6% Public Safety Tax, a special tax authorized by voters in November 2003 for specific public safety needs of the Police and Fire Departments.

Sales & use taxes include sales tax returns, use tax returns, auto use tax, building use tax, and audit revenues. Sales tax returns, the largest component of sales & use tax revenue, is expected to end 2022 at \$98 million, or 7% higher than 2021; sales tax returns are projected to increase 4% in 2023 to \$102 million, with 2024-2027 projected to increase approximately 3% annually. All categories of sales & use taxes are expected to end 2022 at approximately 7% above 2021 or \$119 million, and increase 4% to \$124 million in 2023 over 2022, with 2024-2027 projected to increase approximately 3% annually.

Prior to 2023, the Sales and Use Tax revenue was budgeted in a separate fund and then a majority of it transferred to the General Fund. Beginning in 2023, all Sales and Use Tax revenue is budgeted and collected in the General Fund.

Property Taxes-The City's local property tax mill levy is 3.65. Real property must be revalued (and reassessed) every odd-numbered year for property tax purposes. During the even years, property tax collections generally show substantial, and often times double-digit increases over the prior year pursuant to the reassessment cycle.

The Adopted Budget anticipates no increase in 2023 over 2022, and 15% in future even years and flat (or 0%) each odd year, with to reflect the reassessment cycle. A portion of the increases are due to new development in the City, as well as impacts of the repeal of the Gallagher Act by Colorado voters in 2020; this act previously resulted in a "ratcheting down" effect on residential real estate values to mitigate the impacts to residential property owners by increase real estate values. Once the act was repealed, the residential assessment rate became frozen, and property taxes are expected to increase at a similar pace of real estate valuation growth.

Recreation Charges-Recreation fees primarily include fees paid for indoor/outdoor recreation facilities and program offerings, excluding golf activities. Recreation charges also include revenues received from a joint venture with Hyland Hills Parks and Recreation District in connection with Ice Centre operations.

Budget by Fund

Recreation charges were materially impacted in 2020 by COVID-19, and in the early part of 2021. User participation has shown a positive trend and financial conditions have substantially improved through August 2022. Across all recreation charges, 2022 is expected to end the year at just over \$6.7, or 14% over 2021. Continued recovery is expected to occur into 2023, with a modest increase of 2%, to \$6.8M. Recreation fees are expected to stabilize after 2023 with annual increases anticipated at approximately 2% each year in 2024-2027.

Franchise Fees-Franchise fees are fees charged to utility providers for use of the City's right-of-way. Consistent with historical collections, these revenues are projected to increase by 1.5-2% annually from 2023-2027, at approximately \$5M each year.

Accommodations Taxes-Accommodations taxes are generated by 7% taxes levied on consumers for the rental of furnishing rooms. Accommodations taxes were also materially impacted by the COVID-19 outbreak, with collections falling 61% in 2020 compared to 2019. Collections drastically improved in 2021 and were only 5% below 2019 levels. Collections by year-end 2022 are projected to reach 2019 levels, approximately \$4M, and increase 2-3 % annually thereafter.

State-Shared Highway Users Tax Funds (HUTF)-classified as an intergovernmental revenue, much of this revenue is comprised of fuel taxes. Historically, HUTF revenue collections have shown minimal growth and collections in recent years have been approximately \$3.2-3.5 million per year. During the 2021 state legislative session, additional actions were taken via Senate Bill 21-260 that will result in additional ongoing funding to this revenue, with noticeable increases expected through 2032. A portion of the HUTF will be provided to the City via HUTF formula, with additional funding becoming available, presumably through grant opportunities. In 2023, HUTF is expected to increase over 7%, with additional increases expected to occur through 2032.

Expenditures/Uses

Department operational budgets are expected to increase substantially in 2023 over 2022 due to the merger of the Sales and Use Tax Fund (primarily noticed in Central Charges as Economic Development Agreements sales tax rebates are shown as expenses here) as well as new programs aimed towards supporting public safety and neighborhoods, reducing homelessness, supporting the Strategic Plan, and inflationary cost increases. Each subsequent year is projected to increase 3% annually.

2023 shows an \$11 million transfer into the General Capital Improvement Fund to reflect the expectation of 2022 year-end budget savings and revenues exceeding budgeted revenues. This expected increase to fund balance, or "carryover", is treated as non-recurring funding and earmarked for capital needs.

Fund Balance

The 2023 year-end fund balance is projected at \$12.9 million, which is \$3.7 million or 22% lower than the 2022 year-end fund balance. This fund is not intended to carry an ongoing fund balance. Often times a fund balance is created due to higher than anticipated revenues and/or expense savings. When this happens, funds are usually spent on one-time expenses or capital. In 2023, this spend down is shown in an higher than historical transfer to the General Capital Improvement Fund. Additionally, the City has approximately \$7.5 million in fund balance attributed to the ARPA act which will be transferred to the Water Fund over three years to provide funding for rehabilitation or replacement of the Semper Water Treatment Facility.

General Fund Revenues

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Sales & Use Taxes (1)	\$ -	\$ -	\$ -	\$ -	124,575,522	129,199,336	133,328,676	137,111,704	141,048,727
Property Taxes	6,781,740	8,090,214	8,170,894	7,291,168	7,291,168	8,362,970	8,463,325	9,588,948	9,704,015
Other Taxes	4,338,043	5,296,392	3,415,430	4,601,755	4,717,341	4,865,326	4,952,598	5,109,989	5,272,971
Licenses & Permits	2,857,334	3,072,320	1,430,156	2,308,851	2,317,402	2,458,928	2,565,686	2,618,062	2,699,173
Intergovernmental Revenue	10,876,873	10,568,263	8,029,391	11,384,761	11,868,867	12,475,466	12,966,720	13,649,305	11,546,483
Charges for Services	19,203,996	19,422,558	12,712,583	20,605,576	21,144,337	21,412,210	21,681,378	22,010,471	22,132,100
Fines	597,883	1,200,315	440,763	662,920	759,750	759,750	759,750	759,750	759,750
Interest Income	202,928	200,000	153,245	225,182	325,000	345,000	370,000	370,000	370,000
Miscellaneous	4,561,104	2,031,424	815,906	2,408,581	2,265,536	2,265,786	2,263,286	998,036	998,036
Leases	136,181	85,000	124,950	219,347	88,000	90,500	93,000	96,000	74,000
<u>Interfund Transfers</u>									
Downtown General Improvement District	-	500,000	-	450,000	600,000	650,000	700,000	750,000	800,000
Water Fund Cost Allocation	5,659,540	3,764,227	2,509,484	3,764,227	3,312,886	3,412,273	3,514,641	3,620,080	3,728,682
Wastewater Fund Cost Allocation	1,596,280	1,016,675	677,783	1,016,675	996,726	1,026,628	1,057,427	1,089,149	1,121,824
Storm Drainage Fund Cost Allocation	128,308	132,157	88,104	132,157	244,464	251,798	259,352	267,132	275,146
Water Fund PILUT	-	-	-	-	977,400	1,098,000	1,339,200	412,200	394,200
Wastewater Fund PILUT	-	-	-	-	73,637	210,390	359,240	212,143	108,701
Storm Drainage Fund PILUT	-	-	-	-	16,831	17,532	40,675	17,532	17,532
Sales & Use Tax fund	97,128,886	105,299,697	70,199,798	105,299,697	6,473,516	-	-	-	-
144th General Improvement Dist. Fund	90,573	90,600	24,000	90,500	95,000	100,000	90,600	90,600	90,600
WEDA Fund	-	600,000	-	600,000	650,000	-	-	-	-
Sub-Total Transfers	\$ 104,603,587	\$ 111,403,356	\$ 73,499,169	\$ 111,353,256	\$ 13,440,460	\$ 6,766,620	\$ 7,361,134	\$ 6,458,837	\$ 6,536,686
<u>Other Financing Sources</u>	1,243,460	-	-	-	-	-	-	-	-
Total Sources	\$ 155,403,129	\$ 161,369,842	\$ 108,792,487	\$ 161,061,397	\$ 188,793,382	\$ 189,001,891	\$ 194,805,554	\$ 198,771,100	\$ 201,141,940

General Fund Uses

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<i>Operating Expenditures</i>									
City Council	\$ 186,522	\$ 363,506	\$ 157,675	\$ 363,506	\$ 369,933	\$ 381,031	\$ 392,462	\$ 404,236	\$ 416,363
City Attorney's Office	1,755,018	2,574,464	1,404,949	2,074,464	2,767,750	2,850,783	2,936,306	3,024,395	3,115,127
City Manager's Office	3,939,930	5,970,774	3,520,506	5,541,820	4,878,414	5,024,766	5,175,509	5,330,775	5,490,698
Community Development	6,522,111	9,152,330	5,227,499	8,444,417	9,517,165	9,802,680	10,096,760	10,399,663	10,711,653
Economic Development	1,573,231	2,796,546	1,331,636	2,396,546	2,481,220	2,555,657	2,632,326	2,711,296	2,792,635
Finance	2,626,950	3,404,310	2,177,681	3,228,383	4,014,607	4,135,045	4,259,097	4,386,869	4,518,476
Fire	17,837,184	22,769,747	14,466,821	22,850,767	23,819,006	24,533,576	25,269,583	26,027,671	26,808,501
General Services (2)	5,734,354	7,688,898	4,080,304	7,160,290	9,757,580	10,050,307	10,351,817	10,662,371	10,982,242
Human Resources	2,519,788	3,712,745	2,093,437	3,349,183	3,830,422	3,945,335	4,063,695	4,185,606	4,311,174
Information Technology	4,801,212	7,193,348	4,203,581	6,633,928	8,829,727	9,094,619	9,367,457	9,648,481	9,937,936
Parks, Recreation and Libraries	18,610,889	23,800,758	14,055,683	22,641,049	29,195,873	30,071,749	30,973,902	31,903,119	32,860,212
Police	28,685,836	41,246,793	24,014,984	37,941,333	43,315,150	44,614,605	45,953,043	47,331,634	48,751,583
Policy & Budget (2)	706,108	1,497,815	824,778	1,447,815	-	-	-	-	-
Public Works & Utilities	9,724,140	12,424,873	5,535,302	11,425,249	13,962,669	14,381,549	14,812,996	15,257,385	15,715,107
Central Charges	24,741,401	6,136,522	8,527,383	6,136,522	12,377,746	11,902,813	12,259,898	12,627,695	13,006,525
Sub-Total Operating	\$ 129,964,673	\$ 150,733,429	\$ 91,622,219	\$ 141,635,272	\$ 169,117,262	\$ 173,344,515	\$ 178,544,850	\$ 183,901,196	\$ 189,418,232
<i>Debt Service (COPs, Leases)</i>	8,255,693	8,109,896	1,047,690	8,109,896	5,656,885	5,655,811	5,647,560	2,904,850	2,905,600
<i>Interfund Transfers</i>									
General Capital Improvement Fund	3,008,004	5,410,000	4,637,974	4,300,000	11,131,000	12,400,000	9,100,000	4,500,000	6,750,000
General Capital Outlay Repl. Fund	483,678	-	-	-	-	-	-	-	-
General Reserve Fund	-	-	-	-	-	375,000	125,000	150,000	450,000
Water Fund	-	-	2,500,000	2,500,000	2,500,000	2,500,000	-	-	-
Parking Management Fund	685,004	520,183	346,788	500,000	615,000	625,000	625,000	650,000	650,000
Property/Liability Self Insurance Fund	1,965,398	2,304,822	1,536,548	2,304,822	2,550,000	2,422,500	2,465,000	2,465,000	2,465,000
Worker's Comp. Self Insurance Fund	-	362,341	241,560	362,341	425,000	510,000	552,500	663,000	729,300
Sub-Total Transfers	\$ 6,142,084	\$ 8,597,346	\$ 9,262,870	\$ 9,967,163	\$ 17,221,000	\$ 18,832,500	\$ 12,867,500	\$ 8,428,000	\$ 11,044,300
<i>Contingency</i>	-	60,000	-	60,000	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 144,362,450	\$ 167,500,671	\$ 101,932,779	\$ 159,772,331	\$ 192,495,147	\$ 198,332,825	\$ 197,559,910	\$ 195,734,046	\$ 203,868,132
Beginning Spendable Fund Balance	\$ 15,402,138		\$ 15,402,138	\$ 16,691,204	\$ 12,989,439	\$ 3,658,504	\$ 904,148	\$ 3,941,202	\$ 3,941,202
Additions to (Use of) Fund Balance	\$ (6,130,829)		\$ 1,289,066	\$ (3,701,765)	\$ (9,330,934)	\$ (2,754,356)	\$ 3,037,054	\$ (2,726,192)	\$ (2,726,192)
Ending Fund Balance	\$ 9,271,309		\$ 16,691,204	\$ 12,989,439	\$ 3,658,504	\$ 904,148	\$ 3,941,202	\$ 1,215,011	\$ 1,215,011

(1) Starting in 2023, the Sales & Use Tax Fund is being combined into the General Fund for consistency in how the funds are reported in the City's annual comprehensive financial report.

(2) Reflected in 2023 values, the former Policy & Budget Department is merging into the General Services Department.

The Sales & Use Tax Fund, prior to 2023, was presented as a separate fund in the budget, and was the primary source of revenue of the General Fund. In contrast to this approach, the City's general-purpose audited financial statements combined the Sales & Use Tax Fund into the General Fund. Beginning in 2023, the funds were combined in the budget. The Sales & Use Tax Fund accounted for the City's 3.0% general and the voter-approved 0.60% public safety sales & use taxes.

Estimated Revenues and Expenditures

Detail regarding the fund's revenues and expenditures can be found under "Sales and Use Taxes" in the General Fund section of this document.

Fund Balance

Due to the combination of the General and Sales and Use Tax Funds, the remaining 2022 year-end fund balance will be transferred into the General Fund, closing the Sales & Use Tax Fund. This transfer is shown in 2023 as the final amount will not be known until some time in Fiscal Year 2023 after the audit is completed.

Sales & Use Tax Fund

	2021	2022	2022 YTD	2022	2023 (1)	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Sales & Use Taxes	\$ 111,858,566	\$ 111,931,493	\$ 68,106,579	\$ 118,395,271	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	144,141	120,000	92,841	129,738	-	-	-	-	-
Miscellaneous	28	-	-	-	-	-	-	-	-
<i>Interfund Transfers</i>									
Water Fund PILUT	27,116	1,323,766	882,511	1,323,766	-	-	-	-	-
Wastewater Fund PILUT	142,130	172,406	114,937	172,406	-	-	-	-	-
Storm Drainage Fund PILUT	20,571	35,000	23,333	35,000	-	-	-	-	-
Sub-Total Transfers	\$ 189,817	\$ 1,531,172	\$ 1,020,781	\$ 1,531,172	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 112,192,552	\$ 113,582,665	\$ 69,220,201	\$ 120,056,181	\$ -	\$ -	\$ -	\$ -	\$ -
Uses									
<i>Operating Expenditures</i>									
Central Charges	\$ 4,470,221	\$ 5,959,871	\$ 3,092,533	\$ 5,959,871	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Interfund Transfers</i>									
General Fund	97,128,886	105,299,697	70,199,798	105,299,697	6,473,516	-	-	-	-
General Reserve Fund	-	1,373,097	915,398	1,373,097	-	-	-	-	-
General Capital Improvement Fund	1,200,000	11,543,594	9,876,927	11,543,594	-	-	-	-	-
Debt Service Fund(1)	1,225,000	950,000	633,333	950,000	-	-	-	-	-
Water Fund	-	-	2,500,000	-	-	-	-	-	-
Sub-Total Transfers	\$ 99,553,886	\$ 119,166,388	\$ 84,125,456	\$ 119,166,388	\$ 6,473,516	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ 104,024,107	\$ 125,126,259	\$ 87,217,989	\$ 125,126,259	\$ 6,473,516	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$	11,543,594	\$	11,543,594	\$ 6,473,516	\$ -	\$ -	\$ -	\$ -
Additions to (Use of) Fund Balance	\$	(11,543,594)	\$	(5,070,078)	\$ (6,473,516)	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$	-	\$	6,473,516	\$ -	\$ -	\$ -	\$ -	\$ -

(1) Starting in 2023, the Sales & Use Tax Fund is being combined into the General Fund for consistency in how the funds are reported in the City's annual comprehensive financial report.

The General Reserve Fund is a formal emergency reserve fund for the General Fund. This reserve fund includes a required 3% reserve pursuant to the State of Colorado *Taxpayer's Bill of Rights*.

Estimated Revenues

Interfund Transfer-The primary funding source of the General Reserve Fund includes transfers from the General Fund (prior to merging the Sales & Use Tax and General Funds, the transfer was from the Sales & Use Tax Fund). The target balance in this fund is 10% of annual General Fund operating expenditures, excluding budgeted contingency, and is being met. Projected interest earnings within the General Reserve Fund are also considered in order to estimate required transfers.

Expenditures/Uses

No projected uses of the General Reserve Fund are anticipated through 2027 as this fund serves as emergency reserves and the City only prepares for, and does not project emergencies.

General Reserve Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 172,512	\$ 126,786	\$ 90,264	\$ 193,293	\$ 150,000	\$ 175,000	\$ 180,250	\$ 185,658	\$ 191,227
<i>Interfund Transfers</i>									
General Fund	-	-	-	-	-	375,000	125,000	150,000	450,000
General Fund Stabilization Reserve	-	-	-	1,800,000	-	950,000	-	-	-
Sales & Use Tax Fund	-	1,373,097	915,398	1,373,097	-	-	-	-	-
Sub-Total Transfers	\$ -	\$ 1,373,097	\$ 915,398	\$ 3,173,097	\$ -	\$ 1,325,000	\$ 125,000	\$ 150,000	\$ 450,000
Total Sources	\$ 172,512	\$ 1,499,883	\$ 1,005,662	\$ 3,366,390	\$ 150,000	\$ 1,500,000	\$ 305,250	\$ 335,658	\$ 641,227
Uses									
<i>Interfund Transfers</i>									
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$ 14,582,735		\$ 14,582,735	\$ 17,949,125	\$ 18,099,125	\$ 19,599,125	\$ 19,904,375	\$ 20,240,033	
Additions to (Use of) Fund Balance	\$ 1,499,883		\$ 3,366,390	\$ 150,000	\$ 1,500,000	\$ 305,250	\$ 335,658	\$ 641,227	
Ending Fund Balance	\$ 16,082,618		\$ 17,949,125	\$ 18,099,125	\$ 19,599,125	\$ 19,904,375	\$ 20,240,033	\$ 20,881,260	

The General Fund Stabilization Reserve (GFSR) is a formal reserve for the General Fund and exists pursuant to a formal City Council-adopted policy. The intent of the GFSR is to offset the variability in sales & use tax revenues, the primary revenue in the General Fund. In years when revenues are less than budgeted revenues, use of the GFSR may be utilized in order to avoid budget reductions. Conversely, in years when revenues are higher than budgeted revenues, additional money may be transferred into the GFSR. The GFSR reserve minimum fund balance is 5%, and the minimum fund balance is 10%, of the total Sales & Use Tax revenues for any given year, and the City is in compliance with the reserve policy.

Estimated Revenues

No transfers-in are projected into this reserve in 2023-2027 as the fund balance is projected to remain above the minimum 5% target across the planning horizon.

Expenditures/Uses

Due to balance levels within reserve, expected uses of this reserve include a transfer to the General Reserve Fund in order to meet target levels within the General Reserve Fund.

General Fund Stabilization Reserve Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 10,310	\$ 94,531	\$ 55,834	\$ 120,559	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Total Sources	\$ 10,310	\$ 94,531	\$ 55,834	\$ 120,559	\$ 85,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Uses									
<i>Interfund Transfers</i>									
General Fund Reserve	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ 950,000	\$ -	\$ -	\$ -
Total Uses	\$ -	\$ -	\$ -	\$ 1,800,000	\$ -	\$ 950,000	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$ 9,277,667		\$ 9,277,667	\$ 7,598,226	\$ 7,683,226	\$ 6,823,226	\$ 6,913,226	\$ 7,003,226	\$ 7,093,226
Additions to (Use of) Fund Balance	\$ 94,531		\$ (1,679,441)	\$ 85,000	\$ (860,000)	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Ending Fund Balance	\$ 9,372,198		\$ 7,598,226	\$ 7,683,226	\$ 6,823,226	\$ 6,913,226	\$ 7,003,226	\$ 7,093,226	\$ 7,093,226

The General Capital Improvement Fund (GCIF) is a capital projects fund and accounts for capital project activities of the General Fund.

Estimated Revenues

GCIF includes both recurring revenues and non-recurring revenues. However, the nature of both can vary substantially from year-to-year.

Park Development Fees & Cash-In-Lieu-These revenues are development fees are generally not budgeted and collected revenues budgeted one-year after actual collections become known due to the variability of development fees, and considering that these fees are periodically subject to economic development incentives and appear as a use of fund balance.

School Land Dedication Cash-In-Lieu revenues are also accounted for in GCIF, but not budgeted. These revenues are collected by the City available for future projects implemented by local school districts.

Intergovernmental-These revenues include the Adams County Transportation sales tax and funds provided from the Jefferson County Emergency Communications Authority (JCECA) and are restricted to specific use.

Adams County Transportation Sales Taxes within this fund are expected to end 2022 at \$981 thousand, growing to \$1 million in 2023, and increasing 5% annually, slightly less than the historic average growth rate; it should be noted that these sales taxes are split so 1/3 is accounted for in GCIF and allocated to the Arterial Roadways Project, and 2/3 accounted for in the General Fund to pay for street operations costs in the General Fund.

Funds received from JCECA are also split between GCIF and the General Fund. Total JCECA funds expected in 2022 are projected at \$1.6 million. In 2023, the total JCECA revenues are expected to increase to \$1.75 million, increasing at 5% each year through 2027. For 2023-2027, the budget anticipates allocating \$500 thousand of these revenues each year to eligible emergency communications capital expenses, with the remainder paying for eligible expenses in the General Fund.

Interfund Transfers-A primary funding source in GCIF include transfers from other funds. The Adopted Budget shows transfers from:

- The General Fund into GCIF. These amounts in 2023 reflect projected 2022 carryover in the General and Sales & Use Tax Funds, funding generated by projected operational budget savings, or projected revenues exceeding revenue budget.
- The 136th General Improvement District (GID) Fund into GCIF. This revenue was formerly accounted for in the Debt Service Fund and reflect installment reimbursements of past costs paid by the City on behalf of the GID.
- The Westminster Economic Development Authority, and payments also considered reimbursement payments for redevelopment costs initially paid by the City, reimbursements generally used to pay for capital projects.

Budget by Fund

Expenditures/Uses

Almost all of the uses of GCIF include expenditures to implement capital projects, pursuant to the capital improvement plan. Project details may be found in the *Capital Improvement Program* section of this budget.

In prior years, and similar to the Sales & Use Tax Fund, “Central Charges” showed an appropriation attributable to economic development incentives. A portion of the revenues collected may be subject to expenditure and/or rebates pursuant to economic development agreements and an appropriation is made to reflect this activity. Moving forward, these expenses are now shown in the General Fund.

Fund Balance

The 2023 year-end fund balance is projected to be near \$0, which is a near complete spend down of the 2022 projected fund balance of \$11.8 million. This fund is not intended to carry an ongoing fund balance, thus all available funds are appropriated towards capital projects.

General Capital Improvement Fund (GCIF)

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027					
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected					
Sources (other than fund balance)														
<u>Revenues</u>														
Park Development Fee	\$ 726,578	\$ 150,000	\$ 31,905	\$ 31,905	\$ -	\$ -	\$ -	\$ -	\$ -					
Cash in Lieu	359,312	2,172,000	763,546	721,354	-	-	-	-	-					
Intergovernmental	1,480,859	1,584,275	8,542,732	9,267,602	1,530,114	1,563,344	1,616,512	1,672,337	1,730,954					
Interest Income	790,174	660,000	399,899	595,257	600,000	620,000	620,000	620,000	620,000					
Miscellaneous	858,215	-	1,451,026	1,388,876	-	-	-	-	-					
<u>Interfund Transfers</u>														
General Fund	3,008,004	5,410,000	4,637,974	4,300,000	11,131,000	12,400,000	9,100,000	4,500,000	6,750,000					
General Fund Stabilization Reserve	-	-	-	-	-	-	-	-	-					
Sales & Use Tax Fund	1,200,000	5,000,000	9,876,927	9,876,927	-	-	-	-	-					
Parks, Open Space & Trails Fund	-	180,000	-	180,000	-	-	-	-	-					
Orchard Park Place North General Improvement District Fund	111,770	-	-	-	-	-	-	-	-					
136th Avenue General Improvement District Fund	-	-	-	-	300,000	300,000	300,000	300,000	300,000					
Westminster Economic Development Authority Fund	\$12,309,834	1,200,000	4,566,656	4,566,656	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000					
Sub-Total Transfers	\$ 16,629,608	\$ 11,790,000	\$ 19,081,557	\$ 18,923,583	\$ 13,931,000	\$ 15,200,000	\$ 11,900,000	\$ 7,300,000	\$ 9,550,000					
<u>Other Financing Sources (Debt)</u>	-	-	-	-	-	-	-	6,000,000	-					
Total Sources	\$ 20,844,746	\$ 16,356,275	\$ 30,270,665	\$ 30,928,577	\$ 16,061,114	\$ 17,383,344	\$ 14,136,512	\$ 15,592,337	\$ 11,900,954					
Uses														
<u>Operating Expenditures</u>														
Central Charges	\$ 280,976	\$ 2,022,000	\$ 1,617,385	\$ 2,022,000	\$ -	\$ -	\$ -	\$ -	\$ -					
<u>Interfund Transfers</u>														
Parks, Open Space & Trails Fund	13,695,730	-	-	-	-	-	-	-	-					
Water Fund	-	-	-	2,500,000	2,500,000	2,500,000	-	-	-					
Sub-Total Transfers	\$ 13,976,706	\$ 2,022,000	\$ 1,617,385	\$ 4,522,000	\$ 2,500,000	\$ 2,500,000	\$ -	\$ -	\$ -					
<u>Additions to Continuous CIP Appropriations</u>	\$17,324,101	\$19,373,708	\$19,373,708	19,373,708	25,400,000	14,785,000	14,307,000	15,641,000	11,960,000					
Total Uses	\$ 31,581,783	\$ 23,417,708	\$ 22,608,478	\$ 25,917,708	\$ 27,900,000	\$ 17,285,000	\$ 14,307,000	\$ 15,641,000	\$ 11,960,000					
Beginning Spendable Fund Balance	\$	89,770,037	\$	89,770,037	\$	12,805,888	\$	967,002	\$	1,065,346	\$	894,858	\$	846,195
Additions to (Use of) Fund Balance	\$	(7,061,433)	\$	5,010,869	\$	(11,838,886)	\$	98,344	\$	(170,488)	\$	(48,663)	\$	(59,046)
Less Continuing CIP Appropriations (2021 into 2022)	\$	(81,975,018)	\$	(81,975,018)										
Ending Fund Balance	\$	733,586	\$	12,805,888	\$	967,002	\$	1,065,346	\$	894,858	\$	846,195	\$	787,149

Budget by Fund

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 shared open space taxes received by Adams and Jefferson Counties.

Estimated Revenues

Sales & Use Taxes-The City's .25% POST sales & use taxes reflect 70% of the total 2023 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, just a smaller proportion of overall sales & use taxes. Total POST sales & use taxes are expected to reach \$8.2 million by the end of 2022, increasing 5% to \$8.6 million by the end of 2023, with annual increases in 2024-2027 of approximately 3%.

Intergovernmental-The City receives a share of county open space tax revenues from Adams and Jefferson Combined revenues from these sources are expected to reach \$3.1 million by the end of 2022. The 2023 Adopted Budget anticipates these revenues to reach \$3.3 million, with 5% increases each fiscal year through 2027.

Expenditures/Uses

The most notable use of POST revenues may be the interfund transfer to the Golf Fund. The POST Fund often transfers funding into the Golf Course Fund as the Golf Course enterprise is not fully self-supporting. Transfers from POST have occurred historically to assist the Golf Course with debt service payments in connection to certificates of participation (COPs) issued to finance capital improvements at the Walnut Creek Golf Preserve.

The transfer required to the Golf Fund is expected to increase substantially in 2023 as 1) 2023 is the final year of payments for the outstanding COPs that previously paid for improvements at the Walnut Creek Golf Preserve, and 2) debt service payments on new COPs that finance the Golf Irrigation Project will fully be implemented, after starting as interest-only payments in 2022. Once the final payments on the outstanding COPs will be made in 2023, the transfer to the Golf Fund will reduce in 2024 and annually thereafter.

Fund Balance

The 2023 year-end fund balance is budgeted at approximately \$1 million, \$300 thousand or 21% less than the 2022 year-end balance. This fund does is not intended to carry an ongoing fund balance. Often times a fund balance is created due to higher than anticipated revenues and/or expense savings. When this happens, funds are usually spent on one-time expenses or capital. In 2023, the spend-down of \$300 thousand is towards capital appropriations. Additionally, the fund is taking on additional debt in 2023. Due to the reliance on sales and use taxes in this fund which can be volatile, a small fund balance is shown in out years to negate any impacts from any potential downturns in the economy.

Parks, Open Space & Trails Fund (POST)

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027					
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected					
Sources (other than fund balance)														
<i>Revenues</i>														
Sales & Use Taxes	\$ 7,791,387	\$ 7,769,910	\$ 4,719,731	\$ 8,217,896	\$ 8,647,618	\$ 8,968,587	\$ 9,255,232	\$ 9,517,837	\$ 9,791,132					
Intergovernmental	3,033,697	2,750,000	1,418,476	3,184,332	3,343,548	3,510,726	3,686,262	3,870,575	4,064,104					
Interest Income	130,086	120,000	99,116	143,649	150,000	155,000	155,000	155,000	155,000					
Miscellaneous	16,144	5,000	7,425	7,425	5,000	5,000	5,000	5,000	5,000					
<i>Interfund Transfers</i>														
General Capital Improvement Fund	13,695,730	-	-	-	-	-	-	-	-					
Water Fund PILUT	1,883	91,891	61,260	91,891	67,848	76,220	92,963	28,614	27,364					
Wastewater Fund PILUT	9,870	11,968	7,978	11,968	5,112	14,605	24,937	14,726	7,546					
Storm Drainage Fund PILUT	1,429	2,430	1,620	2,430	1,168	1,217	2,824	1,217	1,217					
Sub-Total Transfers	\$ 13,708,912	\$ 106,289	\$ 70,858	\$ 106,289	\$ 74,128	\$ 92,041	\$ 120,724	\$ 44,557	\$ 36,127					
<i>Other Financing Sources</i>	26,145	-	-	-	-	-	-	-	-					
Total Sources	\$ 24,706,371	\$ 10,751,199	\$ 6,315,606	\$ 11,659,590	\$ 12,220,294	\$ 12,731,354	\$ 13,222,218	\$ 13,592,970	\$ 14,051,363					
Uses														
<i>Operating Expenditures</i>														
Parks, Recreation & Libraries	\$ 2,569,988	\$ 3,392,680	\$ 1,984,964	\$ 3,180,543	\$ 3,855,543	\$ 4,031,507	\$ 4,152,453	\$ 4,277,026	\$ 4,405,337					
Central Charges	380,258	30,465	20,314	30,465	30,465	46,780	49,035	50,743	52,341					
Sub-Total Operating	\$ 2,950,246	\$ 3,423,145	\$ 2,005,278	\$ 3,211,008	\$ 3,886,008	\$ 4,078,287	\$ 4,201,487	\$ 4,327,769	\$ 4,457,678					
<i>Interfund Transfers</i>														
Transfer-Debt Service Fund	1,748,919	1,745,169	1,163,446	1,745,169	2,737,837	2,735,957	2,742,147	2,734,404	2,735,396					
Transfer-Golf Fund	93,972	425,000	283,333	425,000	1,130,000	516,000	388,000	260,000	152,000					
Sub-Total Transfers	\$ 1,842,891	\$ 2,170,169	\$ 1,446,779	\$ 2,170,169	\$ 3,867,837	\$ 3,251,957	\$ 3,130,147	\$ 2,994,404	\$ 2,887,396					
<i>Additions to Continuous CIP Appropriations</i>	\$17,954,789	6,678,706	6,678,706	6,678,706	4,743,000	5,282,000	5,455,000	6,014,000	5,873,000					
Total Uses	\$ 22,747,926	\$ 12,272,020	\$ 10,130,763	\$ 12,059,883	\$ 12,496,845	\$ 12,612,244	\$ 12,786,635	\$ 13,336,173	\$ 13,218,075					
Beginning Spendable Fund Balance	\$	15,476,425	\$	15,476,425	\$	1,300,528	\$	1,023,977	\$	1,143,087	\$	1,578,670	\$	1,835,467
Additions to (Use of) Fund Balance	\$	(1,520,821)	\$	(400,293)	\$	(276,551)	\$	119,110	\$	435,583	\$	256,797	\$	833,288
Less Continuing CIP Appropriations (2021 into 2022)	\$	(13,775,604)	\$	(13,775,604)										
Ending Fund Balance	\$	180,000	\$	1,300,528	\$	1,023,977	\$	1,143,087	\$	1,578,670	\$	1,835,467	\$	2,668,755

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 within the restrictions of the Conservation Trust Fund.

Estimated Revenues

Intergovernmental-State-shared lottery revenues are the primary funding source for the Conservation Trust Fund. These lottery revenues are received in quarterly installments, or four payments per year. While ½ of the 2022 payments are yet to be received as of the time of this writing, collections of these revenues are expected to reach approximately \$1.1 million by the end of 2022. The 2023 Adopted Budget assumes a 2.5% growth assumption expected each year in fiscal years 2023-2027, consistent with historical trends.

Expenditures/Uses

The Conservation Trust Fund is only used by the City to pay for capital projected expenditures within the capital improvement plan. Additional details on specific projects are found in the *Capital Improvement Program* section of this budget.

Fund Balance

The 2023 year-end fund balance is budgeted at approximately \$25 thousand, \$160 thousand or 86% less than the 2022 year-end fund balance. This fund does is not intended to carry an ongoing fund balance. Often times a fund balance is created due to higher than anticipated revenues. When this happens, funds are spent on capital in the following year.

Conservation Trust Fund

	2021 Actuals	2022 Revised	2022 YTD Actual	2022 Projected	2023 Adopted	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 30,954	\$ 30,000	\$ 11,607	\$ 16,919	\$ 17,000	\$ 17,600	\$ 17,600	\$ 17,600	\$ 17,600
Intergovernmental	1,003,521	982,381	557,902	1,115,744	1,143,638	1,172,229	1,201,535	1,231,573	1,262,362
Total Sources	\$ 1,034,474	\$ 1,012,381	\$ 569,509	\$ 1,132,664	\$ 1,160,638	\$ 1,189,829	\$ 1,219,135	\$ 1,249,173	\$ 1,279,962
Uses									
<i>Additions to Continuous CIP Appropriations</i>	\$930,000	\$ 1,375,000	\$ 1,375,000	\$ 1,375,000	\$ 1,320,000	\$ 1,200,000	\$ 1,223,000	\$ 1,148,000	\$ 1,275,000
Total Uses	\$930,000	\$1,375,000	\$1,375,000	\$1,375,000	\$ 1,320,000	\$1,200,000	\$1,223,000	\$1,148,000	\$1,275,000
Beginning Spendable Fund Balance	\$	1,747,913		\$ 1,747,913	\$ 184,397	\$ 25,035	\$ 14,864	\$ 10,999	\$ 112,172
Additions to (Use of) Fund Balance	\$	(362,619)		\$ (242,336)	\$ (159,362)	\$ (10,171)	\$ (3,865)	\$ 101,173	\$ 4,962
Less Continuing CIP Appropriations (2021 into 2022)	\$	(1,321,180)		\$ (1,321,180)					
Ending Fund Balance	\$	64,114		\$ 184,397	\$ 25,035	\$ 14,864	\$ 10,999	\$ 112,172	\$ 117,134

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

Estimated Revenues

Interfund transfers-The Debt Service Fund is primarily funded by transfers from other funds for the repayment of bonded debt associated with those funds. Specific to the Sales & Use Tax Fund transfers, scheduled debt service for outstanding issues ends in 2022.

The transfer from Parks, Open Space & Trails Fund is increasing by approximately \$1 million in 2023 to pay for a new debt issuance used to fund over \$13 million in new capital projects.

Expenditures/Uses

The uses of this fund include the repayment of bonded debt service for the General and POST Funds.

Debt Service Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 13,155	\$ 5,730	\$ 5,676	\$ 10,211	\$ 14,051	\$ 18,065	\$ 18,065	\$ 18,065	\$ 18,065
<i>Interfund Transfers</i>									
Sales & Use Tax Fund	1,225,000	950,000	633,333	950,000	-	-	-	-	-
Parks, Open Space & Trails Fund	1,748,919	1,745,169	1,163,446	1,745,169	2,737,837	2,735,957	2,742,147	2,734,404	2,735,396
136th Avenue General Improvement District Fund	305,746	300,000	-	300,000	-	-	-	-	-
Sub-Total Transfers	\$ 3,279,665	\$ 2,995,169	\$ 1,796,779	\$ 2,995,169	\$ 2,737,837	\$ 2,735,957	\$ 2,742,147	\$ 2,734,404	\$ 2,735,396
Total Sources	\$ 3,292,820	\$ 3,000,899	\$ 1,802,455	\$ 3,005,380	\$ 2,751,888	\$ 2,754,023	\$ 2,760,213	\$ 2,752,469	\$ 2,753,462
Uses									
<i>Debt Service (Sales Tax Bonds)</i>	\$ 3,353,468	\$ 3,022,219	\$ 325,584	\$ 3,022,219	\$ 2,752,388	\$ 2,754,523	\$ 2,760,713	\$ 2,752,969	\$ 2,753,962
Total Uses	\$ 3,353,468	\$ 3,022,219	\$ 325,584	\$ 3,022,219	\$ 2,752,388	\$ 2,754,523	\$ 2,760,713	\$ 2,752,969	\$ 2,753,962
Beginning Spendable Fund Balance	\$ 213,794		\$ 213,794	\$ 196,955	\$ 196,455	\$ 195,955	\$ 195,455	\$ 194,955	\$ 194,955
Additions to (Use of) Fund Balance	\$ (21,320)		\$ (16,839)	\$ (500)	\$ (500)	\$ (500)	\$ (500)	\$ (500)	\$ (500)
Ending Fund Balance	\$ 192,474		\$ 196,955	\$ 196,455	\$ 195,955	\$ 195,455	\$ 194,955	\$ 194,955	\$ 194,455

Budget by Fund

The Water Fund is a component of the overall Utility Fund and accounts for water system activities.

The 2023 budget reflects a planned 4% increase to the water rates, as well as ongoing increases of 4% to fund significant water related infrastructure, including rehabilitation or replacement of the Semper Water Treatment Plant.

Estimated Revenues

Charges for Services-Charges for services are the primary funding source of the Water Fund and primarily include water sales and tap fees. As water sales are heavily dependent on weather, the 2023 Adopted Budget shows a 1% increase over the 2022 budget in water sale revenue. Tap fees are reliant on construction activity which has slowed recently, thus an approximately 25% decrease from the 2022 budget.

Interfund Transfers-In order to assist with financing for the rehabilitation or replacement of the Semper Water Treatment Plant, City Council approved the transfer of \$15 million from the General and General Capital Improvement Funds. These funds will be transferred over a period of three years to build up available funds for the project.

Expenditures/Uses

Capital improvement plan project expenditures are expected to vary each year and additional details on specific projects are found in the *Capital Improvement Program* section of this budget. Operating expenses are projected to grow annually by 3%.

Water Fund Revenues

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Licenses & Permits	\$ 105,464	\$ 107,000	\$ 64,129	\$ 107,000	\$ 107,000	\$ 107,000	\$ 107,000	\$ 107,000	\$ 107,000
Intergovernmental Revenue	4,950	-	-	-	-	-	-	-	-
Charges for Services - Sales	49,008,390	46,899,301	30,000,190	49,689,129	47,417,081	49,308,027	51,273,239	53,315,649	55,438,299
Charges for Services - Tap Fees	6,036,911	6,500,000	1,137,273	2,269,639	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Charges for Services - Other	500,524	636,874	466,709	636,874	636,874	636,874	636,874	636,874	636,874
Interest Income	369,710	379,317	235,415	296,225	275,000	285,000	285,000	285,000	285,000
Miscellaneous	622,582	361,802	1,338,875	1,493,247	603,173	603,173	603,173	603,173	603,173
<u>Interfund Transfers</u>									
General Fund	-	-	2,500,000	2,500,000	2,500,000	2,500,000	-	-	-
General Capital Improvement Fund	-	-	-	2,500,000	2,500,000	2,500,000	-	-	-
Wastewater Fund	1,507,896	1,553,133	1,035,422	1,553,133	1,599,727	1,647,719	1,697,150	1,748,065	1,800,507
Utility Fund Rate Stabilization Fund	-	7,000,000	4,666,666	7,000,000	-	-	-	-	-
Utility Fund Capital Project Reserve Fund	463,089	1,553,133	1,035,422	1,553,133	-	32,859,564	-	55,750,453	-
Sub-Total Transfers	\$ 1,970,985	\$ 10,106,266	\$ 9,237,510	\$ 15,106,266	\$ 6,599,727	\$ 39,507,283	\$ 1,697,150	\$ 57,498,518	\$ 1,800,507
<u>Other Financing Sources (Debt)</u>	9,374	-	-	-	-	-	101,000,000	-	-
Total Sources	\$ 58,628,889	\$ 64,990,560	\$ 42,480,101	\$ 69,598,380	\$ 60,638,855	\$ 95,447,357	\$ 160,602,436	\$ 117,446,214	\$ 63,870,853

Water Fund Uses

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<u>Operating Expenditures</u>									
Finance	\$ 1,056,463	\$ 1,411,222	\$ 858,413	\$ 1,340,661	\$ 1,794,267	\$ 1,848,095	\$ 1,903,538	\$ 1,960,644	\$ 2,019,463
Parks, Recreation and Libraries	134,210	180,323	131,403	171,307	180,276	185,684	191,255	196,992	202,902
Public Works & Utilities	18,498,777	23,721,281	12,140,774	22,535,217	24,715,754	25,457,227	26,220,943	27,007,572	27,817,799
Central Charges	2,121,080	17,900	6,779	17,005	18,437	18,990	19,560	20,147	20,751
Sub-Total Operating	\$ 21,810,530	\$ 25,530,726	\$ 13,137,369	\$ 24,264,190	\$ 26,708,734	\$ 27,509,996	\$ 28,335,296	\$ 29,185,355	\$ 30,060,915
<u>Debt Service</u>	3,538,956	5,185,503	1,416,945	5,185,503	5,188,038	5,164,358	5,168,894	5,161,366	5,162,792
<u>Interfund Transfers</u>									
General Fund Cost Allocation	5,659,540	3,764,227	2,509,484	3,764,227	3,312,886	3,412,273	3,514,641	3,620,080	3,728,682
General Fund PILUT	-	-	-	-	977,400	1,098,000	1,339,200	412,200	394,200
Sales & Use Tax Fund PILUT	27,116	1,323,766	882,511	1,323,766	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	1,883	91,891	61,260	91,891	67,848	76,220	92,963	28,614	27,364
Property/Liability Self Insurance Fund	228,534	247,970	165,313	247,970	360,000	342,000	348,000	348,000	348,000
Worker's Compensation Self Insurance Fund	-	38,983	25,988	38,983	60,000	72,000	78,000	93,600	102,960
Utility Fund Rate Stabilization Fund	1,915,303	-	-	-	-	-	-	-	-
Utility Fund Capital Project Reserve Fund	24,103,212	7,878,361	8,288,481	10,914,602	18,633,949	-	27,885,442	5,197,000	1,645,940
Sub-Total Transfers	\$ 31,935,588	\$ 13,345,198	\$ 11,933,037	\$ 16,381,439	\$ 23,412,083	\$ 5,000,492	\$ 33,258,246	\$ 9,699,494	\$ 6,247,146
<u>Additions to Continuous CIP Appropriations</u>	\$10,902,141	19,776,000	19,776,000	19,776,000	5,330,000	65,000,000	93,840,000	73,400,000	22,400,000
Total Uses	\$ 68,187,216	\$ 63,837,427	\$ 46,263,351	\$ 65,607,132	\$ 60,638,855	\$ 102,674,846	\$ 160,602,436	\$ 117,446,214	\$ 63,870,853
Beginning Spendable Fund Balance	\$ 47,714,364		\$ 47,714,364	\$ 7,227,489	\$ 7,227,489	\$ -	\$ -	\$ -	\$ -
Additions to (Use of) Fund Balance	\$ 1,153,133		\$ 3,991,248	\$ -	\$ (7,227,489)	\$ -	\$ -	\$ -	\$ -
Less Continuing CIP Appropriations (2021 into 2022)	\$ (44,478,123)		\$ (44,478,123)						
Ending Fund Balance	\$ 4,389,374		\$ 7,227,489	\$ 7,227,489	\$ -	\$ -	\$ -	\$ -	\$ -

The Wastewater Fund is a component of the overall Utility Fund accounts for wastewater system.

Estimated Revenues

Charges for Services-Charges for services are the primary funding source of the Wastewater Fund primarily include water sales and tap fees. The 2023 Adopted Budget assumes a 6% rate increase in 2023 following two-years of no rate increases.

Expenditures/Uses

Capital improvement plan project expenditures are expected to vary each year and additional details on specific projects are found in the *Capital Improvement Program* section of this budget. Operating expenses are projected to grow annually by 3%.

Wastewater Fund Revenues

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Charges for Services - Sales	\$ 20,164,596	\$ 20,795,534	\$ 14,047,198	\$ 21,243,032	\$ 22,043,266	\$ 23,365,862	\$ 24,767,814	\$ 26,253,883	\$ 27,829,115
Charges for Services - Tap Fees	1,622,451	2,000,000	516,608	2,033,683	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Charges for Services - Other	12,334	11,819	8,251	12,382	12,078	12,078	12,078	12,078	12,078
Interest Income	285,172	216,703	166,178	239,360	225,000	233,000	233,000	233,000	233,000
Miscellaneous	39,082	8,911	5,250	9,706	9,576	9,576	9,576	9,576	9,576
<i>Interfund Transfers</i>									
Utility Fund Capital Project Reserve Fund	8,908,444	4,354,394	2,902,929	4,354,361			11,840,702	2,473,227	
Sub-Total Transfers	\$ 8,908,444	\$ 4,354,394	\$ 2,902,929	\$ 4,354,361	\$ -	\$ -	\$ 11,840,702	\$ 2,473,227	\$ -
<i>Other Financing Sources (Debt)</i>									
	2,234	-	-	-	-	34,000,000	-	-	-
Total Sources	\$ 31,034,314	\$ 27,387,361	\$ 17,646,414	\$ 27,892,524	\$ 24,289,920	\$ 59,620,516	\$ 38,863,170	\$ 30,981,764	\$ 30,083,769

Wastewater Fund Uses

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<u>Operating Expenditures</u>									
Public Works & Utilities	\$ 6,848,657	\$ 10,598,359	\$ 4,571,193	\$ 10,598,359	\$ 11,175,938	\$ 11,511,216	\$ 11,856,553	\$ 12,212,249	\$ 12,578,617
Central Charges	600,790	3,125	-	3,125	3,219	3,315	3,415	3,517	3,623
Sub-Total Operating	\$ 7,449,447	\$ 10,601,484	\$ 4,571,193	\$ 10,601,484	\$ 11,179,157	\$ 11,514,531	\$ 11,859,967	\$ 12,215,766	\$ 12,582,239
<u>Debt Service</u>	4,525,076	4,531,256	1,725,284	4,531,256	4,535,815	4,524,981	4,007,948	3,491,514	2,493,995
<u>Interfund Transfers</u>									
General Fund Cost Allocation	1,596,280	1,016,675	677,783	1,016,675	996,726	1,026,628	1,057,427	1,089,149	1,121,824
General Fund PILUT	-	-	-	-	73,637	210,390	359,240	212,143	108,701
Sales & Use Tax Fund PILUT	142,130	172,406	114,937	172,406	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	9,870	11,968	7,978	11,968	5,112	14,605	24,937	14,726	7,546
Property/Liability Self Insurance Fund	91,414	85,930	57,286	85,930	90,000	85,500	87,000	87,000	87,000
Worker's Compensation Self Insurance Fund	-	13,509	9,006	13,509	15,000	18,000	19,500	23,400	25,740
Water Fund	1,507,896	1,553,133	1,035,422	1,553,133	1,599,727	1,647,719	1,697,150	1,748,065	1,800,507
Utility Fund Rate Stabilization Fund	297,733	-	-	-	-	-	-	-	-
Utility Fund Capital Project Reserve Fund	5,654,153	-	2,122,099	2,122,099	849,746	26,583,327	-	-	5,656,217
Sub-Total Transfers	\$ 9,299,476	\$ 2,853,621	\$ 4,024,511	\$ 4,975,720	\$ 3,629,948	\$ 29,586,168	\$ 3,245,254	\$ 3,174,484	\$ 8,807,535
<u>Additions to Continuous CIP Appropriations</u>	\$13,717,297	9,401,000	9,401,000	9,401,000	4,945,000	14,500,000	19,750,000	12,100,000	6,200,000
Total Uses	\$ 34,991,295	\$ 27,387,361	\$ 19,721,988	\$ 29,509,460	\$ 24,289,920	\$ 60,125,680	\$ 38,863,170	\$ 30,981,764	\$ 30,083,769
Beginning Spendable Fund Balance	\$ 37,401,147		\$ 37,401,147	\$ 505,164	\$ 505,164	\$ -	\$ -	\$ -	\$ -
Additions to (Use of) Fund Balance	\$ -		\$ (1,616,936)	\$ -	\$ (505,164)	\$ -	\$ -	\$ -	\$ -
Less Continuing CIP Appropriations (2021 into 2022)	\$ (35,279,047)		\$ (35,279,047)						
Ending Fund Balance	\$ 2,122,100		\$ 505,164	\$ 505,164	\$ -	\$ -	\$ -	\$ -	\$ -

The Storm Drainage Fund is a component of the overall Utility Fund and it accounts for storm drainage system activities.

Estimated Revenues

Charges for Services-Stormwater drainage fees are the primary funding source for the Storm Drainage Fund and make up approximately 89% of all fund revenues in 2023 at \$4.4 million, and assume a rate increase in 2023. The stormwater drainage fees are imposed on the owners of each lot or parcel of land within the City containing an impervious surface. Current revenue projections from storm drainage fees increase by 1% each year through 2027 to account for new development of unimproved land.

Miscellaneous-Revenues for the Storm Drainage Fund 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.

Expenditures/Uses

Notable changes to Storm Drainage expenditures include capital improvement project funding in 2023 and future years (approximately 59% of the total expenses are for capital). Details of these projects may be found in the *Capital Improvement Program* section and it is anticipated that capital project funding will utilize a portion of fund balance over the planning horizon from 2023-2027.

Fund Balance

The 2023 year-end fund balance is budgeted at approximately \$315 thousand, \$770 thousand or 71% less than the 2022 year-end fund balance. This fund does is not intended to carry an ongoing fund balance. Often times a fund balance is created due to higher than anticipated revenues and/or expense savings. When this happens, funds are spent on one-time expenses or capital in the following year.

Storm Drainage Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Charges for Services	\$ 4,155,633	\$ 4,190,642	\$ 2,814,138	\$ 4,222,934	\$ 4,434,081	\$ 4,478,421	\$ 4,523,206	\$ 4,568,438	\$ 4,614,122
Interest Income	93,737	56,986	51,444	79,079	77,000	77,000	77,500	77,500	77,500
Miscellaneous (1)	460,576	456,611	456,611	456,611	456,611	456,611	456,611	-	-
Total Sources	\$ 4,709,946	\$ 4,704,239	\$ 3,322,193	\$ 4,758,624	\$ 4,967,692	\$ 5,012,032	\$ 5,057,317	\$ 4,645,938	\$ 4,691,622
Uses									
<i>Operating Expenditures</i>									
Community Development	\$ 775,490	\$ 1,254,117	\$ 601,166	\$ 1,007,567	\$ 1,488,827	\$ 1,533,492	\$ 1,579,497	\$ 1,626,881	\$ 1,675,688
Parks, Recreation and Libraries	227,737	250,000	133,406	250,000	275,000	275,000	275,000	275,000	275,000
Public Works & Utilities	201,144	303,666	117,088	303,666	345,800	356,174	366,859	377,865	389,201
Sub-Total Operating	\$ 1,204,371	\$ 1,807,783	\$ 851,660	\$ 1,561,233	\$ 2,109,627	\$ 2,164,666	\$ 2,221,356	\$ 2,279,746	\$ 2,339,889
<i>Interfund Transfers</i>									
General Fund Cost Allocation	128,308	132,157	88,104	132,157	244,464	251,798	259,352	267,132	275,146
General Fund PILUT	-	-	-	-	16,831	17,532	40,675	17,532	17,532
Sales & Use Tax Fund PILUT	20,571	35,000	23,333	35,000	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	1,429	2,430	1,620	2,430	1,168	1,217	2,824	1,217	1,217
Sub-Total Transfers	\$ 150,308	\$ 169,587	\$ 113,057	\$ 169,587	\$ 262,463	\$ 270,547	\$ 302,850	\$ 285,881	\$ 293,895
<i>Additions to Continuous CIP Appropriations</i>	\$2,405,000	3,422,000	3,422,000	3,422,000	3,365,000	2,365,000	2,365,000	1,765,000	1,665,000
Total Uses	\$ 3,759,679	\$ 5,399,370	\$ 4,386,717	\$ 5,152,820	\$ 5,737,090	\$ 4,800,213	\$ 4,889,206	\$ 4,330,628	\$ 4,298,784
Beginning Spendable Fund Balance	\$ 6,970,499			\$ 6,970,499	\$ 1,085,118	\$ 315,720	\$ 527,539	\$ 695,650	\$ 1,010,960
Additions to (Use of) Fund Balance	\$ (695,131)			\$ (394,196)	\$ (769,398)	\$ 211,819	\$ 168,111	\$ 315,310	\$ 392,838
Less Continuing CIP Appropriations (2021 into 2022)	\$ (5,491,185)			\$ (5,491,185)					
Ending Fund Balance	\$ 784,183			\$ 1,085,118	\$ 315,720	\$ 527,539	\$ 695,650	\$ 1,010,960	\$ 1,403,798

(1) Projected miscellaneous revenue through 2025 reflects contributions from Adams County for storm drainage improvements financed by the City through private placement bonds issued in 2015 and paid off in 2019.

The Utility Rate Stabilization Reserve Fund is a component of the overall Utility Fund containing reserves specifically for the Water and Wastewater Funds. This 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, and target balances are being met by the City.

Estimated Revenues

Interest earnings-The only revenue source into the fund for 2023 includes interest earnings generated on existing fund balances.

Expenditures/Uses

The 2023 Adopted Budget does not anticipate the use of any funds.

Utility Fund Rate Stabilization Reserve Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 245,535	\$ 173,628	\$ 120,137	\$ 267,984	\$ 195,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
<i>Interfund Transfers</i>									
Water Fund	1,915,303	-	-	-	-	-	-	-	-
Wastewater Fund	297,733	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 2,213,036	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 2,458,571	\$ 173,628	\$ 120,137	\$ 267,984	\$ 195,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
Uses									
<i>Interfund Transfers</i>									
Water Fund	\$ -	\$ 7,000,000	\$ 4,666,666	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Fund	-	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ -	\$ 7,000,000	\$ 4,666,666	\$ 7,000,000	\$ -				
Total Uses	\$0	\$ 7,000,000	\$ 4,666,666	\$ 7,000,000	\$0	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$ 22,040,225		\$ 22,040,225	\$ 15,308,209	\$ 15,503,209	\$ 15,706,209	\$ 15,909,209	\$ 16,112,209	\$ 16,315,209
Additions to (Use of) Fund Balance	\$ (6,826,372)		\$ (6,732,016)	\$ 195,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000	\$ 203,000
Ending Fund Balance	\$ 15,213,853		\$ 15,308,209	\$ 15,503,209	\$ 15,706,209	\$ 15,909,209	\$ 16,112,209	\$ 16,315,209	\$ 16,518,209

The Utility Capital Projects Reserve Fund is a component of the overall Utility Fund containing reserves specifically for the Water and Wastewater Funds. This reserve contains money for use in the implementation of capital projects. 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, with balances falling within policy parameters.

Estimated Revenues

Estimated revenues for 2023 include interest earnings generated on existing fund balances, and transfers from the Water and Wastewater Funds to pay for future year capital improvement projects.

Expenditures/Uses

The 2023 Adopted Budget anticipates does not anticipate uses of the Utility Fund Capital Projects Reserve Fund.

Fund Balance

The 2023 year-end fund balance is budgeted at approximately \$94 million, \$20 million or 27% more than the 2022 year-end fund balance. This fund’s balance fluctuates greatly on a year-to-year basis as it accumulates funding for large-scale utility capital improvements. In 2023, there are no transfers scheduled out of the fund resulting in a significant increase in fund balance which will be spent down in subsequent years.

Utility Fund Capital Projects Reserve Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 608,308	\$ 318,537	\$ 408,463	\$ 878,643	\$ 605,000	\$ 630,000	\$ 630,000	\$ 630,000	\$ 630,000
<i>Interfund Transfers</i>									
Water Fund	24,103,212	7,878,361	8,288,481	10,914,602	18,633,949	-	27,885,442	5,197,000	1,645,940
Wastewater Fund	5,654,153	-	2,122,099	2,122,099	849,746	26,583,327	-	-	5,656,217
Sub-Total Transfers	\$ 29,757,365	\$ 7,878,361	\$ 10,410,580	\$ 13,036,701	\$ 19,483,695	\$ 26,583,327	\$ 27,885,442	\$ 5,197,000	\$ 7,302,157
Total Sources	\$ 30,365,673	\$ 8,196,898	\$ 10,819,043	\$ 13,915,344	\$ 20,088,695	\$ 27,213,327	\$ 28,515,442	\$ 5,827,000	\$ 7,932,157
Uses									
<i>Interfund Transfers</i>									
Water Fund	\$ 463,089	\$ 1,553,133	\$ 1,035,422	\$ 1,553,133	\$ -	\$ 32,859,564	\$ -	\$ 55,750,453	\$ -
Wastewater Fund	8,908,444	4,354,394	2,902,929	4,354,361	-	-	11,840,702	2,473,227	-
Sub-Total Transfers	\$ 9,371,533	\$ 5,907,527	\$ 3,938,351	\$ 5,907,494	\$ -	\$ 32,859,564	\$ 11,840,702	\$ 58,223,680	\$ -
Total Uses	\$ 9,371,533	\$ 5,907,527	\$ 3,938,351	\$ 5,907,494	\$ -	\$ 32,859,564	\$ 11,840,702	\$ 58,223,680	\$ -
Beginning Spendable Fund Balance	\$ 66,495,451		\$ 66,495,451	\$ 74,503,301	\$ 94,591,996	\$ 88,945,759	\$ 105,620,499	\$ 53,223,819	
Additions to (Use of) Fund Balance	\$ 2,289,371		\$ 8,007,850	\$ 20,088,695	\$ (5,646,237)	\$ 16,674,740	\$ (52,396,680)	\$ 7,932,157	
Ending Fund Balance	\$ 68,784,822		\$ 74,503,301	\$ 94,591,996	\$ 88,945,759	\$ 105,620,499	\$ 53,223,819	\$ 61,155,976	

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.

Estimated Revenues

Charges for Services-The major revenue source of the Golf Fund includes charges for services. Combined charges for services are expected to reach \$3.7 million in 2022, a significant reduction from 2021 due to impacts of the Golf Course Irrigation Replacement Project resulting in course closures. 2023 revenue is projected to significantly increase up to \$5 million and increase 5% annually from 2024-2027.

Interfund Transfers-The Parks, Open Space, and Trails (POST) Fund often transfers funding into the Golf Fund as the Golf enterprise is not fully self-supporting. Transfers from POST have occurred historically to assist the Golf Course with debt service payments in connection to certificates of participation (COPs) issued to finance capital improvements at the Walnut Creek Golf Preserve, and direct payments to the General Capital Improvement Fund where golf projects were commonly budgeted in the past.

The transfer required from POST is expected to increase substantially in 2023 as 1) 2023 is the final year of payments for the outstanding COPs that previously paid for improvements at the Walnut Creek Golf Preserve, and 2) debt service payments on new COPs that finance the Golf Irrigation Project will fully be implemented, after starting as interest-only payments in 2022. Once the final payments on the outstanding COPs will be made in 2023, the transfer from POST will reduce in 2024-2027.

Expenditures/Uses

The Golf Fund pays for operational and capital improvement costs associated with the Golf Fund. The notable observation from 2024-2027 includes the reduction in debt service mentioned above.

Golf Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Other Grants	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	4,637,641	3,730,825	2,672,505	\$3,738,398	5,167,813	5,259,947	5,520,487	5,794,054	6,081,304
Interest Income	22,575	20,500	15,176	11,662	20,000	20,000	20,000	20,000	20,000
Miscellaneous	2,492	-	34,751	34,752	2,500	2,500	2,500	2,500	2,500
<u>Interfund Transfers</u>									
Parks, Open Space & Trails Fund	93,972	425,000	283,333	425,000	\$1,130,000	\$516,000	\$388,000	\$260,000	\$152,000
<u>Other Financing Sources</u>	7,961,539	-	-	-	-	-	-	-	-
Total Sources	\$ 12,719,720	\$ 4,176,325	\$ 3,005,765	\$ 4,209,811	\$ 6,320,313	\$ 5,798,447	\$ 5,930,987	\$ 6,076,554	\$ 6,255,804
Uses									
<u>Operating Expenditures</u>									
Parks, Recreation & Libraries	\$4,380,699	\$3,805,673	\$2,828,897	\$3,838,941	\$4,482,319	\$4,664,613	\$4,804,552	\$4,948,688	\$5,097,149
Central Charges	334,233	-	-	-	-	-	-	-	-
Sub-Total Operating	\$4,714,932	\$3,805,673	\$2,828,897	\$3,838,941	\$4,482,319	\$4,664,613	\$4,804,552	\$4,948,688	\$5,097,149
<u>Debt Service (COPs, Leases)</u>	605,146	972,267	384,063	972,267	1,040,500	544,500	541,500	543,500	540,439
<u>Additions to Continuous CIP Appropriations</u>	6,800,000	524,000	524,000	524,000	719,000	575,000	575,000	575,000	575,000
Total Uses	\$ 12,120,078	\$ 5,301,940	\$ 3,736,960	\$ 5,335,208	\$ 6,241,819	\$ 5,784,113	\$ 5,921,052	\$ 6,067,188	\$ 6,212,588
Beginning Spendable Fund Balance	\$ 5,383,358		\$ 5,383,358	\$ 218	\$ 78,712	\$ 93,046	\$ 102,981	\$ 112,347	
Additions to (Use of) Fund Balance	\$ (1,125,615)		\$ (1,125,397)	\$ 78,494	\$ 14,334	\$ 9,935	\$ 9,366	\$ 43,216	
Less Continuing CIP Appropriations (2021 into 2022)	\$ (4,257,743)		\$ (4,257,743)						
Ending Fund Balance	\$ -		\$ 218	\$ 78,712	\$ 93,046	\$ 102,981	\$ 112,347	\$ 155,563	

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

Estimated Revenues

Interfund Transfers-As the Parking Management Program began as an enterprise in 2020. As such, the primary funding source includes transfers from the General Fund.

Fees & Fines-Program revenues include fees and fines, which are estimated to be 20% of fund revenues in 2023, increasing to 26% in 2027.

Expenditures/Uses

Parking Management Fund expenditures primarily include operational expenditures of the Parking Management Program.

Fund Balance

The 2023 year-end fund balance is budgeted at approximately \$54 thousand, \$68 thousand or 55% less than the 2022 year-end fund balance. This fund does is not intended to carry an ongoing fund balance. Often times a fund balance is created due to higher than anticipated revenues and/or expense savings. When this happens, funds are spent on one-time expenses or capital in the following year.

Parking Management Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Charges for Services	\$ 105,525	\$ 108,000	\$ 34,355	\$ 56,232	\$ 110,000	\$ 114,500	\$ 120,000	\$ 152,000	\$ 175,000
Fines	46,426	-	10,394	12,265	45,000	45,000	48,000	51,000	54,000
Interest Income	1,571	1,200	957	1,397	1,600	1,675	1,675	1,675	1,675
<i>Interfund Transfers</i>									
General Fund	685,004	520,183	346,788	500,000	615,000	625,000	625,000	650,000	650,000
Total Sources	\$ 838,526	\$ 629,383	\$ 392,494	\$ 569,894	\$ 771,600	\$ 786,175	\$ 794,675	\$ 854,675	\$ 880,675
Uses									
<i>Operating Expenditures</i>									
Community Development	\$ 685,980	\$ 629,383	\$ 406,057	\$ 597,914	\$ 839,180	\$ 805,645	\$ 829,815	\$ 854,709	\$ 880,350
<i>Additions to Continuous CIP Appropriations</i>									
Total Uses	\$ 685,980	\$ 629,383	\$ 406,057	\$ 597,914	\$ 839,180	\$ 805,645	\$ 829,815	\$ 854,709	\$ 880,350
Beginning Spendable Fund Balance	\$ 150,481		\$ 150,481	\$ 122,461	\$ 54,881	\$ 35,411	\$ 271	\$ 237	
Additions to (Use of) Fund Balance	\$ -		\$ (28,020)	\$ (67,580)	\$ (19,470)	\$ (35,140)	\$ (34)	\$ 325	
Ending Fund Balance	\$ 150,481		\$ 122,461	\$ 54,881	\$ 35,411	\$ 271	\$ 237	\$ 562	

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.

Estimated Revenues

Internal Billings-As an internal service fund, funding sources are primarily transfer payments (budgeted as “chargebacks”). The General Fund is the primary user of GCORF, and chargebacks are most often budgeted at the fund level, rather than in department operating budgets. Personal computer (PC) replacement charges are the exception as multiple funds pay into GCORF for the replacement of PCs used in their operations; PC chargebacks are embedded in department operating budgets.

Expenditures/Uses

Expenditures of GCORF included capital replacement expenditures, budgeted in the capital improvement plan.

General Capital Outlay Replacement Fund (GCORF)

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income (1)	\$ 79,135	\$ -	\$ 38,278	\$ 53,942	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	390,492	-	-	19,213	-	-	-	-	-
Internal Billings	2,387,000	4,178,000	3,016,265	4,178,000	5,382,000	4,977,000	5,581,000	3,692,000	3,692,000
<i>Interfund Transfers</i>									
General Fund	483,678	-	-	-	-	-	-	-	-
<i>Other Financing Sources</i>									
	713,143	1,294,217	-	1,294,217	-	-	-	-	-
Total Sources	\$ 4,053,449	\$ 5,472,217	\$ 3,054,543	\$ 5,545,372	\$ 5,382,000	\$ 4,977,000	\$ 5,581,000	\$ 3,692,000	\$ 3,692,000
Uses									
<i>Additions to Continuous CIP Appropriations</i>	\$2,824,075	\$ 5,711,407	\$ 5,711,407	\$ 5,711,407	\$ 5,382,000	\$ 4,977,000	\$ 5,581,000	\$ 3,692,000	\$ 3,692,000
Total Uses	\$ 2,824,075	\$ 5,711,407	\$ 5,711,407	\$ 5,711,407	\$ 5,382,000	\$ 4,977,000	\$ 5,581,000	\$ 3,692,000	\$ 3,692,000
Beginning Spendable Fund Balance	\$ 5,977,594		\$ 5,977,594	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155
Additions to (Use of) Fund Balance	\$ (239,190)		\$ (166,035)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Less Continuing CIP Appropriations (2021 into 2022)	\$ (5,738,404)		\$ (5,738,404)						
Ending Fund Balance	\$ -		\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155	\$ 73,155

(1) Interest earnings not projected in this fund as interest is allocated to each underlying capital outlay replacement account through the City's annual carryover process, in the year following receipt of this revenue.

The Fleet Maintenance Fund is an internal service fund in support of citywide fleet maintenance and fueling activities.

Estimated Revenues

Internal Billings-As it is an internal service fund, funding sources are primarily transfer payments (budgeted as “chargebacks” or internal billings) from funds receiving services from the Fleet Maintenance Fund. Chargebacks from the Fleet Fund are found in department operating budgets within multiple funds, for fuel, and maintenance & repair.

Expenditures/Uses

Fuel prices have significantly increased in 2022 along with rising prices for parts and equipment. This has resulted in a 2023 operating budget growth of 23% from 2022.

Fleet Maintenance Fund

	2021	2022	2022 YTD	2022	2023	2024	2025	2026	2027
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 10,052	\$ 9,000	\$ 5,969	\$ 8,909	\$ 9,000	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500
Internal Billings	2,412,380	2,981,665	2,015,511	2,981,665	4,217,576	4,344,103	4,474,426	4,608,659	4,746,919
<i>Other Financing Sources</i>	270,082	-	-	-	-	-	-	-	-
Total Sources	\$ 2,692,514	\$ 2,990,665	\$ 2,021,480	\$ 2,990,574	\$ 4,226,576	\$ 4,353,603	\$ 4,483,926	\$ 4,618,159	\$ 4,756,419
Uses									
<i>Operating Expenditures</i>									
General Services	\$ 2,463,335	\$ 3,603,508	\$ 2,027,017	\$ 3,423,333	\$4,217,576	\$ 4,344,103	\$ 4,474,426	\$ 4,608,659	\$ 4,746,919
Total Uses	\$ 2,463,335	\$ 3,603,508	\$ 2,027,017	\$ 3,423,333	\$4,217,576	\$ 4,344,103	\$ 4,474,426	\$ 4,608,659	\$ 4,746,919
Beginning Spendable Fund Balance	\$	924,585	\$	924,585	\$ 491,826	\$ 500,826	\$ 510,326	\$ 519,826	\$ 529,326
Additions to (Use of) Fund Balance	\$	(612,843)	\$	(432,759)	\$ 9,000	\$ 9,500	\$ 9,500	\$ 9,500	\$ 9,500
Ending Fund Balance (1)	\$	311,742	\$	491,826	\$ 500,826	\$ 510,326	\$ 519,826	\$ 529,326	\$ 538,826

(1) The minimum fund balance target is \$100,000 to assist with year-end accounting entries. Additional balances June serve as an informal reserve for unanticipated expenses such as major fleet repairs.

Interfund Transfers - 2023 Adopted Budget

From:	To:	For:	2023 Adopted Interfund Transfers	2023 Adopted Internal Service Charges	
General Fund	Parking Management Fund	Subsidy	\$ 615,000		
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$ 2,550,000		
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$ 425,000		
	General Capital Improvement Fund	General Capital Improvement Projects	\$ 11,131,000		
	Water Fund	Subsidy	\$ 2,500,000		
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 3,282,383	
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 632,339	
	General Capital Outlay Replacement Fund	General Fund Radio Replacements		\$ 550,000	
	General Capital Outlay Replacement Fund	Multi-Function Device (Copier) Replacements		\$ 33,000	
	General Capital Outlay Replacement Fund	Fleet Replacements		\$ 4,061,000	
Sales & Use Tax Fund	General Fund	General Fund Consolidation	\$ 6,473,516		
General Capital Improvement Fund	Water Fund	Subsidy	\$ 2,500,000		
Water Fund	General Fund	General Fund Indirect Cost Allocation	\$ 3,312,886		
	General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 977,400		
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 67,848		
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$ 360,000		
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$ 60,000		
	Utility Fund Capital Project Reserve	Future Year Capital Projects	\$ 18,633,949		
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 521,290	
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 68,531	
	Wastewater Fund	General Fund	General Fund Indirect Cost Allocation	\$ 996,726	
		General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 73,637	
Parks, Open Space & Trails Fund		Payment in Lieu of Use Tax (from Capital Projects)	\$ 5,112		
Property/Liability Self-Insurance Fund		Property/Liability Fund Contributions	\$ 90,000		
Worker's Compensation Self Insurance Fund		Worker's Compensation Fund Contributions	\$ 15,000		
Water Fund		Cost Share of Admin, Engineering, & Utility Billing	\$ 1,599,727		
Utility Fund Capital Project Reserve		Future Year Capital Projects	\$ 849,746		
General Capital Outlay Replacement Fund		PC Replacement Contributions		\$ 17,910	
Fleet Maintenance Fund		Fleet Maintenance & Fuel Billings		\$ 252,448	
Storm Drainage Fund		General Fund	General Fund Indirect Cost Allocation	\$ 244,464	
	General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 16,831		
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 1,168		
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 4,220	
Golf Course Fund (Legacy)	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 2,713	
Golf Course Fund (Preserve at Walnut Creek)	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 3,501	
Fleet Maintenance Fund	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 7,060	
Parks, Open Space & Trails (POST) Fund	Golf Course Fund	Subsidy for Operations & Debt Service	\$ 1,130,000		
	Debt Service Fund	POST Fund Bonded Debt Service	\$ 2,737,837		
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 161,455	
	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ 1,726	
Total			\$57,366,847	\$9,599,576	
Combined Total				\$66,966,423	



WESTMINSTER

DEBT SERVICE

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. Additionally, projected debt service is generally not included in these schedules unless debt is proposed as part of the budget year.

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 2021 Annual Comprehensive Financial Report (report as of December 31, 2021), the total actual value of taxable property in the City was calculated at \$21,180,197,125, resulting in a debt limit of \$635,405,914. The City’s debt applicable to the limit at the time was \$58,942,899, leaving a legal debt margin of \$576,463,015. The total debt applicable to the limit as of 12/31/2021 included \$54.5 million in remaining principal on all outstanding certificates of participation, and \$4.4 million in principal outstanding for fire truck and Parks & Golf maintenance equipment leases.

Amounts shown in the following debt schedules reflect lesser amounts than what was reflected in the City’s 2021 Annual Comprehensive Financial Report as the schedules included in the budget are forward-looking, beginning with fiscal year 2023. The debt schedules do not reflect principal changes that occurred in 2022. For debt issues applicable to the City’s legal debt limit calculation (certificates of participation, and fire truck and Parks & Golf maintenance equipment leases), 2023 includes principal reductions of approximately \$5.8 million, and one addition of approximately \$800 thousand for the purchase of a new fire truck. Finally, one lease was issued in 2022 for the financing of a fire aerial truck.

City Bond Ratings

Bond Issues	Standard & Poors	Fitch Ratings
Sales Tax Revenue	AA+	AA+
Sales Tax Revenue - POST	AA-/AA Insured	Not Rated
Utility Enterprise	AAA	AA+
COPs-Ice Centre	AA	Not Rated
COPs-All Other	AA-/AA Insured	Not Rated

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 Bonded Debt

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds								
Sales & Use Tax	Refunding certain of the series 2007 sales and use tax revenue refunding and improvement bonds, originally issued to finance open space and parkland	Principal	\$1,190,000	\$1,250,000	\$1,315,000	\$1,380,000	\$1,445,000	\$13,035,000
Revenue Refunding Bonds - POST		Interest	\$555,169	\$495,669	\$433,169	\$367,419	\$298,419	2,681,469
\$18,500,000; Issued 12/2015		Total	\$1,745,169	\$1,745,669	\$1,748,169	\$1,747,419	\$1,743,419	\$15,716,469
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds								
Speical Purpose Sales & Use Tax		Principal	\$415,000	\$550,000	\$570,000	\$585,000	\$610,000	\$13,785,000
Loan - POST		Interest	\$590,619	\$457,254	\$438,444	\$418,950	\$398,943	5,345,786
\$13,785,000; Issued 08/2022		Total	\$1,005,619	\$1,007,254	\$1,008,444	\$1,003,950	\$1,008,943	\$19,130,786
Total Sales & Use Tax Revenue Bonds		Principal	\$1,605,000	\$1,800,000	\$1,885,000	\$1,965,000	\$2,055,000	\$26,820,000
		Interest	\$1,145,788	\$952,923	\$871,613	\$786,369	\$697,362	\$8,027,255
		Total	\$2,750,788	\$2,752,923	\$2,756,613	\$2,751,369	\$2,752,362	\$34,847,255

(1) Certain obligations extend beyond 2027; amounts in this column represent outstanding amounts through the final maturity.

Debt Service



Certificates of Participation (COPs) are a form of borrowing and is a collateralized lease-financing agreement used by a municipality to finance capital projects.

General Fund Certificates of Participation (COPs)

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
Refunding of 2005 COPs	Refunding of COPs issued for the construction of the 144th & I-25 Interchange	Principal	\$1,170,000	\$1,215,000	\$1,260,000	\$0	\$0	\$3,645,000
2013 COPs Issued 1/13		Interest	\$145,800	\$99,000	\$50,400	\$0	\$0	\$295,200
\$11,095,000		Total	\$1,315,800	\$1,314,000	\$1,310,400	\$0	\$0	\$3,940,200
2015 COPs Issued 7/15	Downtown Westminster parking garage, roadway infrastructure and parks/streetscape.	Principal	\$1,405,000	\$1,450,000	\$1,510,000	\$1,585,000	\$1,665,000	\$32,340,000
\$40,000,000		Interest	\$1,498,585	\$1,449,101	\$1,393,700	\$1,318,200	\$1,238,950	\$14,092,436
		Total	\$2,903,585	\$2,899,101	\$2,903,700	\$2,903,200	\$2,903,950	\$46,432,436
Refunding of 2007 COPs	Refunding of COPs issued for general capital facilities & street improvements	Principal	\$1,260,000	\$1,315,000	\$1,360,000	\$0	\$0	\$3,935,000
2016 COPs Issued 9/16		Interest	\$171,000	\$120,600	\$68,000	\$0	\$0	\$359,600
\$14,995,000		Total	\$1,431,000	\$1,435,600	\$1,428,000	\$0	\$0	\$4,294,600
Total General Fund Certificates of Participation		Principal	\$3,835,000	\$3,980,000	\$4,130,000	\$1,585,000	\$1,665,000	\$39,920,000
		Interest	\$1,815,385	\$1,668,701	\$1,512,100	\$1,318,200	\$1,238,950	\$14,747,236
		Total	\$5,650,385	\$5,648,701	\$5,642,100	\$2,903,200	\$2,903,950	\$54,667,236
Less Related External Funding:								
Thornton's Reimbursement for 2005 COPs	IGA with City of Thornton to jointly fund the 144th Interchange	Principal	\$1,095,000	\$1,150,000	\$1,205,000	\$0	\$0	\$3,450,000
		Interest	\$172,500	\$117,750	\$60,250	\$0	\$0	\$350,500
		Total	\$1,267,500	\$1,267,750	\$1,265,250	\$0	\$0	\$3,800,500
Net General Fund Certificates of Participation		Principal	\$2,740,000	\$2,830,000	\$2,925,000	\$1,585,000	\$1,665,000	\$36,470,000
		Interest	\$1,642,885	\$1,550,951	\$1,451,850	\$1,318,200	\$1,238,950	\$14,396,736
		Total	\$4,382,885	\$4,380,951	\$4,376,850	\$2,903,200	\$2,903,950	\$50,866,736

General Fund lease purchases are a form of borrowing for the acquisition of capital equipment. In contrast 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.

General Fund Leases Purchases

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding
								Balance as of
								12/31/22 (1)
Fire Truck - Engine 2016	Fire truck acquisition	Principal	\$159,313	\$0	\$0	\$0	\$0	\$159,313
\$435,393		Interest	\$3,765	\$0	\$0	\$0	\$0	\$3,765
Purchased 10/2013		Total	\$163,078	\$0	\$0	\$0	\$0	\$163,078
Fire Truck 107' Ladder 2019	Fire truck acquisition	Principal	\$148,120	\$152,489	\$156,988	\$161,619	\$0	\$619,216
\$1,139,835		Interest	\$18,267	\$13,897	\$9,399	\$4,768	\$0	\$46,331
Purchased 2/2019		Total	\$166,387	\$166,386	\$166,387	\$166,387	\$0	\$665,547
Fire Truck Dash Skyboom 2020	Fire truck acquisition	Principal	\$86,105	\$87,223	\$88,356	\$89,504	\$90,667	\$441,855
\$613,388		Interest	\$5,740	\$4,621	\$3,488	\$2,340	\$1,178	\$228,358
Purchased 5/2020		Total	\$91,844	\$91,844	\$91,844	\$91,844	\$91,844	\$670,213
Pierce Dash Engine 2021	Fire truck acquisition	Principal	\$85,314	\$86,473	\$87,647	\$88,837	\$90,044	\$529,582
\$613,388		Interest	\$7,192	\$6,033	\$4,859	\$3,669	\$2,462	\$25,454
Purchased 1/2021		Total	\$92,506	\$92,506	\$92,506	\$92,506	\$92,506	\$555,036
Fire Truck 2022 - Aerial	Fire truck acquisition	Principal	\$173,704	\$177,305	\$180,981	\$184,733	\$188,562	\$1,294,217
\$1,300,000		Interest	\$26,829	\$23,228	\$19,553	\$15,801	\$11,971	\$109,518
		Total	\$200,534	\$200,534	\$200,534	\$200,534	\$200,534	\$1,403,735
Parks Maintenance Equipment	Parks maintenance	Principal	\$176,961	\$178,996	\$181,252	\$183,898	\$0	\$721,107
\$900,070	equipment acquisition	Interest	\$10,312	\$7,781	\$5,222	\$2,630	\$0	\$25,945
Purchased 2021		Total	\$187,273	\$186,777	\$186,473	\$186,528	\$0	\$747,051
Fire Truck 2023 - Engine	Fire truck acquisition	Principal	\$100,000	\$100,981	\$105,121	\$109,431	\$113,918	\$0
\$800,000		Interest	\$0	\$32,800	\$28,660	\$24,350	\$19,863	\$0
Projected Lease (2)		Total	\$100,000	\$133,781	\$133,781	\$133,781	\$133,781	\$0
Total General Fund Leases		Principal	\$929,518	\$783,467	\$800,345	\$818,022	\$483,190	\$3,765,290
		Interest	\$72,104	\$88,361	\$71,180	\$53,557	\$35,475	\$439,370
		Total	\$1,001,621	\$871,828	\$871,525	\$871,579	\$518,665	\$4,204,659

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

(2) \$100,000 reflects a down payment in 2023, with subsequent years reflecting projected lease payments assuming a \$800 thousand borrowing at 4.1% interest, paid over 7 years.

Debt Service

Golf Fund COPs and lease purchases are similar to those of the General Fund, except the debt service payments are paid by the Golf Fund.

Golf Course Fund Certificates of Participation (COPs) & Lease Purchases

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
Refunding of 2001 & 1998 Golf Course COPs 2010 COPs Issued 8/10 \$17,645,000	Refunding of certificates of participation for the Public Safety Center & Golf Course Improvements at Walnut Creek	Principal	\$480,000	\$0	\$0	\$0	\$0	\$480,000
		Interest	\$18,000	\$0	\$0	\$0	\$0	\$18,000
		Total	\$498,000	\$0	\$0	\$0	\$0	\$498,000
2021 COPs 2021 COPs Issued 9/1 \$6,650,000	Financing of golf course irrigation replacements at Legacy Ridge Golf Course and Preserve at Walnut Creek Golf Course	Principal	\$420,000	\$430,000	\$435,000	\$445,000	\$450,000	\$6,650,000
		Interest	\$121,083	\$113,266	\$105,311	\$97,171	\$88,939	\$928,839
		Total	\$541,083	\$543,266	\$540,311	\$542,171	\$538,939	\$7,578,839
Golf Maintenance Equipment \$1,309,546 Purchased 2021	Golf maintenance equipment acquisition	Principal	\$257,467	\$260,428	\$263,710	\$267,560	\$0	\$1,049,165
		Interest	\$15,003	\$11,321	\$7,597	\$3,826	\$0	\$37,748
		Total	\$272,470	\$271,749	\$271,307	\$271,386	\$0	\$1,086,913
Total Golf Course Fund COPs & Leases		Principal	\$1,157,467	\$690,428	\$698,710	\$712,560	\$450,000	\$8,179,165
		Interest	\$154,086	\$124,588	\$112,908	\$100,997	\$88,939	\$984,586
		Total	\$1,311,553	\$815,016	\$811,618	\$813,557	\$538,939	\$9,163,752

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

Utility Fund debt includes revenue bonds and notes for the water, wastewater and storm drainage systems and funds.

Utility Fund Debt⁽²⁾

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
Water System Debt								
Water 2016	Pressure Zone 3 Expansion and Sheridan	Principal	\$725,488	\$743,135	\$772,547	\$803,920	\$837,253	\$13,529,378
\$26,040,640	Water Main replacement	Interest	\$598,410	\$580,273	\$550,548	\$519,646	\$487,489	\$5,003,458
Issued 05/16		Total	\$1,323,899	\$1,323,409	\$1,323,095	\$1,323,565	\$1,324,742	\$18,532,837
Rehfeld Note	Capital stock of the Farmers Reservoir and	Principal	\$15,567	\$0	\$0	\$0	\$0	\$15,567
\$180,000	Irrigation Company (FRICO)	Interest	\$623	\$0	\$0	\$0	\$0	\$623
Issued 03/08		Total	\$16,189	\$0	\$0	\$0	\$0	\$16,189
Water 2019	Water system improvements: Water 2025,	Principal	\$0	\$0	\$0	\$0	\$0	\$36,150,368
\$36,150,368	High Service Pump Station Repair &	Interest	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$19,174,478
Issued 12/2019	Replacement, Wattenberg Reservoir	Total	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$55,324,846
Water 2020-Refunding of 2010 BABs	Original bonds paid for the reclamation plant,	Principal	\$1,725,000	\$1,755,000	\$1,810,000	\$1,895,000	\$1,990,000	\$15,735,000
\$17,380,000	expansion of the Northwest Water Treatment	Interest	\$699,900	\$665,400	\$612,750	\$522,250	\$427,500	\$3,594,050
Issued 06/2020	Facility and other capital projects.	Total	\$2,424,900	\$2,420,400	\$2,422,750	\$2,417,250	\$2,417,500	\$19,329,050
Total Water System Debt		Principal	\$2,466,055	\$2,498,135	\$2,582,547	\$2,698,920	\$2,827,253	\$65,430,313
		Interest	\$2,714,383	\$2,661,123	\$2,578,747	\$2,457,345	\$2,330,439	\$27,772,609
		Total	\$5,180,438	\$5,159,258	\$5,161,294	\$5,156,265	\$5,157,692	\$93,202,922

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

(2) The Utility Fund is comprised of the Water, Wastewater and Storm Drainage Funds; the Storm Drainage Fund is not reflected in this schedule as there is no outstanding debt for the storm drainage utility.

Utility Fund Debt⁽²⁾

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
Wastewater System Debt								
Wastewater Plant 2005	Expansion and repairs Big Dry Creek (BDC)	Principal	\$960,000	\$1,022,500	\$517,335	\$0	\$0	\$2,499,835
\$15,440,000	Wastewater Treatment Facility	Interest	\$0	\$0	\$0	\$0	\$0	\$0
Issued 05/05		Service Fees	\$81,380	\$10,055	\$0	\$0	\$0	\$91,435
		Total	\$1,041,380	\$1,032,555	\$517,335	\$0	\$0	\$2,591,270
Big Dry Creek Sewer Interceptor	Repair and improvement of the BDC	Principal	\$1,045,827	\$1,063,953	\$1,081,252	\$1,099,174	\$1,116,705	\$20,824,141
\$23,331,532	interceptor sewer	Interest	\$169,401	\$150,026	\$131,401	\$113,651	\$96,776	\$1,062,537
Issued 05/2020		Service Fees	\$151,655	\$151,655	\$151,655	\$151,655	\$151,655	\$2,000,679
		Total	\$1,366,883	\$1,365,634	\$1,364,308	\$1,364,480	\$1,365,136	\$23,887,356
Wastewater 2016	BDC Biosolids/Dewatering, Little Dry Creek	Principal	\$1,124,512	\$1,151,865	\$1,197,453	\$1,246,080	\$1,297,747	\$20,970,622
\$16,789,360	interceptor repairs, Lift Stations	Interest	\$927,540	\$899,427	\$853,352	\$805,454	\$755,611	\$7,755,392
Issued 05/16		Total	\$2,052,051	\$2,051,292	\$2,050,805	\$2,051,535	\$2,053,358	\$28,726,013
Wastewater 2019	BDC interceptor repair and replacement and	Principal	\$0	\$0	\$0	\$0	\$0	\$1,874,633
\$1,874,633	capacity increase, south and east sewer	Interest	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$994,322
Issued 12/2019	interceptor	Total	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$2,868,954
Total Wastewater System Debt		Principal	\$3,130,339	\$3,238,317	\$2,796,039	\$2,345,254	\$2,414,452	\$46,169,230
		Interest	\$1,170,341	\$1,122,853	\$1,058,154	\$992,506	\$925,788	\$9,812,251
		Service Fees	\$233,035	\$161,710	\$151,655	\$151,655	\$151,655	\$2,092,114
		Total	\$4,533,715	\$4,522,881	\$4,005,848	\$3,489,415	\$3,491,895	\$58,073,594
Total Utility Fund Debt		Principal	\$5,596,394	\$5,736,453	\$5,378,587	\$5,044,174	\$5,241,705	\$111,599,542
		Interest	\$3,884,724	\$3,783,976	\$3,636,901	\$3,449,851	\$3,256,226	\$37,584,860
		Service Fees	\$233,035	\$161,710	\$151,655	\$151,655	\$151,655	\$2,092,114
		Total	\$9,714,153	\$9,682,139	\$9,167,143	\$8,645,680	\$8,649,586	\$151,276,516

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.

(2) The Utility Fund is comprised of the Water, Wastewater and Storm Drainage Funds; the Storm Drainage Fund is not reflected in this schedule as there is no outstanding debt for the storm drainage utility.

Westminster Economic Development Authority (WEDA) 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

Borrowing	Purpose		2023	2024	2025	2026	2027	Outstanding Balance as of 12/31/22 (1)
WEDA 2012 (N Huron)	Construction of public infrastructure	Principal	\$3,969,000	\$4,109,000	\$4,253,000	\$4,402,000	\$4,557,000	\$26,005,000
\$59,000,000	improvements in the North Huron	Interest	\$912,776	\$773,464	\$629,238	\$479,958	\$325,448	\$3,286,380
Issued 8/12	Urban Renewal Area	Total	\$4,881,776	\$4,882,464	\$4,882,238	\$4,881,958	\$4,882,448	\$29,291,380
WEDA 2012 (Mandalay)	Land acquisition and infrastructure	Principal	\$1,840,000	\$1,910,000	\$1,970,000	\$2,050,000	\$2,150,000	\$12,170,000
\$35,830,000	improvements for the Mandalay	Interest	\$492,825	\$419,225	\$361,925	\$283,125	\$180,625	\$1,810,850
Issued 8/12	Gardens project	Total	\$2,332,825	\$2,329,225	\$2,331,925	\$2,333,125	\$2,330,625	\$13,980,850
WEDA 2012 (S Sheridan)	The construction of public	Principal	\$450,000	\$465,000	\$480,000	\$495,000	\$510,000	\$3,255,000
\$8,075,000	infrastructure improvements in the	Interest	\$165,010	\$142,588	\$118,625	\$94,292	\$69,198	\$424,320
Issued 6/09	South Sheridan Urban Renewal Area	Total	\$615,010	\$607,588	\$598,625	\$589,292	\$579,198	\$3,679,320
Total WEDA Debt		Principal	\$6,259,000	\$6,484,000	\$6,703,000	\$6,947,000	\$7,217,000	\$41,430,000
		Interest	\$1,570,611	\$1,335,277	\$1,109,788	\$857,375	\$575,271	\$5,521,550
		Total	\$7,829,611	\$7,819,277	\$7,812,788	\$7,804,375	\$7,792,271	\$46,951,550

(1) Certain obligations extend beyond 2026; amounts in this column represent outstanding amounts through the final maturity.



WESTMINSTER

BUDGET BY DEPARTMENT

DEPARTMENT OBJECTIVES RELATED TO STRATEGIC GOALS AND IMPLEMENTATION

In late May of 2022, City Council adopted a new Strategic Plan that provided performance and outcome measures for each Strategic Objective. Although, various departments are assigned as “lead” departments, one or more departments may ensure each Strategic Objective is met, as well as ensure the accompanying Performance Outcomes and Measures for each objective are met.

The Department Pages that follow provide detail regarding “2023 Objectives” for each department. These objectives support and are designed to meet the Performance Measures and Outcomes set forth in the Strategic Planning Objectives.

Strategic Planning Objectives

Mission: Westminster’s purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Vision: Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment and a strong sense of community belonging.

Priority 1: Preparedness and Resilience		Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead	
1.1: Mitigate risks to our natural and built environment through updated policies, procedures and plans	1.1.a: Ensure adherence to the National Incident Management System (NIMS) and Incident Command System (ICS)	1.1.a (i): Four (4) representatives from each City department and all commissioned Fire personnel will be trained on NIMS and ICS by March 31, 2023	Fire Department	
	1.1.b: Work collaboratively with Fire, Economic Development, Community Development, and Parks, Recreation & Libraries departments, business owners and residents on resiliency and mitigation planning	1.1.b (i): Increase Emergency Preparedness average rating for Q.6.12 in the Bi-annual Community Survey from 68 to 75 by the 2024 survey	Fire Department	
1.2: Enhance the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce	1.2.a: Strengthen City workforce resilience, effectiveness and strong culture around the City’s Mission, Vision, Guiding Principles and SPIRIT values to contribute to the well-being, engagement and retention of the City workforce	1.2.a (i): Establish employee engagement benchmarks by department based upon the results of the Gallup Q ¹² Employee Engagement Survey by December 2022	Human Resources	
	1.2.b: Continue to provide mental health resources, such as behavioral health specialists for the City’s workforce, with particular focus on public safety personnel to address job-related stress	1.2.b (i): Continue to remain below the 2021 State and Local government (excluding education) national turnover rate of 20.2% by reducing the City’s turnover rate from 15.8% in 2021 to 12% in 2022 and 9% in 2023	Human Resources	

Priority 1: Preparedness and Resilience	Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives		
1.3: Create a structured system of support for our business community to mitigate risks and promote resiliency	1.3.a: Create a Redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse	1.3.a (i): Redevelopment and Adaptive Re-Use Toolkit is created by October 31, 2023	Economic Development
		1.3.a (ii): Square footage of retail, cultural, commercial and industrial space that is a result of a redevelopment and/or adaptive reuse project to be reported annually in both real terms and percentage increase year over year	
		1.3.a (iii): Private sector investment in adaptive reuse and redevelopment projects to be reported annually in both real terms and percentage increase year over year	
	1.3.b: Pursue targeted industry companies that diversify and strengthen the economy and provide high-quality employment opportunities for all residents	1.3.b (i): Report on the number of existing jobs in targeted industry sectors by sector bi-annually	Economic Development
		1.3.b (ii): Report on the year over year percentage change in the number of existing jobs in each targeted industry sector	
	1.3.c: Increase access to and awareness of community workforce development and readiness opportunities for residents and businesses	1.3.c (i): Provide four (4) workshops annually for local businesses on the subject of workforce development resources, tools and grant programs	Economic Development

Priority 2: Proactive Public Safety	Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
<p>2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community</p>	<p>2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections</p>	<p>2.1.a (i): 15% increase in officer-initiated cases in 2022</p>	Community Development
		<p>2.1.a (ii): Using 2019 as the benchmark, increase voluntary compliance with code from 82% to 90% by December 31, 2023</p>	
	<p>2.1.b: Increase the use of report writing technologies and non-commissioned public safety services by leveraging positions such as co-responders, homeless navigators, and non-sworn report writers</p>	<p>2.1.b (i): Decrease the number of reports taken by sworn personnel by 10% by December 31, 2023</p>	Police Department
	<p>2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment</p>	<p>2.1.c (i): Establish public safety workforce engagement benchmarks by department based upon the results of the Gallup Q¹² Employee Engagement Survey by December 2022</p>	Human Resources + Police Department
	<p>2.1.c (ii): Achieve police officer full strength in staffing by December 31, 2023</p>		
<p>2.2: Leverage partnerships with local, regional and state organizations to provide a broad framework of policies, programs and support</p>	<p>2.2.a: Built for Zero-Focusing on Ending Homelessness for Veterans</p>	<p>2.2.a (i): 50% decrease in homelessness within the Veteran population in the City by June 30, 2026</p>	Parks, Recreation and Libraries
<p>2.3: Connect the City’s populations with local, regional, state and national resources</p>	<p>2.3.a: Continue to work with partner agencies by creating policies and programs that provide resources and/or access to places for people experiencing homelessness to shelter while transitioning out of homelessness</p>	<p>2.3.a (i): 50% increase in number of beds, rooms, or permanent supportive housing or other programs that the City funds or contributes towards People Experiencing Homelessness (PEH) to legally and safely stay from 10 in 2022 to 15 by June 30, 2026</p>	Parks, Recreation and Libraries

Priority 2: Proactive Public Safety	Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster		
2.3: Connect the City’s populations with local, regional, state and national resources	2.3.b: Develop processes and protocols that clearly communicate available resources and allow the City to easily identify when resolution has been reached and/or enforcement is required	2.3.b (i): Establish baseline measurement using 2022 as a full year of Westminster specific data in the Homeless Management Information System (HMIS)	Parks, Recreation and Libraries
	2.3.c: Utilize and employ best practices and policies to address the source causes of homelessness	2.3.c (i): 5% reduction in homeless individuals year over year starting in 2024	
	2.3.d: Identify policy recommendations and/or temporary mechanisms that the City can utilize to allow for the provision of services, facilities and resources	2.3.d (i): In 2022 establish a baseline measurement of the number of people provided assistance or services under temporary mechanisms or measures	Parks, Recreation and Libraries

Priority 3: Shared Sense of Community	Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
3.1: Ensure the continuation of a diverse mix of community-oriented events and programs that make Westminster unique and provide a strong sense of community	3.1.a: Develop and implement Citywide events that foster camaraderie and community connections through neighborhood participation	3.1.a (i): 70% of annually scheduled City events will prioritize a neighborhood audience and/or be locally focused	Cultural Affairs (PRL)
	3.1.b: Ensure that Westminster’s events and programs represent and are inclusive to the City’s rich cultural diversity.	3.1.b (i): At least five (5) community events annually will highlight culturally diverse performances and/or be focused on a cultural element within the community	Cultural Affairs (PRL)
3.2: Foster a well-informed citizenry by providing outreach, education, and opportunities to engage with the community	3.2.a: Develop a more proactive two-way communication and cross-departmental approaches to work with neighborhoods throughout the City, including those with and without formal homeowners’ associations	3.2.a (i): Outreach programs with 25% of Westminster’s 160 HOAs and apartment communities initiated by September 30, 2023	Community Engagement
		3.2.a (ii): Outreach to 25% of identified neighborhoods that do not have a formal homeowner’s association by September 30, 2023	
	3.2.b: Develop a structured program and awareness campaign to encourage residents to shop at locally-owned, small businesses in the community	3.2.b (i): Provide four (4) workshops annually for residents to learn about the economic impact and importance of businesses to the City’s prosperity	Economic Development
		3.2.b (ii): Per the Westminster Chamber of Commerce (WCC) MOU, the WCC will provide a detailed report of campaign results to the City	
3.3: Ensure City processes are equitable, inclusive, and welcoming to all people	3.3.a: Continue to implement the ADA Transition Plan	3.3.a (i): Average rating of 75 or above for Q.17.1 in the National Community Survey for 2024	Community Development + Public Works and Utilities
	3.3.b: Continue to draw from community diversity in planning and preparing for programs throughout the City	3.3.b (i): Average rating of 82 for Q.21.2 in the National Community Survey (increase of 10% over 2020) for 2024	Cultural Affairs (PRL)

Priority 4: Quality of Life	Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city’s history and support the arts, parks, recreation, open spaces, and libraries		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
<p>4.1: Ensure access to the City’s parks, open spaces, trails, libraries, and recreation centers</p>	<p>4.1.a: Develop and communicate to the community a plan for the acquisition of additional open space and trails</p>	<p>4.1.a (i): Plan completed by December 31, 2023</p>	<p>Parks, Recreation and Libraries</p>
	<p>4.1.b: Update, in partnership with the community, the PRL Comp/Master Plan to address libraries, parks, golf, open space, trails, urban tree canopy, recreation programs and recreation facilities. Plan components to include:</p> <ul style="list-style-type: none"> i. Acquisition Plan for additional open space, parks, and trails ii. Parks and Open Space and Urban Tree Canopy Stewardship Plan iii. City Trail Master Plan iv. Libraries Master Plan 	<p>4.1.b (i): All residents to live within ½ mile of a park, open space or trail access point by December 31, 2024</p>	<p>Parks, Recreation and Libraries</p>
		<p>4.1.b (ii): Develop management and acquisition plans that evaluate the current and future needs and opportunities of the City’s public lands, programs and urban tree canopy by December 31, 2024</p>	<p>Parks, Recreation and Libraries</p>
		<p>4.1.b (iii): Complete a City Trail plan that includes inventory and maps the existing City trail network, addressing gaps in access and establish criteria for trail management consistent with the purpose the trail serves, including but not limited to: surface type, maintenance routines and allowed use evaluation by June 30, 2024</p>	<p>Parks, Recreation and Libraries</p>
	<p>4.1.c: Enhance the City’s use of existing public lands through collaboration with the community and neighboring jurisdictions to create placemaking and positive activation that provides a sense of safety and belonging to all residents</p>	<p>4.1.c (i): Using 2022 data as a benchmark, increase resident satisfaction with community spaces 5% by December 31, 2024</p>	<p>Parks, Recreation and Libraries</p>

Priority 4: Quality of Life	Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries		
4.2: Review and refine fee and/or fine based City programs to increase awareness, understanding, and adherence to policies within our community	4.2.a: Perform periodic review of fees and fine structures	4.2.a (i): Report on compliance with existing fee and/or fine based programs by December 31, 2022	Policy and Budget (GS)
	4.2.b: Allocate funding within the General Fund budget for the payment of residential dog license fees to Adams and Jefferson County	4.2.b (i): Funding allocated during the 2023 budget cycle	Policy and Budget (GS)
	4.2.c: Continue utility bill assistance programs to help residents who may struggle to pay their bills	4.2.c (i): Funding allocated during the 2023 budget cycle to maintain utility bill assistance programs	Policy and Budget (GS) + Public Works and Utilities
4.3: Expand and leverage partnerships with organizations such as the North Metro Arts Alliance that support the arts, libraries and Westminster's history to maximize residents, businesses, and visitors access to these amenities throughout the City	4.3.a: Continue to partner with the school districts/PRL to find natural synergy and compatible goals	4.3.a (i): Demonstrate collaborative efforts with the North Metro Arts Alliance, the Westminster Historical Society, Medusa Collective, and other arts and culture organizations for 10 events annually	Cultural Affairs (PRL)
4.4: Use arts and culture to enrich the human experience, celebrate diversity, and attract, engage and support artists and makers	4.4.a: Elevate the profile of Westminster's arts, culture, and history	4.4.a (i): 10% increase from 2018 in overall attendance at events held in the Historic Arts District by December 31, 2024	Cultural Affairs (PRL)
	4.4.b: Integrate and expand access to arts and culture throughout the City	4.4.b (i): Provide at least 30 mobile art or cultural programs annually, touching all regions of the City	Cultural Affairs (PRL)
	4.4.c: Attract and support artists, art groups, makers and creative industries	4.4.c (i): Include input from at least 20 stakeholder groups (local and regional artists, art groups, makers and creative industries) in the update to the 2019 Arts and Culture Master Plan	Cultural Affairs (PRL) + Economic Development
	4.4.d: Ensure the sustainability of arts and culture in Westminster	4.4.d (i): Identify a 501(c)3 to partner with in increasing funding capacity for arts and culture in Westminster by December 31, 2022	Cultural Affairs (PRL)
	4.4.e: Promote the authentic history and cultural assets of Westminster as an economic driver through support of the Arts District in Historic Westminster by leveraging partnerships with organizations like the Historic Landmark Board	4.4.e (i): Increase communication and marketing impressions (print, email, and digital) regarding the Arts District in Historic Westminster by 33% by December 31, 2023	Cultural Affairs (PRL)

Priority 5: Robust Infrastructure	Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, storm water, mobility and roadway systems.		
Council Strategic Objectives	Focused Objectives (Staff)	Performance and Outcome Measures	Lead
5.1: Complete updates to the Comprehensive Plan and include elements that reflect how our residents and businesses want to create our community	5.1.a: Ensure that the Comprehensive Plan and Affordable and Workforce Housing Strategic Plan are reflective of and responsive to the future needs of our community, including water resources	5.1.a (i): Comprehensive Plan updates by end of September 30, 2022	Community Development
		5.1.a (ii): Housing Needs Assessment update completed by December 31, 2023	Economic Development
5.2: Complete planned improvements and expansion to the water treatment plant	5.2.a: Identify and carryout water treatment plant studies and improvements that integrate current improvement needs with upcoming regulatory requirements and the City's long-term goals	5.2.a (i): Semper Evaluation Study completed no later than December 31, 2022	Public Works and Utilities
5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.	5.3.a: Work to improve the Pavement Quality Index (PQI) of roads throughout the City	5.3.a (i): Improve the Pavement Quality Index (PQI) to 63 by December 31, 2027	Public Works and Utilities
	5.3.b: Pursue opportunities to increase funding for streets maintenance including alternative revenue streams and the City's infrastructure roadway improvement fee	5.3.b (i): Establish benchmark for total amount of funding for street maintenance and % of overall funding that comes from: <ul style="list-style-type: none"> • Roadway Improvement fee • Sales and Use Tax • Other - to include grants and alternative funding by December 31, 2022	Public Works and Utilities + Policy and Budget (GS)
	5.3.c: Develop recommendations and an associated action plan for addressing deferred maintenance on infrastructure roads, facilities, and equipment throughout the City	5.3.c (i): Develop an action plan to address deferred maintenance on infrastructure, roads, facilities, and equipment by March 2023 to allow for budgetary planning for the 2024 budget cycle	Policy and Budget (GS)

Priority 5: Robust Infrastructure	Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, storm water, mobility and roadway systems.		
<p>5.3: Propose a budget that balances funding for operations, core services and the infrastructure, maintenance and equipment needed to provide core services.</p>	<p>5.3.d: Complete and Implement the Federal Boulevard and 72nd Avenue Corridor Studies</p>	<p>5.3.d (i): 100% of studies completed by June 30, 2022</p> <p>5.3.d (ii): Secure \$1,000,000 in outside funding for design and construction of identified improvements to begin design and construction in 2023</p>	<p>Community Development</p>
<p>5.4: Enhance community outreach and awareness on water conservation methods to prevent exploitation, destruction, and neglect</p>	<p>5.4.a: Continue and expand water conservation programs and projects</p>	<p>5.4.a (i): 10-15% decrease in water consumption by 2030 when compared to 2020 usage</p>	<p>Public Works and Utilities</p>
<p>5.5: Expand the City's transportation and mobility network to enhance access for our community</p>	<p>5.5.a: Increase pedestrian connectivity and safety throughout the City</p>	<p>5.5.a (i): Increase connectivity of trails, sidewalk and walkways by securing funding and initiating design for a total two (2) linear mile of missing sidewalk links at multiple locations across the City</p> <p>5.5.a (ii): Final design and construction will commence in 2023</p>	<p>Community Development</p>

Overview

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

The City Vision 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	132,819	127,733	226,841	229,781
Contractual	39,781	51,816	126,015	129,502
Commodities	3,877	6,973	10,650	10,650
Other	-	-	-	-
Program Total	176,477	186,522	363,506	369,933

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's Leadership Team, 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.

2022 City of Westminster City Council Strategic Plan

Vision

Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging.

Mission

Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive.

Guiding Principles

Collaboration and Partnership: Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.

Stewardship and Thrift: Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.

Transparency and Accountability: Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions, and take responsibility for all that we do, thereby earning the trust and confidence of the community.

Diversity, Equity, and Inclusion: Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.

Innovate and Initiate: Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our city.

Prevention and Proactivity: Solve problems at their source and focus the City's policies, practices, and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Strategic Priorities

Strategic Priority 1: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.

Strategic Priority 2: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.

Strategic Priority 3: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.

Strategic Priority 4: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.

Strategic Priority 5: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,618,805	1,712,739	2,437,047	2,660,633
Contractual	64,622	36,269	128,204	97,738
Commodities	2,001	5,630	9,213	9,379
Other	-	380	-	-
Program Total	1,685,428	1,755,018	2,574,464	2,767,750

Staffing Overview

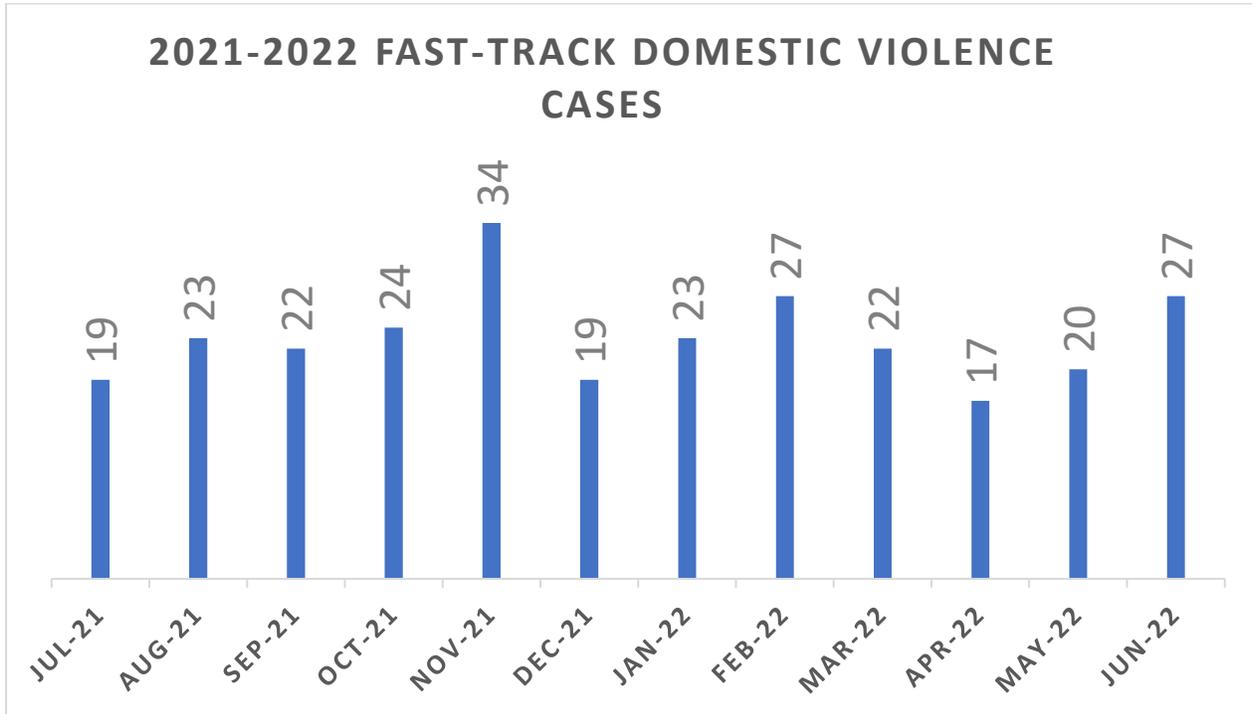
	2020	2021	2022	2023
FTE Staff	15.7	16.8	16.8	16.8

2023 Objectives

- Support the Procurement Division efforts to centralize purchasing for the city
- Support the Police Department with legislative updates, topical training, and policy changes that align with the City's and the department's mission
- Support Code Enforcement's nuisance abatement efforts
- Support Community Development's evaluation of short-term rental regulation options, comprehensive plan updates and land development code updates
- Proactively draft Municipal Code updates
- Support City's efforts to address homelessness

2022 Accomplishments

- Supported City efforts to negotiate third collective bargaining agreement with Fire employees
- Drafting of Collective Bargaining Ordinance for Police and supported City efforts to negotiate first collective bargaining agreement with Police employees
- Letter of Intent between Westminster Economic Development Authority and 4775 Holdings LLC dba Marczyk's Fine Foods for approximately 29,000 square feet of land including the existing building at 5971 W. 88th Avenue
- Memorandum of Understanding among Adams County, the municipalities of Aurora, Brighton, Commerce City, Federal Heights, Northglenn, the Town of Bennett, and the City and County of Broomfield concerning homelessness services
- Intergovernmental agreements with Colorado Department of Transportation (CDOT) for funding to construct multimodal improvements adjacent to 100th Avenue between Alkire and Simms Streets, Westminster's Citywide Intersection Safety & Visibility Improvements Project, and funding Westminster's Multimodal Safety Improvements Project
- Intergovernmental agreement with Adams County, Commerce City, Federal Heights, Northglenn, Thornton and the Town of Bennett for collaboratively operating the Severe Weather Activation Plan Program (SWAP) by offering motel vouchers during extreme weather for people experiencing homelessness
- Supported Police Department with training and policy revisions due to newly-enacted legislation
- Recruited and welcomed new Police Legal Advisor Jenna Roth, Deputy City Attorney Greg Graham and Assistant City Attorney Mark Hoff, formerly a prosecuting attorney
- Handled real estate transaction between Westminster Economic Development Authority and Downtown Westminster Residences, LLC for Lot 1 of Block A-4 (west) of Downtown Westminster
- Election issues and ballot questions concerning an additional sales tax on recreational marijuana and the operation of marijuana businesses
- Developed Code amendments, as needed, including median safety ordinance, animal management code updates, jurisdictional limits for theft and criminal mischief, penalties, defaults and property disposition code chapters
- Approved a Water Sale and Delivery Agreement negotiated by outside water counsel concerning settlement of water court Case No. 18CW3090



CITY MANAGER'S OFFICE

Department Overview

The City Manager's Office helps guide City Council's vision and put their policies and directives into practice. These teams also assist City Council by conducting research and preparing policy recommendations and alternatives. To help promote a progressive and innovative local government, the teams provide administrative support and direction to city departments.

Budget Overview

Fund: 100 - General Fund

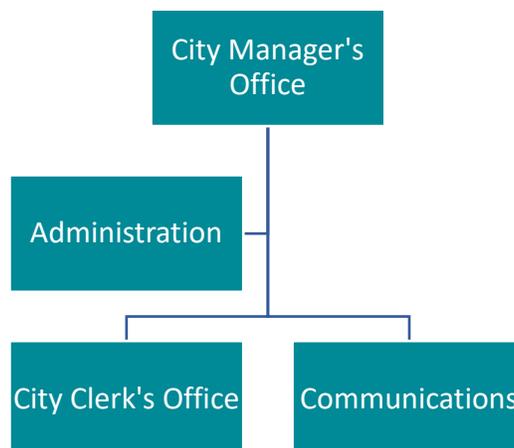
Dept.: 05 - City Manager's Office

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	2,694,829	3,120,305	4,607,770	4,021,576
Contractual	440,931	795,275	1,300,954	786,438
Commodities	10,881	20,594	48,000	44,000
Other	7,486	3,756	14,050	26,400
Program Total	3,154,127	3,939,930	5,970,774	4,878,414

Staffing Overview

	2020	2021	2022	2023
FTE Staff	27.55	28.55	32.00	25.00

Due to a reorganization, six FTE were moved to the Parks, Recreation, and Libraries Department and one was moved to IT.



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 community engagement efforts, provides direction and support to major development and redevelopment activities, assists City Council by conducting research and preparing policy recommendations and alternatives, and facilitates the strategic planning process.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 50 - Administration

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,519,038	1,854,987	1,610,206	1,840,116
Contractual	21,770	23,679	41,304	43,331
Commodities	6,667	8,472	23,500	19,500
Other	2,839	3,756	4,050	1,400
Program Total	1,550,314	1,890,894	1,679,060	1,904,347

2023 Objectives

- Lead the organization’s implementation of the City Council’s 2022 Strategic Plan.
- Continue to investigate and implement practices to provide the most timely and effective communications with City Council, community stakeholders, and staff.
- Support the efforts of the Inclusivity Board.
- Champion community building in Westminster neighborhoods through the Westy Live Better initiative.
- Expand the SAGE (Save.Act.Grow.Earn) sustainable business program to include more businesses and sectors, more partnerships with Xcel Energy and targeted financial assistance.
- Create opportunities for home owners associations and neighborhoods to implement sustainability practices.
- Develop a community resilience initiative to help residents and businesses deal with poor air quality, heat, flooding and other impacts.

- Develop energy efficiency and solar assistance efforts for residents, including middle- to lower-income residents.
- Continue a communications and outreach strategy to encourage sustainable behaviors and actions in the community, including waste and recycling.
- Encourage the reduction of pollution emissions from single-occupancy vehicles related to the City's and local businesses' operations and employee commuting.
- Continue the work of the internal working group, the "Sustainability Team", to craft policies, best-practice guidelines, and educational materials to help the City save money and resources.

2022 Accomplishments.

- Supported and promoted the newly defined vision of the City Council and organizational mission.
- Facilitated the development of the City Council's 2022 Strategic Plan in partnership with Berry, Dunn, McNeil, and Parker, LLC.
- Continue to investigate and implement practices to provide the most timely and effective communications with City Council, citizens and staff.
- Effectively supported the efforts of the Inclusivity Board.
- Continued to research, review and make thoughtful policy recommendations to City Council.
- Continued to embed communication and sustainability in the organization's culture.
- Onboarded both the Economic Development and Parks, Recreation and Libraries Directors and hired the City's next Fire Chief.
- Awarded the Sustainable Business of the Year Award to Vestar Property Management.
- Launched a 2022 Solar Co-op in partnership with Adams County and Northglenn. As of June 2022, 130 residents have signed up for the Co-op.
- Continued the city's sustainable business program, SAGE. Over 175 businesses have received service from SAGE with 50 businesses taking an action to save money (e.g., energy and water conservation, and waste management) and 10 businesses getting certified.
- Partnered with Xcel Energy to provide free energy assessments to businesses and to provide stacked/bundled rebates on cost-saving equipment upgrades. In addition, the City and Xcel promoted parking lot LED lights to save money. Partnered with the Colorado Green Business Network to provide businesses free energy and water efficiency equipment.
- Received 7 applications to the SAGE Accelerator grant program, designed to help fund business practices to save money and conserve resources.
- Holding a workshop for business owners of underrepresented populations to get hands-on assistance connecting with SAGE resources and financial incentives.
- Recognized at the Gold Level by Solsmart, a national program that helps cities cut red tape and make solar more affordable/accessible for residents and businesses. Westminster is one of only eight Colorado cities at that level. The City received an innovation award in the "Inspections" category.
- Holding an Electric Vehicle Ride-and-Drive event at the Orchard Town Center Farmers Market in July.

- Installed clear signage and standardized waste and recycling bins in City Park Recreation Center public areas to improve recycling rates.
- Updating the Sustainability webpage for residents to more easily access and use sustainability resources from the City and external partners, including waste and recycling, air quality, electric vehicles and home heat pumps.
- Led the effort to develop a neighborhood-focused initiative that would build community and make residents more aware of city neighborhood-focused programs and services.
- Contracting with Energy Outreach Colorado to provide free home energy efficiency upgrades to low-income residents.
- Ran the HOA Sustainability Enhancement Pilot Program which provided HOA boards and residents with a menu of resources to reduce their utility bills and environmental footprint. Facilitated the connection of selected resources to respective residents and boards.
- Received a grant from the Regional Air Quality Council to install the first on-street electric vehicle charging station in Downtown Westminster.
- Certifying all Downtown Westminster buildings to the Leadership in Energy and Environmental Design (LEED) standard. Alamo Drafthouse recently achieved certification, becoming the first Drafthouse in the country to achieve this recognition. Two other developments Downtown became LEED certified.
- Recognized by the RAQC with a "Clean Air Champion" Award for work in reducing emissions by supporting electrification efforts and promoting transit options.
- Secured a \$150,000 grant from the Colorado Department of Transportation to enhance the Downtown Central park with bike racks, seating amenities, shade structures and more trees.
- Leading an effort with PRL's Forestry team, the Trust for Public Lands, and a graduate student from the University of Colorado's "Masters of the Environment" program to identify gaps in the city's urban tree canopy and provide recommendations on initiatives to address these gaps with a lens for equity, resilience, and environmental and human health.

City Manager's Office – City Clerk

Division Overview

The City Clerk's Division serves as administrative support 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	563,653	683,440	842,208	937,540
Contractual	156,561	504,673	328,860	457,727
Commodities	1,106	1,552	4,500	4,500
Other	-	-	-	-
Program Total	721,320	1,189,665	1,175,568	1,399,767

2023 Objectives

- Utilize a new Business Licensing Software to streamline the licensing process
- Fully implement new agenda management software and Boards and Commissions management software
- Develop an organization-wide training plan for the new agenda management software
- Update the COW Records Retention Schedule
- Input and help in development of the new Business Services Portal.
- Fully hire and on-board new Senior Deputy City Clerk
- Complete the Certified Municipal Clerk (CMC) certification for three staff members, and begin the program for one new staff member. Continue professional development for all staff.
- Complete Laserfiche Gold certification for Records Management Administrator
- Complete data clean up on the Boards and Commissions members records to migrate into a database

2022 Accomplishments

- Transition City Council Meetings back to in-person while still observing COVID-19 protocols.
- Developed a new system to sign up Public Comment and Public Hearing Speakers to ensure better record keeping.
- City records retention schedule was updated
- Processed 829 Licenses applications, issued 234 new Commercial business licenses, 440 sales tax-only licenses; 62 new home occupation business licenses, 2 new Amusement Machine license, 3 new Security Guard Licenses, and 1,283 business license renewals.
- Assisted running the City's Civic Engagement Academy
- 3,528 records (Contracts, Affidavits, Grants, etc.) were processed electronically through DocuSign this year saving at least 52,920 pieces of paper
- Police Records Management System (RMS) replacement and records migration nearly completed. 447,821 records were migrated from the old RMS system to Laserfiche for data retention and retrieval.
- Automated the processing of General Services Fleet registrations to have more accurate data for emissions expirations
- Responded to 691 open records requests.

City Manager's Office – Communications

Division Overview

The Communications Division ensures residents and staff are informed and aware of the City's core services and initiatives a variety of communications channels including media outreach, the City's website, social media, emails, and print materials.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 387 - Communications

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	612,138	581,878	2,155,356	1,243,920
Contractual	262,600	266,923	930,790	285,380
Commodities	3,108	10,570	20,000	20,000
Other	4,647	-	10,000	25,000
Program Total	882,493	859,371	3,116,146	1,574,300

2023 Objectives

- Continue implementation of the recommendations reported in the 2019 Webb Communication Audit.
- Expand communication and storytelling through written, visual, and video content.
- Continue to expand readership of the Westy, Westy Word, and Westy Connection, the City's digital newsletter, blog, and print magazine, respectively.
- Build upon the baseline engagement data that was established in 2022 for the City's communications channel, and develop a data-informed strategy for growth.
- Increase transparency and access to information.
- Continue to support the City Council and City Manager's initiatives and priorities.
- Develop new strategies and tools for improving connectivity between Westminster's diverse neighborhoods.

2022 Accomplishments

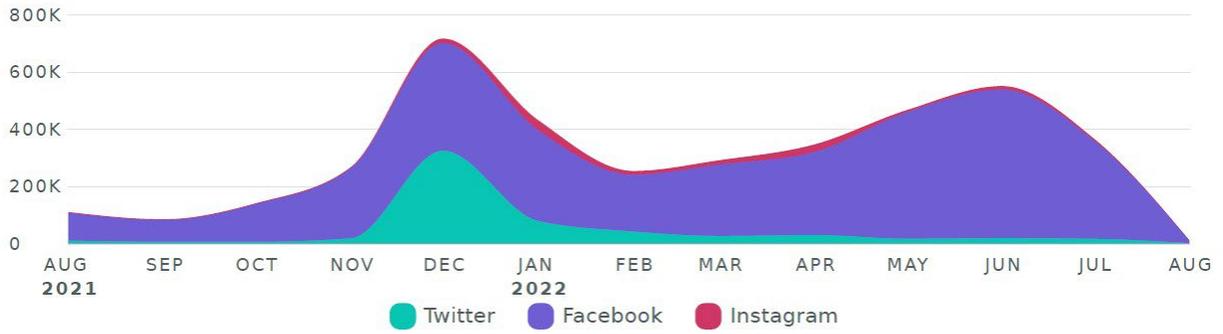
- Completed final phase of reorganizing the communications team to better align to the priorities of City Council and City Manager's office. The Communications is divided into two teams—one team is focused on highlighting successes within the community and the other team is focused on ensuring important news such as new city initiatives, construction updates, and other critical services are provided in a timely and thoughtful manner.
- Launched The Westy, Westy Word, and Westy Connection, the city's digital newsletter, blog, and print magazine. These three products were used to provide timely updates and highlight success stories in the community.
- Communications partnered with Public Works and Utilities to expand their communications efforts including a monthly print and digital newsletter. Communications also led a new effort to engage HOA leadership and flyering the community ahead of road improvement work.
- Continued growth of city social media engagement and continue to be a leader in the governmental digital engagement space.
- Improved the user experience of the City Council's livestreamed meetings and public events. Communications will continue to partner and support IT with this ongoing effort.
- Expanded internal communication with internal staff livestreams, notifications, and created new channels to highlight staff accomplishments.

Performance Snapshot: July 1, 2021-July 7, 2022

The City of Westminster website received over 3.2 million pageviews between July 1, 2021, and July 7, 2022. The City's social media presences received about 3.7 million impressions and more than 244,000 engagements. The City continues to grow our email list and use of email to inform the community. The Westy, the City's new monthly email, currently has a subscription of 66,000 residents. Since the beginning of 2022, the City has sent The Westy to all residents six times with an open rate of 42.8.

Aligned to the City Council's direction to expand print circulation for our community, the City has increased the publication volume by 25%. The City's magazine, The Westy Connection, reaches 55,000 residences four times a year with a total circulation of over 65,000 magazines. The Communications Division is working closely with the Public Works and Utilities department to provide more print notifications related to water quality and construction outreach. This includes sending over 50,000 postcards notifying residents about the water quality report and thousands of door hangers and flyers for residents ahead of road improvement work and other construction projects in their neighborhood.

Impressions, by Month



COMMUNITY DEVELOPMENT

Department Overview

The Community Development Department comprises of five divisions: Administration, Building, Engineering, Operations & Community Preservation, and Planning. The department has the overall responsibility of assuring the proper planning and development of high quality residential and business neighborhoods, as well as designing the transportation system to serve them. The department provides “one-stop-shopping” for residents and businesses by consolidating project review, permit, and inspection functions within one City department. The overall mission is to continue to 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

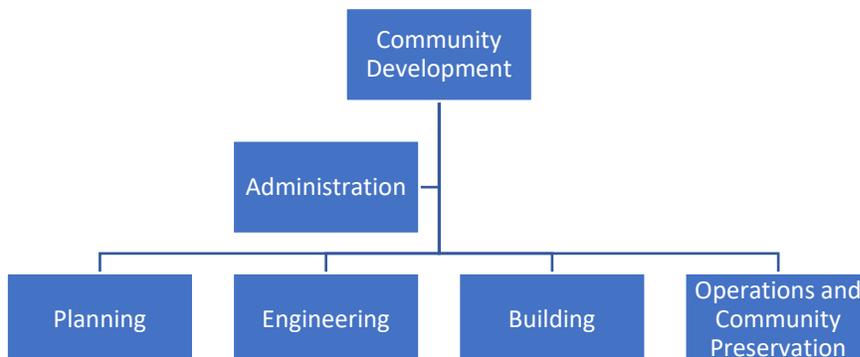
Dept.: 30 - Community Development

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	6,337,277	6,335,347	8,979,400	9,616,342
Contractual	1,570,287	1,600,829	1,960,607	1,984,230
Commodities	28,104	40,545	76,804	79,950
Other	55,631	6,428	19,019	140,650
Program Total	7,991,299	7,983,149	11,035,830	11,821,172

Staffing Overview

	2020	2021	2022	2023
FTE Staff	73.1	73.1	75.1	77.5

1.4 FTE were added to Operations and Community Preservation for additional Code Enforcement Officers. .5 FTE was also transferred from Police Department to Community Development for Parking Enforcement.



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	412,170	413,901	578,184	709,980
Contractual	70,483	47,835	96,103	83,126
Commodities	11,544	11,791	15,200	15,200
Other	6,219	2,136	3,000	3,000
Program Total	500,416	475,663	692,487	811,306

2023 Objectives

- Incrementally implement the Federal Boulevard Multimodal Study.
- Support Transportation and Mobility Plan implementation strategies.
- Promote connectivity of regional transit, including extension of commuter rail.
- 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 and Unified Development Code.

2022 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 multimodal transportation advocacy.
- Completed the Federal Boulevard Multimodal Study.
- Partnered with Economic Development to support customer needs.

Performance Snapshot

Development Review Statistics—2021

20,172 Inspections Conducted (All Disciplines)

7,027 Permits Issued

636 Active Projects (Major and Minor)

80 Projects Approved

1,437 Code Compliance Cases

Community Development – Planning

Division Overview

The Planning Division coordinates the Comprehensive Plan, zoning and rezoning applications, and land development and redevelopment activities. The Division also 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,217,088	1,201,427	1,637,191	1,627,110
Contractual	104,245	19,412	104,567	105,006
Commodities	1,797	3,530	4,929	4,000
Other	-	-	-	-
Program Total	1,323,130	1,224,369	1,746,687	1,736,116

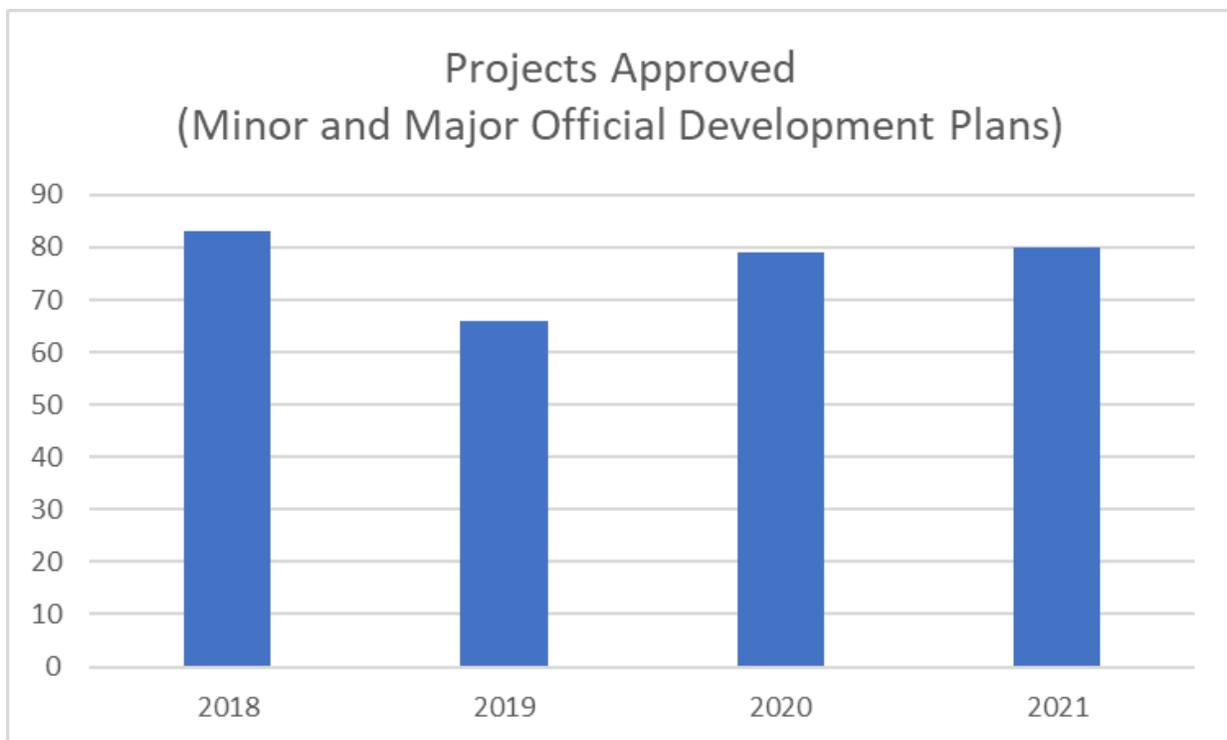
2023 Objectives

- Assist City Council to 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.
- Complete a draft of the Unified Development Code to provide a single document to guide all land development requirements and procedures in the City.
- Adopt updates to the City's Landscape Regulations/Code.
- Continue to coordinate a high-quality, efficient development review process.
- Initiate annexation studies of specific geographic areas based on an updated Comprehensive Plan.
- Continue to coordinate regional planning activities with the Denver Regional Council of Governments (DRCOG).
- Initiate zoning map changes to implement the updated Comprehensive Plan and Unified Development Code.

2022 Accomplishments

- Continued work on significant long-range planning efforts including the update to the City's Comprehensive Plan and the development of a Unified Development Code (with design standards).
- Initiated Harris Park Area Plan.
- 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.
- Implemented a cross-departmental effort to facilitate virtual neighborhood meetings to accommodate public input for development proposals.
- Conducted virtual Planning Commission meetings.
- Created a new web portal to provide more detailed project-specific information.
- Facilitated interdepartmental coordination for the entitlement of major development projects in Focus Areas.

Performance Snapshot



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,515,433	1,561,669	2,055,420	2,095,690
Contractual	96,895	54,938	115,215	123,326
Commodities	2,049	6,208	9,805	10,300
Other	-	-	-	-
Program Total	1,614,377	1,622,815	2,180,440	2,229,316

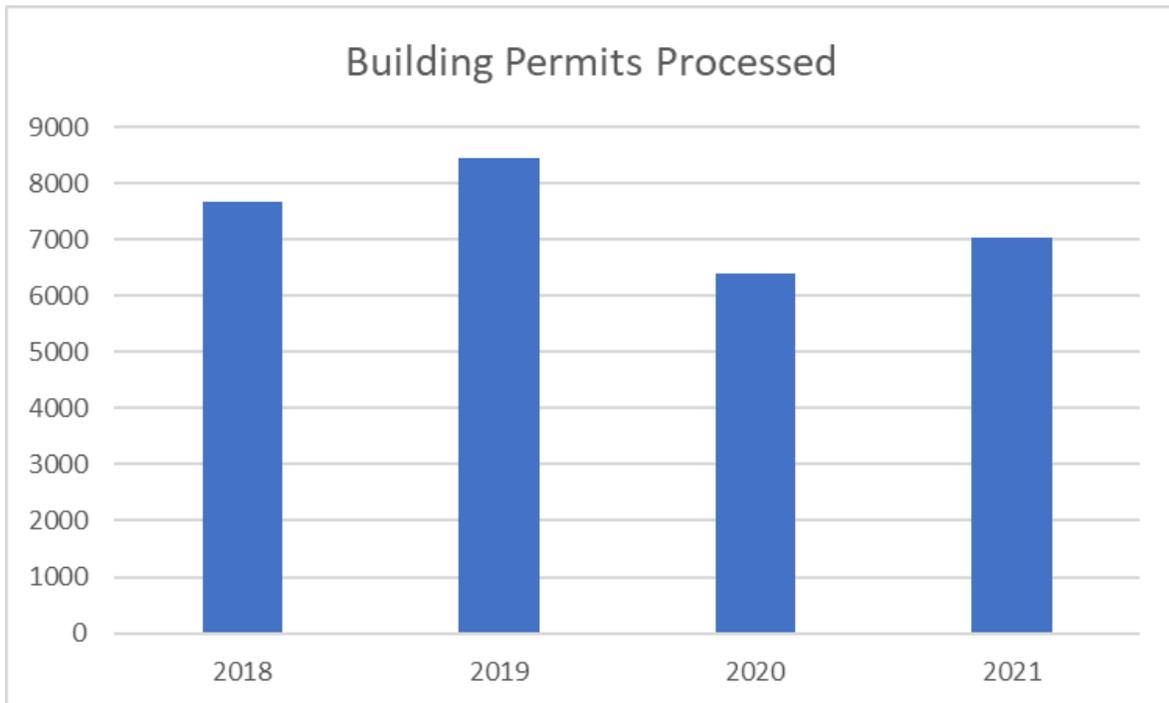
2023 Objectives

- Assist City Council adoption of 2021 edition of the International Building Codes.
- Refine standard operating procedures (SOPs) 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 SOPs 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.

2022 Accomplishments

- Improved turn-around time with plan review.
- Partnered with applicants on significant projects such as the Downtown projects, including the Aspire and Westminster Row projects, Legends at Church Ranch, and Westglenn Apartments to achieve desirable outcomes for all parties.
- Completed five years of fully electronic permit and inspection processes.
- Increased building permits processed by 10% from 2020.

Performance Snapshot



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 and records management. Provides code enforcement to promote neighborhood sustainability through a Property Standards Unit and a Land Use/Zoning Unit. Provides Official Development Plan (ODP) inspection and compliance services. Manages and leads geographic information systems (GIS) technology deployment, support, and enhancement across all City operations.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 400 - Ops and Comm Preservation

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	988,991	954,329	1,331,525	1,903,350
Contractual	97,107	138,543	604,626	495,462
Commodities	698	1,697	3,050	1,250
Other	-	-	-	-
Program Total	1,086,796	1,094,569	1,939,201	2,400,062

2023 Objectives

- Achieve 90% voluntary compliance on all code enforcement cases.
- Increase officer-initiated property standards cases by 15%.
- Adopt short-term rental regulations and implement a licensing program.
- Continue to streamline permitting and project management software and enhance customer service through improved technology.
- Improve geospatial data and systems to support functionality and service enhancements for key operational software including Public Safety’s CAD/RMS, Public Works and Utilities’ Cityworks, and Community Development’s TRAKiT.
- Implement enhanced “neighbor assistance program” to assist with graffiti removal and other property standards challenges.

2022 Accomplishments

- Successfully upgraded and improved electronic project and permit review system.
- Enhanced electronic recording abilities with county partners.
- Successfully managed transition of GIS services and staff; made a successful, critical hire for the GIS lead for the City following the retirement of the 20-year incumbent.
- Corrected scripting and performance issues around addressing and parcel operations (APO) and other key foundational GIS elements that have presented issues for internal and external customers over many years.
- Maintained excellence of service and responsiveness with code enforcement by responding to over 1,500 calls for service and achieving an 85% compliance rate.
- Conducted a short-term rental census and initiated formal tracking of properties.
- Initiated a significant stakeholder and community engagement process to guide formulation of short-term rental regulations and a licensing program.
- Continued to improve electronic project and permit review functionality.
- Conducted over 800 ODP inspections.
- Increased number of abatements performed by 340% from 2020 to 2021 (15 to 66).
- Increased number of liens placed on properties with chronic violations by 28% from 2020 to 2021 (32 to 41).
- Performed six projects as part of a “neighbor assistance” pilot program to assist vulnerable and challenged property owners in achieving compliance with property standards violations.
- Successfully responded to hundreds of Access Westminster and City Council concerns.

Performance Snapshot

2021

1,437	Total Code Cases
1,057	Total Violations
677	Courtesy Notices
366	Notices of Violation
228	Administrative Citations
66	Abatements
41	Liens
2	Summons to Municipal Court
85%	Voluntary Compliance Rate

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.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 380 - Engineering

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,579,257	1,531,182	2,120,577	1,834,720
Contractual	491,833	565,272	465,049	470,645
Commodities	9,408	8,194	7,620	10,000
Other	-	45	269	25,000
Program Total	2,080,498	2,104,693	2,593,515	2,340,365

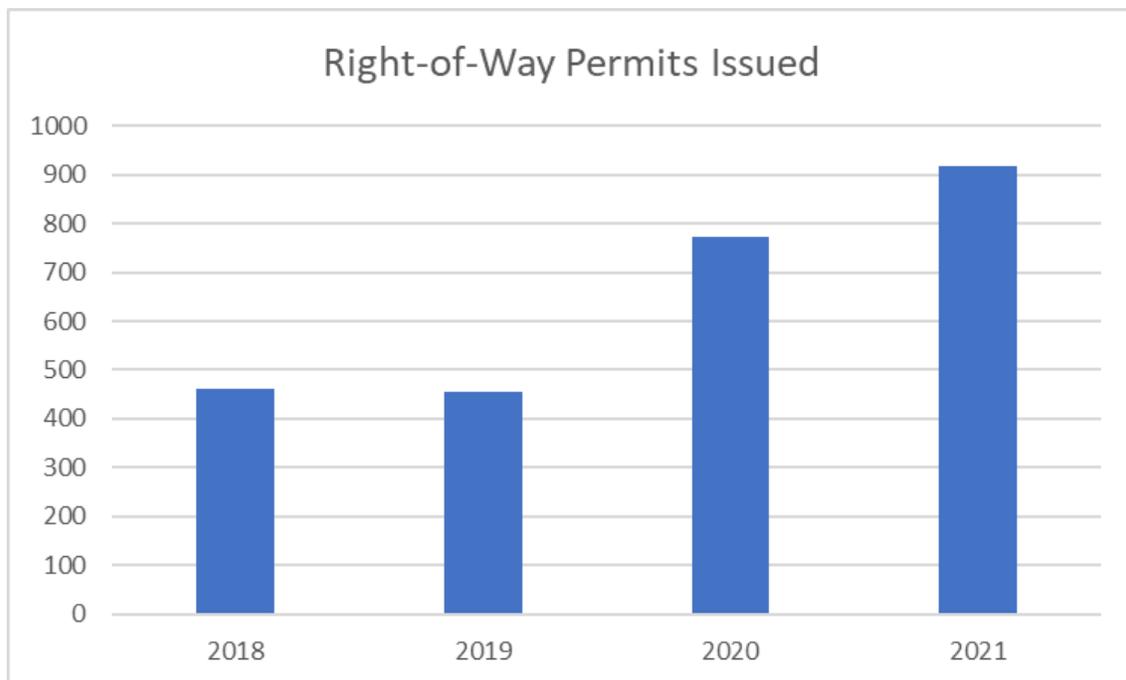
2023 Objectives

- Complete U.S. 36 Off-Ramp Safety Improvements.
- Complete asset inventory and condition analysis for the Stormwater Program.
- Construct a bike trail on the north side of 100th Avenue between Simms Street and Alkire Street.
- Implement school mobility improvement projects.
- Continue the construction of the Sheridan Underpass at Downtown project.
- Continue the program to replace corroding traffic signal poles throughout the City.
- Continue to install infrastructure, as needed, for subsequent phases of the development of the Downtown Westminster site and Westminster Station Area.
- Continue to refine parking management efforts at Downtown and Westminster Station.

2022 Accomplishments

- Replaced 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.
- Completed construction on the Harlan Street/ 92nd Avenue project.
- Initiated construction of the Sheridan Underpass project.
- Continued the Stormwater infrastructure assessment project with HDR Engineering.
- Obtained Burlington Northern Santa Fe (BNSF) Railway estimates for Quiet Zones at Lowell Boulevard, 72nd Avenue, and Bradburn Boulevard.
- Increased Right of Way permits issued by 18% from 2020.

Performance Snapshot



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 (FEMA) and regulatory requirements.

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	532,565	585,285	902,860	1,014,272
Contractual	235,149	176,833	329,307	377,705
Commodities	2,608	9,125	6,200	17,200
Other	7,748	4,247	15,750	55,650
Program Total	778,070	775,490	1,254,117	1,464,827

2023 Objectives

- Conduct projects to stabilize areas of Big Dry Creek and Middle Hylands Creek identified as high priorities in partnership with Mile High Flood District (MHFD).
- Complete pilot project to demonstrate sustainable Low Impact Development 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.
- Refine and continue the successful in-house construction site inspection program to achieve best management practices.

2022 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.
- Worked to develop long-term asset management strategy.
- Continued a project to stabilize Walnut Creek.
- Conducted projects to stabilize areas of Big Dry Creek identified as high priority.
- Coordinated with the MHFD 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 FEMA and other regulatory requirements.
- Obtained matching funds commitment from MHFD 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. 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	91,773	87,554	353,643	431,220
Contractual	474,575	597,996	245,740	328,960
Commodities	-	-	30,000	22,000
Other	41,664	-	-	57,000
Program Total	608,012	685,550	629,383	839,180

2023 Objectives

- Actively manage parking in Downtown Westminster and Westminster Station to balance needs of businesses, residents, and commuters.
- Maintain infrastructure investments in parking garages and surface lots.
- Manage time restrictions based on experience and activity.
- Continue to administer a parking citation system in accordance with the adopted parking fee structure.

2022 Accomplishments

- Administered parking restrictions in Downtown Westminster and Westminster Station.
- Refined the Downtown Area Parking Guide.
- Refined the Westminster Station Area Parking Guide.
- 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.

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).

Budget Overview

Fund: 100 - General Fund

Dept.: 40 - Economic Development

Division: 050 - Administration

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,290,973	1,078,414	1,762,253	1,909,100
Contractual	354,965	487,342	1,015,793	553,620
Commodities	9,562	7,475	18,500	18,500
Other	-	-	-	-
Program Total	1,655,500	1,573,231	2,796,546	2,481,220

Staffing Overview

	2020	2021	2022	2023
FTE Staff	14.5	14.5	13.5	13.5

Economic Development – Administration

Overview

The Administration function provides organizational leadership and collaborates across departments, as well as with external partners, translating the City's strategic plan into action through development of performance measurement, policies, and resource allocation and management. This function is responsible for establishing major departmental policies, planning long-term programs, and making executive-level decisions that are congruent with the direction of the organization as defined by the City Manager and City Council. Primary duties involve overseeing all administrative and professional work in planning, organizing, and directing the Department. Responsibilities include determining major departmental policies, planning long-term programs, and making difficult technical and administrative decisions. It also leads redevelopment activities, developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities. Lastly, it markets the City's brand and provides impactful communications with residents, businesses and internal staff.

2023 Objectives

- Leadership: Update and formalize a strategic plan for the Economic Development Department that includes detailed economic strategies and goals around business, people and place.
- Leadership: Expand the cross-functionality of the staff, and enhance data and GIS capabilities to benefit all department activities
- Leadership: Develop a Key Performance Indicator dashboard to monitor both internal and external outcomes
- Budget: Leverage and evaluate outsourced resources and internal abilities for cost savings, 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, including websites, social media, targeted emails, media outreach, and other marketing and communication collateral.

2022 Accomplishments

Marketing

- Supported the WestyRISE programs by developing content and communication for various platforms, including website, email blasts, social media and marketing collateral.
- 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.
- Developed content for websites, press releases, digital and print publications, social media that helped promote economic development programs, including CDBG, Harris Park Area Plan, SAGE Business Sustainability Program, Small Business Programs, and drought-watch related messaging for businesses.
- Produced the City Economic Profile.

Economic Development – Economic Resiliency Division

Division Overview

The Economic Resiliency Division focuses on the attraction and retention of primary businesses as well as support existing small businesses in order to create a resilient local economy. The Division cultivates strong relationships with the business community and provides technical support and resources. It also develops retail strategies in alignment with strategic objectives and community vision with a solid understanding of market trends. The Division is also responsible for administering the Community Development Block Grant (CDBG) and the Emergency Essential Home Repair Program (EEHR). It also administers and implements Historic Westminster Revitalization efforts.

2023 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 to support entrepreneurs and small business start-ups.
- Attraction & Retention: Continue to work with the business community to support development and job creation efforts.
- Attraction & Retention: Complete and implement retail strategic plan.
- Attraction & Retention: Present petition for Foster's Farm Business Improvement District for City Council Approval
- Historic Westminster: Encourage ongoing revitalization and redevelopment in Harris Park.
- Historic Westminster: Encourage positive uses and redevelopment for Shoenberg Farm property
- Historic Westminster: Provide options to City Council on possible uses for the Rodeo Market Building
- Small Business: Provide ongoing assistance and advocacy for local small businesses and develop new initiatives to support businesses.
- Small Business: Maintain and increase funding for Small Business Programs.
- Small Business: Maintain ongoing communication with regards to resources and opportunities
- Existing Business: Continue business data and customer management.
- Housing: Develop a formalized private activity bond request process.
- Housing: Develop housing preservation grants to improve existing affordable housing stock.
- CDBG: Develop strategy to complete the redevelopment of the City-owned properties located at W. 73rd Avenue & Lowell Boulevard.

2022 Accomplishments

Attraction and Retention

- Facilitated 13 new business recruitments, retentions, and expansions, creating 937 new jobs (see below for list of businesses and job count). Conducted 15 retention visits to small and large businesses and provided advocacy and technical assistance to over 100 businesses.
- Provided services to 35 prospective primary businesses and small businesses
- Conducted “biz walks” to 336 businesses YTD.
- Conducted business and communication outreach by sending 12 YTD eblast and 20 social media posts YTD to over 40,000 recipients.
- Created and maintained relationships with real estate professionals and brokers.
- Facilitated Foster’s Farm BID and development.
- Continued work on the city-wide retail, strategy, draft expected late summer – early fall.
- Completed biannual business survey.
- Continued to connect businesses to workforce resources as needed.
- Continued oversight of partner organizations and contracts: Westminster Chamber of Commerce, AC-REP, JeffCo EDC, and MDED, and SBDC.

Small Business

- Facilitated six YTD new business trainings with over 100 participants, and additional six trainings planned.
- Received 41 Capital Improvement Grant applications; which will award nearly \$139,000 to Westminster small businesses, leveraging over \$4.2 million in private investment and supporting 450 jobs.
- Received nine Façade Improvement Grant applications; which will award over \$35,000 to Westminster small businesses and leveraging over \$128,000 in private investment.
- Received seven Small Business Scholarship applications; which will award over \$2,200 to Westminster small businesses and leveraging over \$8,400 in private investment.
- Created and launched the Job Training Incentive Grant (JTIG); received four applications YTD; which will award \$21,000 and create 13 new jobs.
- Administered seven Westminster Station Area Grants; which will award \$190,000 and leverage \$489,000 in private investment.
- Maintained and improved the Customer Relationship Management database.
- Organized and sponsored the Business Legacy Award luncheon.
- Organized and sponsored Business Appreciation Month, recognizing the contributions made by local businesses to the local economy.
- Developed Business Coordination Committee to better coordinate, track, and record multi-departmental business engagements.
- Created a “how to open a business in Westminster” guide.
- Hired new FTE, Business Navigator in order to assist businesses.

Historic Westminster

- Continued facilitation of the Historic Westminster Oversight Committee to improve coordination between Departments working in Historic Westminster.
- Terminated the Olde Westminster Pub and Tavern Project.
- Completed a community survey for desired uses for the Rodeo Market Building.
- Provided on-going technical assistance to Harris Park businesses.
- Created RFP for Shoenberg Farms, vetted proposals.
- Supported the 72nd Corridor study by providing matching grant and staff time.
- Created an adaptive reuse waiver to help facilitate a new business opening in Harris Park.
- Opened the Run Westy Run Food Truck Park.
- Ongoing developer relationship management.

Housing:

- Created the award process for the City's private activity bond allocation.
- Developed and launched a capital improvement grant program for the preservation of affordable housing owned by nonprofits.

CDBG

- Completed 2022 Annual Action Plan.
- Administered the Emergency & Essential Home Repair Program. YTD supported 23 income eligible households by providing \$90,004 in grant funds.
- Completed demolition and abatement of improvements located at 73rd and Lowell.

Economic Resiliency Division Mid- Year Performance Snapshot

Business Development

Company	Employees	Square Feet
Claremont Foods	120	108,006
Genapsys	240	49,000
KD Early Learning	10	7,000
SevITech	30	10,427
Acadia Behavioral Health	150	123,000
Units Warehouse	19	19,200
Atlas CPAs & Advisors	9	7,108
KPA Software	100	16,161
Ent Credit Union	100	27,000
Cemvita	12	5,058
Ball Aerospace Warehouse 80	80	110,000
Innotiv	50	100,000
Gerber Collision	17	17,161

Economic Development – Economic Vibrancy Division

Division Overview

The Economic Vibrancy Division focuses on development and redevelopment strategies across the City. This Division leads redevelopment of Downtown Westminster, Westminster Station TOD and other City owned assets. The development and redevelopment work including developer recruitment, contract negotiations, project management, property maintenance, leading multi-Departmental efforts citywide and maintaining vision alignment and coordination of activities.

2023 Objectives

- Oversee completion of construction on development projects in progress, including the first and second phases of Townhomes on Block A-4 in Downtown Westminster and the adaptive reuse of the former US Bank building to open a Marczyk's Fine Foods.
- Oversee completion of the mixed-use development by Lux Living that wraps the Westminster Station garage.
- Facilitate the planning and commencement of new construction, including Schnitzer West office, and the third townhome project with Downtown Westminster Residences on Block C-7.
- Continue discussions with developers on the next proposed development projects in Downtown Westminster and Westminster Station area.
- Focus on retail leasing activity, supporting current tenants, and coordination of public projects to maintain momentum and generate new investment.
- Begin strategy and implementation of a redevelopment and Adaptive Re-Use Toolkit to encourage private sector investment, business growth, community resiliency and adaptive reuse. 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.
- 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 Avenue and parking lot for Swallow Hill and Colorado Sound Studios project.
- Facilitate the planning and commencement of construction on new development, including the 3551 W. 71st Place, and 6935 N. Federal Boulevard.
- 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 other City owned properties.
- Reestablish the Real Estate Committee to improve coordination and negotiation of real estate acquisitions, dispositions, and leasing across the organization.

2022 Accomplishments

Downtown Westminster

- Downtown Westminster Residences, LLC. Started construction on the first ownership residential project in Downtown with thirty-four (34) for-sale townhouses located on Lot 1 of Block A-4.
- The Aspire Westminster project opened bringing an additional 255 apartment units to Downtown with 26 of those units required to be leased by tenants making 80% of the Area Median Income. The Aspire is also home to the future Westminster Alley food hall adjacent to Central Square.
- The Westminster Row project opened bringing an additional 274 apartment units to Downtown and is currently leasing their retail space.
- The Tattered Cover Bookstore, Famille restaurant are open and operating in the ground floor of the Origin Hotel.
- Sweet Bloom Coffee and Tap & Burger are open and operating in the Ascent building. There are three additional tenants with active leases in the Ascent building that plan to open in late 2022 or early 2023.
- Hope Pediatric Dentist, 100% Chiropractic, and Lash & Company are open and operating in the 8877 Eaton Street building.
- The Alamo Drafthouse is open and thanks to the number of movies hitting the big screen, they are seeing close to pre-pandemic attendance levels.
- The Entertainment District Ordinance was passed by City Council in May of this year. The ordinance will allow for a future common consumption area to be created in both Downtown as well as the Orchard Town Center.
- Staff continues to work with Parks, Recreation & Libraries, Public Works and Community Development to manage the ongoing maintenance activities in Downtown.
- Staff is currently on a task force working with RTD on the Peak Rail Service contract to evaluate a commuter rail service from Longmont to Denver Union Station, which includes a stop a Downtown Westminster.

Westminster Station Area

- The Run Westy Run food truck park opened on the north side of the parking garage on June 4, 2022.
- Completed appraisals and surveys to support acquisition, disposition, and leasing of multiple properties citywide.
- Conduct property management of the leased City-owned properties located at 3621 W 73rd Avenue and 3080 W. 71st Avenue.
- Continued discussions with prospective developers of property located at 6931 Federal Boulevard, and 3551 W. 71st Place.

FINANCE

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), debt issuance, investment portfolios, retirement plans, and utility billing operations.

Budget Overview

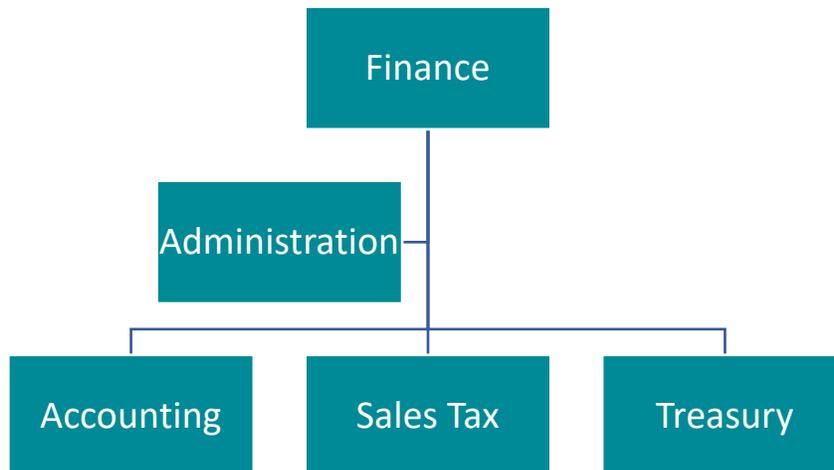
Dept.: 15 - Finance

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	2,973,117	2,897,705	3,869,621	4,244,090
Contractual	716,273	746,355	889,649	1,021,707
Commodities	15,134	21,679	51,207	51,207
Other	11,259	17,674	5,055	491,870
Program Total	3,715,783	3,683,413	4,815,532	5,808,874

Staffing Overview

	2020	2021	2022	2023
FTE Staff	36.5	38	37.5	38.5

New position is an Applications Specialist.



Finance – 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. This division supports all department divisions with daily administrative tasks and outreach efforts as well as the management of overall departmental contract services, and commodity and capital outlay purchases. In 2022, the division underwent a reorganization that included the elimination of the Finance Director position and moving personnel from Administration to the Accounting and Treasury divisions. As a part of this reorganization, the Deputy City Manager/Chief Financial Officer now oversees the Finance Department.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 050 - Administration

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	738,014	617,710	592,038	6,400
Contractual	18,041	17,437	32,578	34,347
Commodities	1,695	3,696	13,485	12,185
Other	4,280	3,000	3,615	3,660
Program Total	762,030	641,843	641,716	56,592

2023 Objectives

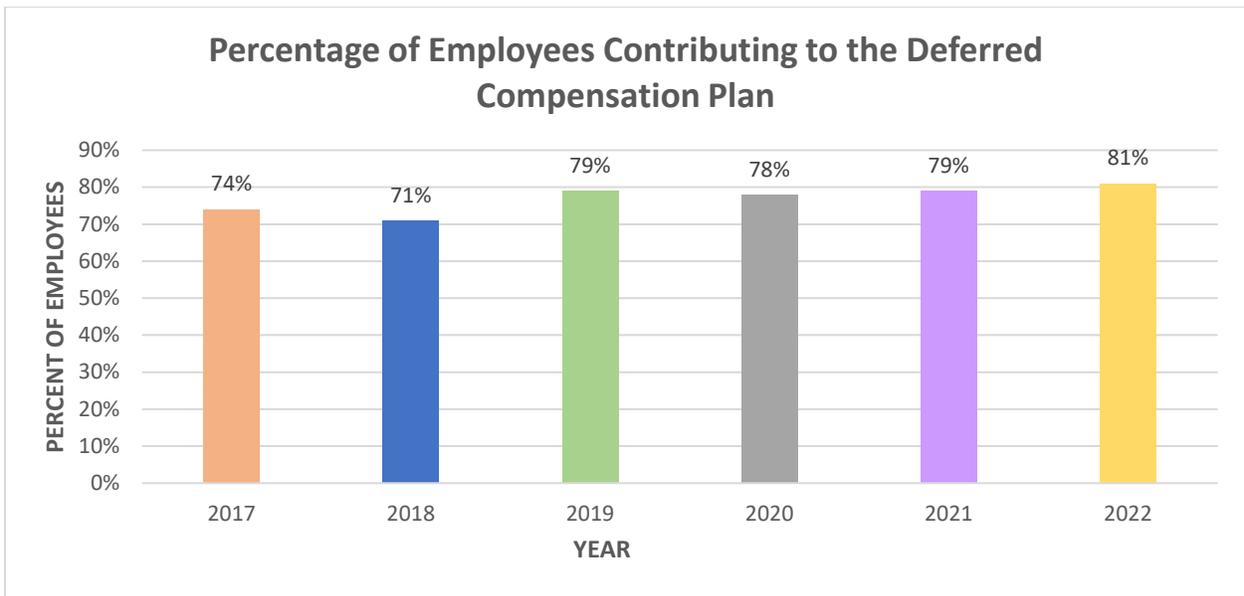
- Improve department communication to be more purposeful, strategic and consistent
- Continue to engage and empower department employees
- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget
- Collaborate across divisions to ensure administrative resources are available

2022 Accomplishments

- Increase the employer and employee contribution rates by 1% in the Employee 401(a) Defined Contribution Plan
- Transitioned the target date investments from mutual funds to collective investment trusts

- Implemented general leave cash out options for the 457(b) Deferred Compensation Plan
- Departmental budget oversight and development
- Provided administrative ongoing support for department
- Standardized language for rebate conditions to be included in economic development agreements
- Transitioned the filing of special district budget documents to Laserfiche for ease of retention

Performance Snapshot



Employee participation in the City's Deferred Compensation (DC) Plan is slightly above the national average. At the beginning of 2022, 81% of benefitted employees voluntarily participated in the DC Plan compared to the national average participation rate for the defined contribution plans at 79%. The high participation rate can be attributed to the extensive education program offered to employees that focuses on the importance of saving for retirement and auto enrollment.



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 capital 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	870,385	892,303	1,206,539	1,636,295
Contractual	188,310	126,811	150,435	163,900
Commodities	2,060	2,060	2,060	2,060
Other	336	9,623	-	500
Program Total	1,061,091	1,030,797	1,359,034	1,802,755

2023 Objectives

- Provide exceptional core services
- Receive clean audit opinion on annual financial audit
- Implement five new Governmental Accounting Standards Board (GASB) Statements, and evaluate and plan for 2024 implementations of two additional GASB Standards
- Merge Sales Tax Fund with General Fund for streamlined financial reporting
- Implement payroll provisions for a new Police Collective Bargaining Agreement
- Provide organizational trainings: Accounts Payable, Travel, Payroll, Financial Management system and yearend and capital project accounting
- Assist in the development of a JD Edwards capital budgeting application
- Implement electronic processing platform for Accounts Payable invoices
- Develop Accounts Payable Administrative Memo
- Evaluate and develop financial management system application for capital asset cost uploads and payroll applications for arrearages and garnishments
- Enhance payroll application of arrearage and garnishment administration
- Expand utilization of W-Desk to monthly financial report
- Expand utilization business intelligence analytics utilizing the Power BI application for monthly financial analysis

- Implement financial administration of new special districts and economic development agreements
- Evaluate, plan and update documentation and cross training of critical functions

2022 Achievements:

- Received clean financial audit opinion, meaning that there were no significant findings with the City's financials
- Provided end-user trainings on functional processes and procedures
- Implemented Full Cost Budgeting of payroll benefits to better assess the comprehensive cost of operations
- Developed and implemented carryover projection modeling
- Transitioned ambulance billing to new third-party provider
- Developed plan and application for GASB Standard No. 87 (Leases)
- Facilitated financial management system upgrade testing and implementation
- Collaborated on effecting City Council driven utility billing system rate modifications
- Implemented payroll provisions for new employee leave types and updated general leave programs
- Evaluated, selected and setup invoice processing automation solution system processing enhancements for implementation in 2023
- Collaborated on implementation and integration of the Open Gov transparency tool and GenTax tax software with JD Edwards financial management system
- Collaborated on conversion to new special events ticketing software
- Converted paper-based journal entry and accounts receivable processes to electronic processes

Performance Snapshot

For 38 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 Annual Comprehensive Financial Report (ACFR). The ACFR 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 ACFR. 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	601,554	540,319	865,625	898,575
Contractual	14,541	22,716	21,000	22,450
Commodities	-	-	-	-
Other	-	-	-	485,000
Program Total	616,095	563,035	886,625	1,406,025

2023 Objectives

- Meet the 2023 Audit and Enforcement Budget
- Continue training Revenue Agent and Sales Tax Auditors
- Reduce sales/use tax delinquency rate below 5%
- Increase electronic filing to over 90% through the use of GenTax
- Continue to utilize GenTax to improve and streamline internal processes
- Monitor progress of Legislative Sales Tax Simplification Task Force and assess impact of participation in the centralized sales tax filing system
- Present Ordinance changes related to marketplace facilitators, economic nexus and the Parks and Open Space Tax
- Identify revenue opportunities within the framework of all controlling statutes

2022 Accomplishments

- Collected over \$2.9 million in audit and enforcement revenue in 2021
- Hired and trained a new Revenue Agent and four Sales Tax Auditors; continued focus on reducing the delinquency rate
- Provided ongoing construction use tax reconciliation support and stipulated use tax agreements related to economic development activities within the City
- Collaborated with City Attorney’s Office on continued litigation and legislative issues

- Prepared drafts for proposed Ordinance changes related to marketplace facilitators and economic nexus
- Complete Request for Proposal (RFP) selection process and successful implementation of the new tax system
- Worked with Colorado Municipal League and other stakeholders regarding the centralized sales tax filing system and other legislative issues

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 five years.



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 utility billing services for the City’s Utility Enterprise. As part of a department-wide reorganization, the administration of City’s retirement plans along with all related Staff were moved to the Treasury Division of Finance.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	373,195	386,927	511,725	740,760
Contractual	6,201	4,348	5,210	7,015
Commodities	-	-	-	1,300
Other	-	-	-	160
Program Total	379,396	391,275	516,935	749,235

Fund: 200 - Water Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	389,969	460,446	693,694	962,060
Contractual	489,180	575,043	680,426	793,995
Commodities	11,379	15,923	35,662	35,662
Other	6,643	5,051	1,440	2,550
Program Total	897,171	1,056,463	1,411,222	1,794,267

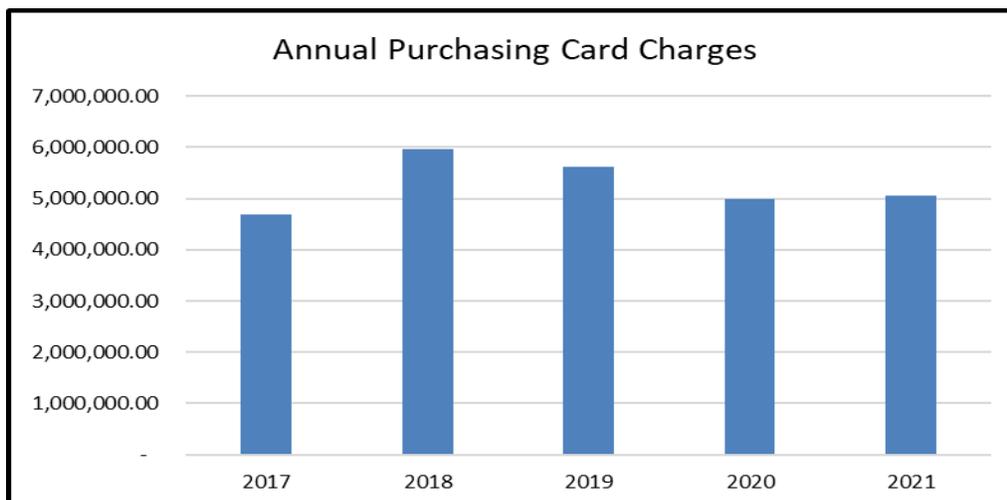
2023 Objectives

- Provide financial and analytical support related to the City's Urban Renewal Areas (URAs) and strategic development projects
- Research and implement strategic financing options for the City's Utility Enterprise capital programs
- Provide ongoing administrative support for the City's purchasing card program
- Complete conversion to new utility cashier system
- Provide financial solutions to address funding needs across City departments
- Amend the plan documents for the Employee 401(a) Defined Contribution Plan and 457(b) Deferred Compensation Plan to include provisions under the Secure 2.0 Act
- Implement employer contributions for Fire participation in the Fire & Police Pension Association (FPPA) Drop Program

2022 Accomplishments

- Completed equipment lease purchases for a fire ladder truck (\$1,294,217)
- Completed the Parks Open Space and Trails (POST) debt issuance that voters approved in 2021
- Completed *Continuing Disclosure Report* related to the City's bond compliance requirements
- Completed updating the new utility rate structure and billing cycles
- Completed the transition to a new merchant service provider for recreation, libraries, police, and ambulance
- Implemented a customer interface portal for utility billing customers to manage their consumption

Performance Snapshot



This table shows the total dollar volume of purchasing card transactions over the past five years. The City receives a rebate based on the total charges and in 2021, the City received rebates totaling \$77,045.

FIRE

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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	14,860,069	15,631,006	19,797,044	21,235,344
Contractual	1,663,483	1,734,047	2,075,383	1,847,284
Commodities	238,687	237,765	277,981	305,376
Other	237,808	234,366	619,339	431,002
Program Total	17,000,047	17,837,184	22,769,747	23,819,006

Staffing Overview

	2020	2021	2022	2023
FTE Staff	143.0	143.0	144.0	147.0

3 FTEs were added to improve fire prevention efforts across the City – a Fire Inspector, a Field Training Officer, and a Logistics Officer.

2023 Objectives

- Complete the updated Hazard Mitigation Plan (HMP)
- Complete the Self-Assessment Manual as part of the reaccreditation process
- Order a replacement fire engine
- Remount a medic unit patient compartment onto a new chassis
- Acquire a driving simulator trailer
- Acquire a digital fire prop for training
- Order replacement staff vehicles through Fleet Management
- Add a third wildland fire vehicle (Type 6)
- Upgrade the fire station alerting system to enhance the CAD-to-CAD notification systems
- Work with Information Technology to use a BI solution along with “DataMart” software to better extract data and create dashboards for internal and community use
- Fully institute Tablet Command in the North Area
- Upgrade Workforce to make better use of notification and scheduling
- Expand the RAVE program for notification
- Recertify all paramedics in Advanced Cardiac Life Support (ACLS)
- Replace current Opticom system with an upgraded/new traffic preemption system
- Work with Facilities Management to replace the vehicle exhaust systems in the fire stations
- Reassign inspection duties from line crews to the new Fire Inspector (if position approved)
- Conduct recruitment for the North Area Fire Academy
- Conduct a testing process for the Fire Lieutenant Investigator/Inspector vacant position
- Recertify all Paramedics in Pediatric Advanced Life Support (PALS)
- Expand recruitment opportunities through Intern Programs, Explorers Programs, and similar type resources

2022 Accomplishments

- Activated the CAD-to-CAD system with three other North Area agencies
- Began construction of the storage building (July, 2022)
- Completed the Knox Box upgrades
- Completed the third required Annual Compliance Report (ACR) for the Commission on Fire Accreditation International (CFAI) to maintain accreditation
- Completed the newly updated Community Risk Assessment/Standards of Cover (CRA/SOC) document
- Continued to increase Emergency Management visibility through Social Media and presence at public events

- Experienced several retirements, including the Fire Chief, with a new Chief selected after an arduous selection process
- Hired a new Administrative Assistant for EMS as well as a new Executive Assistant
- Graduated an academy of four new firefighters
- Began a second academy of four new firefighters
- Acquired and placed a new fire engine into service at Fire Station One
- Ordered a new aerial ladder truck
- Ordered a replacement dive rescue vehicle, boat and trailer
- Retained a former engine to increase the reserve engine fleet
- Ordered replacement staff vehicles for Emergency Management, Training, and Fire Prevention
- Remounted two medic units, using the current patient compartment of each that was rebuilt and placed onto new a new chassis
- Received a new fire extinguisher training prop
- Ordered a new pump testing and training trailer
- Hired a new Fire Plans Analyst to address the workload from fire plans and technical inspections
- Replaced the Fire Inspector that retired
- Transitioned the inspection program to the current records management system
- Recertified all paramedics in Pediatric Advanced Life Support (PALS)
- Recertified all commissioned personnel in Basic Life Support (BLS)
- Realigned staffing and scheduling to ensure administrative coverage in alignment with new City Hall hours
- Conducted initial cancer screenings for all fire personnel
- Worked with Facilities Maintenance to implement parts of the Fire Facility Study, specifically performing “test and balance” of systems at each fire station
- Began testing replacement systems for the traffic preemption program
- Placed new (replacement) Self Contained Breathing Apparatus (SCBA) into service on all apparatus
- In conjunction with the new SCBA, placed new (replacement) air compressor systems into service
- Replaced the 20-year old “bailout” safety/rappelling system with new equipment for all firefighters

Performance Snapshot

TOTAL INCIDENT RESPONSE 2017-2021

TYPE OF CALL	2017	2018	2019	2020	2021
EMS	7,946	8,025	8,331	8,365	9,630
Cancelled—Good Intent Service Calls	1,312	1,487	1,659	1,585	1,946
Service Call	996	1,063	1,032	1,129	1,211
False Alarm or False Call	678	643	756	655	742
Hazardous Condition—No Fire	197	245	219	262	242
Fire	238	257	164	213	333
Rescue	180	187	217	204	234
911 Citizen Complaint	3	7	4	10	7
Special Incident	4	5	5	4	22
Overpressure, Rupture, Explosion, Overheat—No Fire	4	3	9	3	8
Severe Weather or Natural Disaster	1	2	2	1	2
Grand Total	11,559	11,924	12,398	12,431	14,377

The Westminster Fire Department continues to experience increasing service call volume. The call volume from 2020 to 2021 increased by 1,946 incidents, or approximately 16%.

From 2017-2021, incident service calls increased 24.4%. 2022 YTD is showing an 8% increase in call volume over 2021.

The implementation of CAD-to-CAD will be closely monitored to determine the impact on call volumes for all agencies.

GENERAL SERVICES

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 Business Operations, Facilities Management, Fleet Management, Municipal Court, Policy & Budget, and Procurement.

During FY2022, the Policy & Budget Department absorbed the functions and divisions associated with the General Services Department; both departments were combined under the moniker "General Services Department".

The Department's Guiding Values include **Excellence, Partner Focused, Trustworthy, Accountable, and Advocate.**

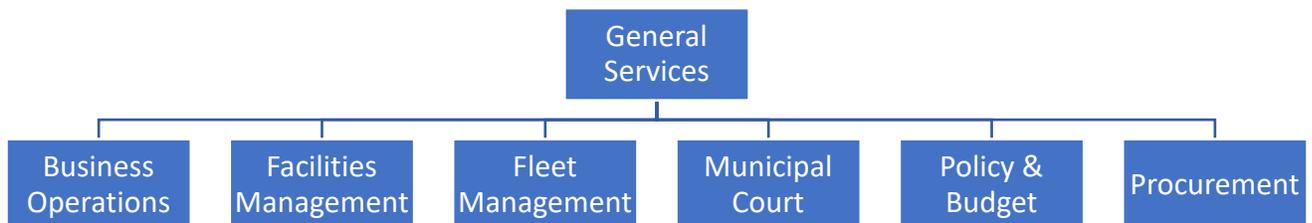
Budget Overview

Dept.: 12 - General Services

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	3,978,621	3,965,320	5,752,242	7,699,285
Contractual	2,672,349	2,928,851	3,121,089	3,487,742
Commodities	1,353,116	1,255,483	2,288,575	2,608,629
Other	35,327	48,035	130,500	179,500
Program Total	8,039,413	8,197,689	11,292,406	13,975,156

Staffing Overview

	2020	2021	2022	2023
FTE Staff	59.42	65.42	63.6	63.6



General Services – Business Operations

Division Overview

The Business Operations Division leads Department-wide efforts to develop and implement a comprehensive strategy consistent with the City’s mission, vision and strategic objectives. Business Operations oversees all Department divisions and corresponding budgets, continuous improvement efforts, implements applicable legislation, oversees the development and implementation of the Department-specific strategic plan, and leads department-wide projects. This Division houses the environmental compliance program, security services program, print shop, messenger, passport acceptance services and community assistant functions.

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	584,104	704,811	907,386	1,362,810
Contractual	65,088	132,985	158,506	134,881
Commodities	5,773	22,596	22,832	22,832
Other	636	2,937	2,500	2,500
Program Total	655,601	863,329	1,091,224	1,523,023

2023 Objectives

- Establish steering committees and customer engagement meetings in each division
- Develop customer feedback channels to ensure that the department is engaging all stakeholders and meeting customer needs.
- Develop key metrics to gauge performance in each division.
- Improve department’s efforts at data-driven decision making.
- Identify opportunities to improve department culture, including succession planning, efforts to address diversity, equity and inclusion, and pipelining future talent.
- Provide opportunities for employees at all levels to provide feedback and input on operations and decisions
- Continue to evaluate overall budget asks with program goals.
- Increase transparency in operations and decision making with the organization, department and community.
- Improve department communication to be more purposeful, strategic and

consistent.

- Incorporate several more workgroups into the City's Environmental Management System.
- Carry out facility assessments according to tiered schedule to ensure adherence to Federal and State environmental compliance regulations.
- Ensure all City facilities are compliant with safety data sheet binders and chemical inventories.
- Continue to drive environmental compliance efforts and awareness through the Environmental Compliance steering committee
- Continue to train and coach employees on standard response protocol, de-escalation techniques, and threat assessment.
- Continue to fulfill the vast majority of print jobs in-house.

2022 Accomplishments

- Revised and began implementing the General Services Department strategic plan after merging with the Policy & Budget Department.
- Established a department-wide onboarding program and customer service training to provide a consistent introduction to the department and establish customer service standards.
- Reorganized the Print Shop to oversee Messenger services without increasing FTE
- Successfully transitioned to Monday through Friday Community Assistant coverage
- Began offering Passport Acceptance Services to the community after a two-year pause.
- Trained and certified four employees to be Passport Acceptance Agents.
- Hired a bilingual Community Assistant/Passport Acceptance Agent to better serve Spanish speaking residents.
- Hired an Environmental Compliance Technician to ensure City operations are compliant with Federal and State laws and consistent with best management practices.
- Completed environmental compliance audits at 20 City facilities/divisions
- Trained 99% of applicable employees on spill prevention and 100% of applicable facilities on HAZCOM
- Completed radon mitigation at six City-owned facilities
- Introduced all new employees to environmental compliance and facilities security during onboarding.
- Hired the City's first Facilities Security Analyst to carry out the citywide facilities security program, including training and communication, hardware and software management, security analysis, threat assessment, and leading task forces to address security issues and concerns.
- Trained and coached employees and workgroups on safety and security, including standard response protocol, verbal de-escalation and threat assessment.

Performance Snapshot

The Print Shop performs an internal customer service survey annually. Below are the results from 2021, the last time the survey was administered.

	Strongly Agree	Agree	Disagree	Strongly Disagree
I consistently received exceptional customer service from the Print Shop.	77%	23%	0%	0%
I consistently received completed print jobs in a timely manner.	92%	8%	0%	0%
I consistently received high quality print jobs.	100%	0%	0%	0%
Overall, I am very satisfied with the service and products provided by the Print Shop.	69%	31%	0%	0%

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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,428,302	1,375,749	2,091,618	2,175,045
Contractual	499,254	504,020	614,046	740,091
Commodities	11,115	10,277	13,340	17,340
Other	34,691	13,898	10,000	-
Program Total	1,973,362	1,903,944	2,729,004	2,932,476

2023 Objectives

- Continue to actively seek opportunities for improvement in order to enhance effective service delivery.
- Continue to engage in communication and partnership with other City departments, municipal courts throughout the state, and key justice partners.
- Embrace the use of available technology to enhance and streamline delivery of service and provide an option to operate virtually. This includes implementing digital signatures on documents to allow for paperless operations.
- Continue to implement building and security upgrades.
- Continue to implement improvements in the case management system that were noted in recent audit.
- Implement Saturday Court in response to HB 22-1067 (48 Hour Bill).
- Assess current technology used for virtual hearings and make improvements and a potential shift as recommended.
- Reimplement quarterly “brown bag” luncheons to bring together all departments represented at the Court
- Explore additional Specialty Court options to serve specific populations of need coming to the Court.
- Recognize, support, and implement efforts being made City-wide and within General Services toward Diversity, Equity & Inclusion.
- Expand the number of documents offered in English and Spanish.

2022 Accomplishments

- Established a new partnership with the Office of the Alternative Defense Counsel to provide public defender representation.
- Created and implemented compliance procedures for newly enacted legislation.
- Continued to work with the Adams County and Jefferson County jails to conduct video appearances, reducing safety risks and costs associated with inmate transportation.
- Implemented new jury module while updating the current juror pool and trained staff on new module.
- Completed electronic citation import in cooperation with the Police Department and trained staff on the process.
- In collaboration with IT, installed virtual meeting hardware in three conference rooms at the Court.
- 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.
- Probation continued the Rehabilitation Assistance and Support Program, a voucher system to assist clients in meeting the requirements of their court sentence.
- Continued to offer Wellness Court as an alternative sentencing option and expanded the Wellness Court Team to include a representative from the Police Department's Co-Responder Program.
- Expanded Wellness Court funding to allow for increased incentives and assistance to participants.
- Probation continued cross-departmental communication through staffing sessions with the Victim Advocates for domestic violence revocation cases.
- Expanded imaging efforts in order to move further toward a file-less system by scanning all documents filed with the Court as well as all documents produced by the Court.
- Probation transitioned to a file-less system.
- Began utilizing electronic judges notes in the records management system, in lieu of hand-written paper records.
- Continued to hold bi-weekly "Point Team" meetings to collaborate with key stakeholders of the Court, including the City Prosecutors Office, Victim Advocates, and Police Department.
- Cross trained existing staff to expand their job knowledge and skills.
- Maintained updates within the software for court proceeding recordings.
- Increased the Court's presence on the City website to include weekly dockets, active warrant list, rights advisal videos (English and Spanish), and self-service forms and information.
- In support of the City's efforts toward accessibility, updated building signage to be ADA compliant.
- In conjunction with Facilities, installed an ADA lift to allow access to the Round Room.

- Provided opportunities for staff at all levels to attend industry-specific trainings and conferences.
- In conjunction with Facilities Security Analyst, conducted all-staff security training and assessed security needs for the Court.
- In collaboration with Police Department, brought staffing level of Court Security Officers back to pre-pandemic level.
- Installed iPads in the lobby to create self-service kiosks for customers to complete online payments.
- Upgraded the seating in Courtroom A and the public hallway and added tables to allow for plea discussions and attorney/client discussions.
- Upgraded furniture in Round Room, Jury Room A, and the East Conference Room.
- Secured and extended additional funding for Defense Counsel First Appearance Grant.
- Probation continued to offer virtual appearance options for those in compliance.

Performance Snapshot

Court Cases 2018 through 2022

	2018	2019	2020	2021	2022 (estimated)
Criminal	2,427	2,442	1,586	1,370	1,500
Traffic	8,281	7,365	3,284	2,676	2,800
Parking	1,545	1,037	693	654	660
TOTAL	12,253	10,844	5,563	4,700	4,960

General Services – Facilities Management

Division Overview

The Facilities Management Division oversees ongoing maintenance and repairs, capital improvements, custodial services, recycling and waste disposal, and building operations for City facilities. The Division utilizes staff to perform daily maintenance and repairs, as well as a variety of external vendors. Larger projects are managed by the Division’s project management team, who also assist other departments and divisions with CIP planning and execution. The Division is also responsible for the management of the City’s gas and electric utilities.

Budget Overview

Fund: 100 - General Fund

Dept.: 12 - General Services

Division: 390 - Facilities Management

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,125,308	1,088,512	1,660,960	1,663,790
Contractual	1,817,361	1,594,220	1,916,196	1,959,030
Commodities	215,231	284,349	291,514	316,330
Other	-	-	-	-
Program Total	3,157,900	2,967,081	3,868,670	3,939,150

2023 Objectives

- Develop a five-to-ten-year infrastructure horizon plan.
- Complete all funded capital improvement projects, including the replacement of the heat pumps at City Hall, replacement of the major HVAC equipment at the West View Recreation Center, replacement of the heating boilers at the Swim & Fitness Center, and roof replacements at Fire Station 2 and City Hall.
- Continue to evaluate energy usage and look for measures that reduce energy consumption by specifying energy efficient equipment and reducing excess usage.
- Continue to support space needs across the City to accommodate operational requirements.
- Manage COVID supplies down to appropriate levels based on current trends.
- Complete the annual review and revise frequencies in the Preventive Maintenance Program and add preventive maintenance based on 2022 results.
- Refine, update, and implement the annual Parks, Recreation and Libraries annual facility closure plans.

- Complete all annual shutdowns with 100% completion against each shutdown schedule.

2022 Accomplishments

- Improved access to services at the Municipal Court for citizens with physical disabilities.
- Prepared the Harris Park office building for utilization by City staff.
- Performed a compliance and modernization study of the Municipal Court to investigate the deficiencies of the facility and alternatives for addressing the issues.
- Performed a comprehensive roof assessment and developed a long-range roof replacement plan.
- Constructed a new storage building at Fire Station 6 to protect reserve equipment and apparatus.
- Completed construction of a new main check-in counter at the City Park Recreation Center to better serve guests.
- Replaced the domestic boilers and major HVAC systems at the Swim & Fitness Center.
- The maintenance team experienced a 7.3% increase in work orders (3,322 versus 3,077), while the average time to complete each work order decreased by 2.7% (15 minutes versus 14.6 minutes). This is a significant accomplishment as the team was down an equivalent of one FTE for the year.
- Conducted a request for proposals for custodial services.
- Utilized the facilities asset management software to create strategic, long-term planning decisions and prioritization of capital improvement projects for the 2023 budget and beyond.
- 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.
- Updated HVAC controls at Irving Street Library.

Performance Snapshot

Work Orders Completed

Type	Number of Work Orders
Emergency	6
Planned	1,934
Preventative Maintenance	1,317
Project	65
Total	3,322

The Facilities Management Division performs maintenance and repairs in 36 City facilities. The table represents the total number of work orders completed from July 1, 2021 through June 30, 2022.

General Services – Fleet Management

Division Overview

The Fleet Management Division manages and maintains the City’s fleet of approximately 750 assets. 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.

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	840,907	796,248	1,092,278	1,280,180
Contractual	290,646	697,626	432,341	542,769
Commodities	1,120,997	938,261	1,960,889	2,224,627
Other	-	31,200	118,000	170,000
Program Total	2,252,550	2,463,335	3,603,508	4,217,576

2023 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 2023 equipment purchase decisions.
- Determine if any 2023 asset purchases meet sustainability/electrification efforts and plan electrification infrastructure.
- Use telematics data to enhance the Equipment Replacement Plan, reduce risk, streamline operations, and control costs.
- Secure 190,000 gallons of the City’s gasoline and 90,000 gallons of the City’s diesel fuel on fixed forward contracts.

2022 Accomplishments

- Achieved 97.5% fleet availability rate for delivery of services to the City for the first half of 2022.
- Maintained 100% on-time completion rate for critical preventative maintenance services.
- Updated the 20-Year Equipment Replacement Plan for the City's fleet.
- Engaged with local and national fleet professional organizations, including FleetPros Colorado Chapter and NAFA Fleet Management Association.
- Maintained Automotive Service Excellence (ASE) Blue Seal shop certification.
- Purchased 190,000 gallons of the City's gasoline and 90,000 gallons of the City's diesel fuel on fixed forward contracts.
- Planned the purchase of 50 fleet assets in 2022.
- Migrated the FASTER fleet management information system from Windows to Web based.

Performance Snapshot

Fleet Management operations should attempt to maximize preventative maintenance (PM) activities and minimize 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 system 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
2019	99.6%	0.4%
2020	93.5%	6.5%
2021	99.1%	0.9%

General Services - Policy and Budget

Division Overview

The Policy & Budget Division oversees and coordinates the City's budget processes, legislative efforts, as well as long-term strategic and financial planning. The division also supports the development and implementation of City policies and programs, manages the biennial Community Survey, and advises City Council on financial and legislative issues.

Budget Overview

Fund: 100 - General Fund
Dept.: 12 - General Services
Division: 080 - Policy & Budget

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	602,757	619,364	922,670	662,580
Contractual	4,151	5,395	11,840	90,971
Commodities	746	702	7,500	7,500
Other	6,380	179	7,000	7,000
Program Total	614,034	625,640	949,010	768,051

2023 Objectives

- Increase financial/budget understanding within City's operating departments in order to improve budget accuracy and continue to build a collaborative budget development process.
- Submit for and receive the Distinguished Budget Presentation Award through the Government Finance Officers Association (GFOA) with special recognition for Capital.
- Implement Financial Transparency Software and make it available to the public.
- Complete a review of City's fee and fine structure and implement a fee schedule.
- Implement free residential dog licensing program.
- Develop recommendations and an associated action plan for addressing deferred maintenance on infrastructure roads, facilities, and equipment throughout the City.
- Successfully advocate on behalf of the City at the state and federal levels.
- Continue advocacy at the federal level for infrastructure and programmatic funds and grants.

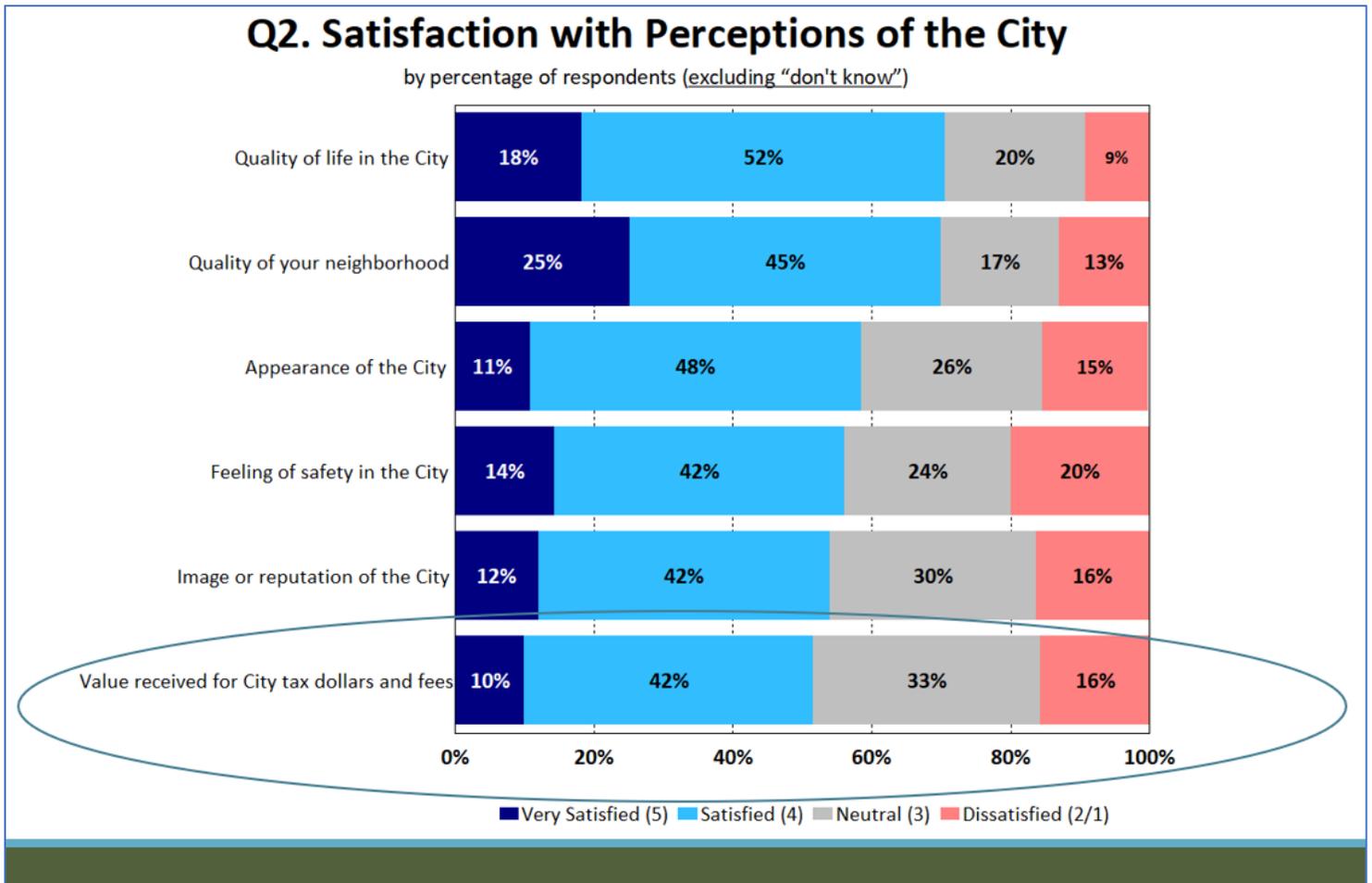
2022 Accomplishments

- Received the Distinguished Budget Presentation Award through the Government Finance Officers Association (GFOA).

- Developed spending plan of American Rescue Plan Act (ARPA) funds.
- Reviewed hundreds of pieces of proposed legislation and successfully lobbied for state legislation on behalf of the City.
- Conducted biennial Community Survey.
- Participated in 25+ boards/teams/committees both internal and external.
- Assisted in the collective bargaining process on two collective bargaining agreements.
- Facilitated the grant process administered by the Human Services Board.
- Put forth two infrastructure projects for consideration in the federal appropriations process.

Performance Snapshot

The Policy & Budget Division conducted the 2022 Community Survey. The Division tracks responses to the question regarding satisfaction of the value received for City tax dollars and fees.



General Services - Procurement

Division Overview

A Staff-driven innovation team recommended the establishment of a dedicated Procurement Division and City Council approved the recommendation and additional staff to improve the City's procurement function mid-year in 2021. The Procurement Division is responsible for the effective procurement of goods and services across the City. The Division also ensures that standards, controls, policies, and procedures are fully executed to manage the acquisition and reporting of all the City's third-party spending efficiently and effectively.

Budget Overview

Fund: 100 - General Fund

Dept.: 12 - General Services

Division: 800 - Procurement

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	-	77,970	503,805	554,880
Contractual	-	-	15,000	20,000
Commodities	-	2,499	30,000	20,000
Other	-	-	-	-
Program Total	-	80,469	548,805	594,880

2023 Objectives

- Establish new p-card process to include driving all purchases under \$10,000 to p-cards when possible.
- Move all low-risk, low-dollar services to a purchase order rather than City contract.
- Modernize purchase order terms and conditions.
- Create citywide contracts to maximize cost savings rather than multiple small contracts throughout various departments.
- Ensure procurement efficiencies are maximized throughout the various systems.

2022 Accomplishments

- Hired and reorganized staff for the Procurement Division, including a new Procurement Manager, two Procurement Analysts and one Contracts and Grants Coordinator.
- Onboarded Procurement Attorney to update and modernize City code and contract templates.
- Moved Purchase Order approval process from Accounts Payable to Procurement to ensure proper compliance.

- Created new procurement templates and support documents.
- Drafted updates to the Westminster Municipal Code and administrative policies to reflect procurement best practices and efficiencies.
- Solicitation responses and evaluations were moved to the BidNet Direct electronic platform.
- Documented standard operating procedures for grants administration and award procedures.
- Executed several citywide cooperative contracts.
- Revised and improved sole source policy to align with procurement best practices.
- Provided instructional documents for internal grant compliance requirements, including grant transaction reports.
- Established new citywide procurement policy and training.
- Updated COWNet and City Website with new and accurate content.
- Removed all procurements from Cobblestone, resulting in significantly faster turnaround time to post and award solicitations.

Performance Snapshot

The Procurement Division was created in 2021 and is working on developing performance snapshots. The following metrics will be tracked in future budgets:

- Assess 2021 & 22 and track Purchase Orders and turnaround times to establish Key Performance Indicators (KPIs)
- Assess 2021 & 22 and track Contracts and turnaround times to establish KPIs
- Assess 2021 & 22 and track Solicitations and turnaround times to establish KPIs
- Assess 2021 & 22 and track Cooperative Contracts and turnaround times to establish KPIs
- Assess 2021 & 22 and track Sole Source/Bid Exceptions and turnaround times to establish KPIs

HUMAN RESOURCES

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 development.

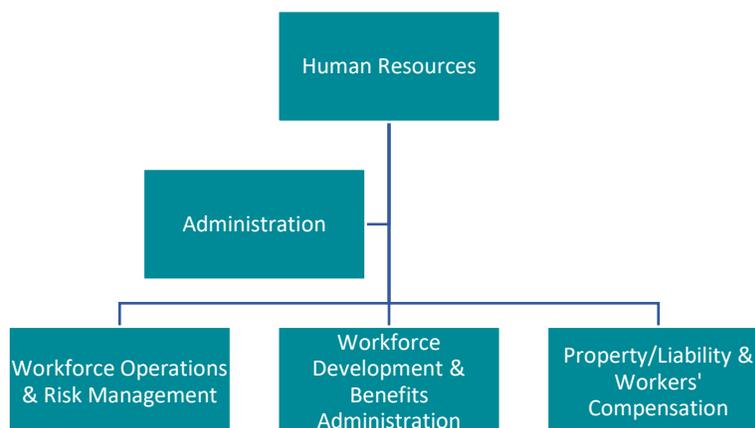
Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,929,174	1,952,768	2,869,133	2,937,800
Contractual	332,229	499,393	682,369	752,272
Commodities	56,822	64,200	139,543	123,650
Other	2,054	3,427	21,700	16,700
Program Total	2,320,279	2,519,788	3,712,745	3,830,422

Staffing Overview

	2020	2021	2022	2023
FTE Staff	24.8	26.0	26.0	26.0



2023 Objectives

- Emphasize building and maintaining a values-oriented culture with alignment to the City's Mission, Vision, and Guiding Principles.
- Further develop and manage meaningful Key Performance Indicators in support of the City's workforce.
- Implement and execute initiatives to improve employee engagement based on results from the Gallup Q12 employee engagement survey.
- Elevate Leadership and unity between City Manager's Office Executive Team, the Executive Team (ELT) and the Division Manager Team.
- Further refine and implement "Our Leadership Evolution: The Journey to Success and Performance Management" to elevate the supervisor role in the organization.
- Continue to fully embrace workforce diversity, equity, and inclusion (DEI) assessment work and implementation of action plan.
- Continue ongoing budget process initiatives in support of a Total Rewards Philosophy. Include ongoing pay, benefits, and quality work environment recommendations to attract and retain a talented workforce in a competitive environment.
- Continue to review and analyze benefits package that meets the needs of the evolving workforce.
- Continue to be an employer of choice through effective workforce development outreach and marketing.
- Continue to implement process improvement initiatives, including continued work on technology functionality and data analysis.
- Improve employee and team communication and connectivity.
- Continue to review, research and comply with employment laws and regulations to follow HR best practices.

2022 Accomplishments

- Helped strategically lead the workforce through financial, social and environmental challenges.
- Focused on an aggressive recruiting strategy to fill multiple vacancies and retain top talent.
- Continued to proactively develop and implement policies and procedures that meet the needs of the changing employment landscape.
- Provided strategic options and change management support in a financially sustainable manner.
- Continued to proactively respond to changing workforce needs in a post pandemic environment.
- Continually evaluated pay and benefits to support retention efforts. Implemented multiple initiatives to value and support employees in these areas.



- Will roll out Gallup Q12 employee engagement survey in Q4 2022.
- Continued 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.
- Continued to focus on being a respectful, innovative, and responsive Employer of Choice using best practices in support of employee engagement.
- Continued 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
- Reviewed and implemented new legislative initiatives and laws
- Strategized with and supported the Police Department regarding social change and police reform
- Expanded on our behavioral support programs to help employees during difficult and uncertain times
- Continued employee development efforts including onboarding, coaching, and compliance training.

Performance Snapshot

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 2020-2021 indicates \$1,775,456.00 in potential insurance costs for wellness members has been avoided by detecting certain medical conditions early.

Health Conditions Discovered in 2021

Unique Patients: 188*

Potential Costs Avoided: \$643,244.00

Condition	Instances	Projected Cost Avoided per Instance	Potential Cost Now Under Management
Diabetes	33	\$10,683	\$352,539
High Cholesterol	48	\$944	\$45,312
Hypertension	21	\$7,428	\$155,988
Marker for Prostate Cancer	1	\$42,570	\$42,570
Obesity (BMI > 30)	29	\$1,615	\$46,835

*Note: patients not previously identified, or new diagnosed

Health Conditions Discovered in 2020

Unique Patients: 170*

Potential Costs Avoided: \$1,132,212.00

Condition	Instances	Projected Cost Avoided per Instance	Potential Cost Now Under Management
Diabetes	42	\$10,683	\$448,686
High Cholesterol	65	\$944	\$61,360
Hypertension	57	\$7,428	\$423,396
Marker for Prostate Cancer	3	\$42,570	\$127,710
Obesity (BMI > 30)	44	\$1,615	\$71,060

*Note: patients not previously identified, or new diagnosed

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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	289,225	107,800	145,823	215,850
Contractual	2,709,044	2,766,005	2,636,500	3,156,500
Commodities	320	867	2,400	2,400
Other	-	-	-	-
Program Total	2,998,589	2,874,672	2,784,723	3,374,750

Fund: 480 - Workers' Compensation

Program: 10 - General Government

Dept.: 900 - Administration

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	649	126,023	144,823	214,850
Contractual	1,129,254	1,282,724	1,031,690	1,268,429
Commodities	11,191	15,053	25,600	25,600
Other	-	-	-	-
Program Total	1,141,094	1,423,800	1,202,113	1,508,879

2023 Objectives

- Continue to utilize the SafeStart concepts and error reduction techniques to build on the City's safety culture and decrease injury and accident loss. This includes safety staff becoming certified in the revamped and updated SafeStart program.
- 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.
- Develop and implement improved Defensive Driving training and programs.
- Partner with General Services and Facility Security Analyst to improve security across all facilities. Continue to develop physical security protocols while educating staff.
- Collaborate with General Services and ADA vendor to create and compile training materials and resources for staff, while helping to implement the City's ADA transition plan.

2022 Accomplishments

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

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 aiding in food, health, mental health, and shelter services to Westminster residents.

The members of the HSB are Kathy Busby, Rick Gabrielsen, Christine Geerts, Jessica Robb Mazzant, Katie Ruske, Karen Zimmerman. Councillor Obi Ezeadi serves as the HSB City Council liaison and Mikeal Parlow 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 considers 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 2023 HSB funding cycle application period was open from May 6, 2022, to June 9, 2022, during which time 27 applications totaling \$217,000 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 to conduct applicant interviews for new applicants and again later to 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 27 of the applicants to receive funding in 2023.

The following pages include the programs recommended for 2023 HSB funding and a brief description of the services each program provides Westminster residents.

Agency Name	Requested	Recommended
710 Rotary Foundation	\$10,000	\$5,000
A Precious Child	\$8,000	\$7,000
ACCESS Housing	\$15,000	\$8,000
Action Center/Jeffco Action Center, Inc	\$5,000	\$4,000
Audio Information Network	\$5,000	\$3,500
Beyond Home	\$5,000	\$3,000
Brothers Redevelopment	\$5,000	\$4,000
CASA of Adams County	\$5,000	\$4,000
CASA of Jefferson County	\$4,000	\$4,000
Catholic Charities of Denver	\$8,000	\$3,000
Center for People With Disabilities	\$6,500	\$4,000
Community Table/Arvada Community Food Bank	\$7,500	\$5,000
Denver Hospice	\$10,000	\$3,500
Family Tree	\$10,000	\$5,000
FISH Inc.	\$10,000	\$10,000
Food for Hope	\$10,000	\$5,000
Front Range Community College	\$12,000	\$8,000
Growing Home	\$10,000	\$7,000
Hope House Colorado	\$10,000	\$5,000
Jefferson Center for Mental Health	\$10,410	\$7,000
Kids First Health Care	\$8,000	\$4,000
Outdoor Lab Foundation	\$5,000	\$3,000
Project Angel Heart	\$7,500	\$4,000
Reading Partners	\$5,000	\$2,500
Revital	\$10,000	\$5,500
Rocky Mountain Immigrant Advocacy Network	\$10,000	\$4,000
Rocky Mountain Multiple Sclerosis Center	\$5,000	\$2,000
TOTAL	\$216,910	\$130,000

HUMAN SERVICE BOARD

Agency Descriptions

710 Rotary Foundation – This program provides books and reading materials to over 15,000 children in our community under the age of 5.

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

Access Housing – Empowers families in our community who are experiencing homelessness with solutions to achieve housing stability and self-sufficiency.

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

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 – Aids with disabled individuals who encounter difficulties in the pursuit of independent living.

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.

Family Tree –Partners with all people to prevent and overcome the interconnected issues of child abuse, domestic violence, and homelessness to promote safety, healing, and stability across generations.

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

Food for Hope – Empower and strengthen the future of our communities by providing nutritious food to children in need. Specifically, a food bank that includes both fresh and shelf stable items for residents with children in Westminster Public Schools.

Front Range Community College Foundation – Provides opportunities for individuals seeking to change their lives through education.

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

Hope House Colorado – Empowers parenting teen moms to strive for personal and economic self-sufficiency.

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.

Reading Partners – Help children become lifelong readers by empowering communities to provide individualized instruction with measurable results.



Revital – Proactively provides mental health support to first responders and their families through free outdoor activities and relationship-building activities for spouses and family members.

Rocky Mountain Immigrant Advocacy Network – Serves low-income adults and children in immigration proceedings.

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.

INFORMATION TECHNOLOGY

Department Overview

The Information Technology Department (IT) serves as the City's technology consultant and provides citywide technology services and support. The Department aligns technology objectives with City Council's Strategic Plan. The Department supports all areas of technology services 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	3,522,570	3,645,142	5,347,096	5,920,330
Contractual	920,202	1,041,961	1,620,452	2,613,597
Commodities	27,269	10,160	55,800	55,800
Other	221,934	103,949	170,000	240,000
Program Total	4,691,975	4,801,212	7,193,348	8,829,727

Staffing Overview

	2020	2021	2022	2023
FTE Staff	33.3	34.3	37	40

New positions include a Software Engineer I/II (Public Safety), Business Intelligence Developer, and a transfer from the City Manager's Office to enhance audio/visual services.

2023 Objectives

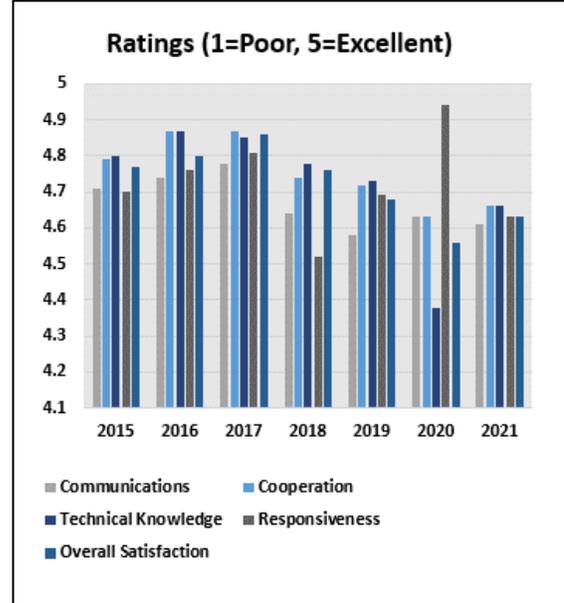
- Complete remote site network switch replacement and core network equipment replacements at City Hall and the Disaster Recovery Site for more robust infrastructure and better resilience
- Complete VOIP (voice over Internet Protocol) upgrades and replacements for more robust infrastructure

- To stay prepared and resilient, migrate all employees to Microsoft 365 to gain multifactor authentication (MFA) functionality and enhance endpoint security through the implementation of an Endpoint Detection and Response (EDR) tool
- Building on the migration to Microsoft 365, analyze and prototype Microsoft's Power Apps platform for use within the City's environment
- Enhance a shared sense of community and quality of life through assisting the City Clerk's Office in implementing a new agenda and meeting management system for Council and public meetings and by providing audio/visual (AV) and streaming capabilities for offsite public meetings
- Adding to a more robust infrastructure and quality of life, assist Finance in implementing a new cashiering system and Public Works in completing the implementation of the customer portal for water services
- Complete a data analytics framework plan to strengthen data driven decision making at the City leading to a more robust infrastructure that enhances all City services
- Enhance the City infrastructure by integrating the *Cityworks* asset management system with the CIS Infinity utility billing system
- Implement Microsoft's Intune endpoint management tool to better manage City computing devices

2022 Accomplishments

- Continued to maintain and enhance the City's robust infrastructure through expanded voice softphone deployments
- Installed and configured 15 conference rooms to better interact with Teams and other electronic meeting options
- Enhanced communications with citizens and customers by implementing Vuesion call center for Utility Billing
- Added to the City's infrastructure by completing telecom and network connections to the Harris Park facility
- Participation in multiple cybersecurity training classes, a regional tabletop exercise, and a security assessment to continue to be prepared and resilient against the constant threat of cybercrime
- Created a shared sense of community and increased quality of life through better departmental communications by enhancing streaming services and AV for public meetings including Council meetings
- Added to a robust infrastructure by assisting Finance in selecting a new sales tax system, implementing a new PCard and merchant banking system

One way that the IT Department measures customer satisfaction is via a survey sent out after IT service requests are completed. The survey measures communications, cooperation, technical knowledge, responsiveness, and overall satisfaction. The graph reflects a return to normal in 2021 from the extremes in 2020 highlighted by the consistency of responses but demonstrates a learning curve both for IT staff and customers due to the high turnover rate within City staff. Even with turnover, scores across all categories stayed above 4.5 on a scale of 1 to 5.



A strong cybersecurity program is critical to keeping Westminster prepared and resilient. Information Technology actively protects the City through its cybersecurity program. As of July 14th, 2021, IT has blocked 4,571 attempts on administrative privileges, 2,597 network trojans, and 3,459 web application attacks year-to-date.

PARKS, RECREATION, AND LIBRARIES

Department Overview

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

Budget Overview

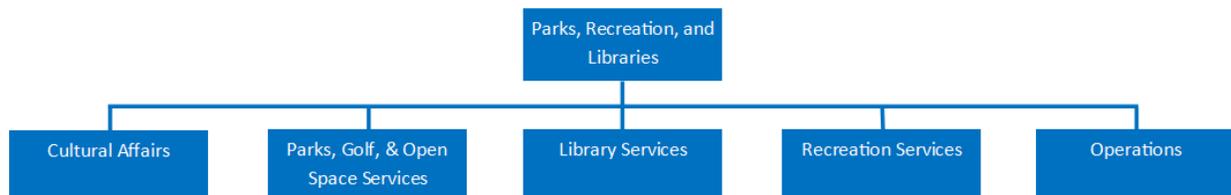
Dept.: 50 - Parks, Recreation and Libraries

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	13,371,243	15,084,038	21,600,520	24,052,678
Contractual	5,774,055	6,079,650	7,868,390	11,305,030
Commodities	1,898,634	2,422,823	2,356,512	2,999,992
Other	228,716	1,075,635	267,750	396,811
Program Total	21,272,648	24,662,146	32,093,172	38,754,511

Staffing Overview

	2020	2021	2022	2023
FTE Staff	205.80	205.80	205.30	213.30

The increase in staffing represents two Park Rangers and incorporating Cultural Affairs (previously in the City Manager's Office) as a new division in PRL.



Notes:

- Cultural Affairs was in the City Manager's Office in 2022 and will become a division of PRL in 2023
- The Open Space Division was integrated into the Park Services Division mid-year 2022 through a reorganization of the department - the new, consolidated division is now called Parks, Golf, and Open Space Services

Parks, Recreation, and Libraries – Operations

Division Overview

Operations assists in the overall management of PRL, including policy and financial oversight, human services functions related to homelessness and food security, digital data mapping, administration, cultural affairs, personnel management as well as the PRL project design, planning, and management.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 050 - Operations

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,298,801	930,069	1,052,627	1,129,150
Contractual	161,151	422,573	399,791	1,146,149
Commodities	41,092	37,815	17,100	15,000
Other	-	362	-	10,647
Program Total	1,501,044	1,390,819	1,469,518	2,300,946

2023 Objectives

- Support the implementation of the 2023 PRL operating and capital improvement project budget
- Continue to use the service delivery model to guide PRL operations
- Connect people to services and provide support when seeking to exit homelessness, particularly through the Homeless Navigator Program
- Continue working with Jefferson County partners on the design and development of the Jefferson Navigation Center
- Coordinate with regional partners to address basic human services needs of community members in both Adams and Jefferson counties
- Continue work to achieve the goal of no veteran unhoused in Westminster by participating in the regional *Built for Zero* Initiative
- Find ways to equitably stabilize those who are experiencing homelessness or at risk of homelessness using local, regional, state, and national resources aligned with best practices
- Continue the development of the PRL Comprehensive Plan
- Complete construction on Downtown’s South Park Phase II, the Promenade renovation Phase I, Squires Park renovation, the Downtown Art Container, the final three sculptures in the Armed Forces Tribute Garden

- Continue planning for the England Park Corridor, Phase III of Wayfinding signage, Phase II of Wesley Cemetery, and Park 1200
- Continue using Geographic Information System (GIS) to track parks and open space operations as well as for inventory parks assets
- Migrate GIS viewers from a desktop software to a user-friendly web-based application

2022 Accomplishments

- Recruited an additional Homeless Navigator and Landscape Planner
- Partnered with both Adams and Jefferson counties to provide hotel stays to people experiencing homelessness on extreme weather nights, providing safe, legal places for them to be
- Committed as a City to the Metro Denver Homeless Initiative's *Built for Zero Initiative* to eliminate veterans' homelessness in the region. Attended bi-weekly case conferencing meetings to ensure the veterans experiencing homelessness in Westminster were housed as quickly as possible. During the first two quarters, all four veterans were placed in permanent housing
- Partnered with more than 100 agencies, especially local governments and health departments, to align equitable strategies around rental assistance, next steps for sheltering options, as well as food policies and camp procedures while transitioning into long-term recovery mode for human services needs of community members
- Enhanced public safety efforts through the use of GIS
- Performed a GIS analysis on the equity of PRL services
- Established a fully functioning GIS database for PRL
- Completed Phase I of Nature Play Park
- Continued planning at the Downtown Parks and streetscapes, began construction on Phase II of South Park, and finalized plans for Center Park
- Completed Phase II of the Wayfinding signage along the Jefferson County Central Bikeway, Farmers High Line trail, and Big Dry Creek trail
- Planned renovations at Stratford Park and Squires Park as well as new dedicated pickleball facility at Municipal Park
- Staff continued to utilize the service delivery model within PRL operations

Parks, Recreation, and Libraries - Parks, Golf and Open Space Services

Overview - Parks

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

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 550 - Park Services

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,578,181	2,565,521	3,456,250	3,691,291
Contractual	2,699,498	2,384,151	2,974,301	4,387,130
Commodities	320,166	346,820	451,828	700,965
Other	129,097	935,240	86,750	69,000
Program Total	4,726,942	6,231,732	6,969,129	8,848,386

2023 Objectives

- Implement the next phase of Downtown Park development focused on Center Park
- Continue environmental stewardship efforts and support the City's Sustainability plan through best management practices (BMP's) and improved cultural practices
- Continue turf conversion program to increase the use of low water/drought tolerant grasses and climate appropriate xeric landscapes
- Convert 50% of hand-held equipment to alternative fuels
- Complete the Parks irrigation central control buildout by finalizing phase 2 installation and programming
- Continue the city-wide tennis/basketball court renovation program
- Kickoff city-wide playground equipment replacement program
- Complete irrigation system renovations at Orchard, Stratford, Standley Lake campground, Windsor, and Foxshire Park
- Complete renovation of Squires Park
- Begin Design work for full renovation of Wolff Run Park and Park 1200

- With the merger of the Parks, Golf, and Open Space Divisions, work with staff to improve operational efficiencies using functional specialties to create improved alignment of resources to exceptionally manage, restore, and maintain public spaces

2022 Accomplishments

- Completion and grand opening of Westminster Station Park Phase I-Nature Play
- Supported the 10-day Sparkler Tournament at pre-COVID attendance and game levels
- Completed Renovation of Bishop Square and Countryside Park Basketball Courts
- Renovated the playground at Westminster Hills Park and Westview Recreation Center
- Completed Design work for Squires Park Renovation
- Continued Parks Irrigation Central Control System replacement and upgrade.
- Implemented parks facilities security system upgrades
- Constructed 11 new shade structures for spectators at Christopher Fields
- Corrected a reoccurring drainage issue at Fire Station #3 in collaboration with Facilities Maintenance
- Activation of a site naming committee to review the renaming of 2 parks and 1 facility in Historic Westminster
- Implementation and purchase of the 2021 Parks Maintenance equipment package
- Greenhouse staff planned, raised, and installed the planting material for the Rain Garden at Legacy Ridge Golf Course

Overview - Golf

The Golf Course Enterprise Fund provides resources for the ongoing operation of the City's two high-quality championship golf courses: Legacy Ridge Golf Course 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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	805,342	843,491	1,119,864	1,208,580
Contractual	415,761	514,475	675,043	938,427
Commodities	300,774	304,758	314,753	336,853
Other	-	10,050	3,000	6,082
Program Total	1,521,877	1,672,774	2,112,660	2,489,942

Fund: 230 - Walnut Creek Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	749,407	827,598	1,110,612	1,182,656
Contractual	596,005	574,475	1,212,339	1,508,339
Commodities	230,337	267,694	280,700	335,700
Other	1,820	4,517	3,100	6,182
Program Total	1,577,569	1,674,284	2,606,751	3,032,877

2023 Objectives

- Continue water conservation efforts in all phases of the golf operation
- Solicit feedback and respond to input from the community regarding golf operations
- Continue to maximize revenue generation through strategic fee increases and tee sheet optimization
- Completed annual update of the Golf Operational Plan

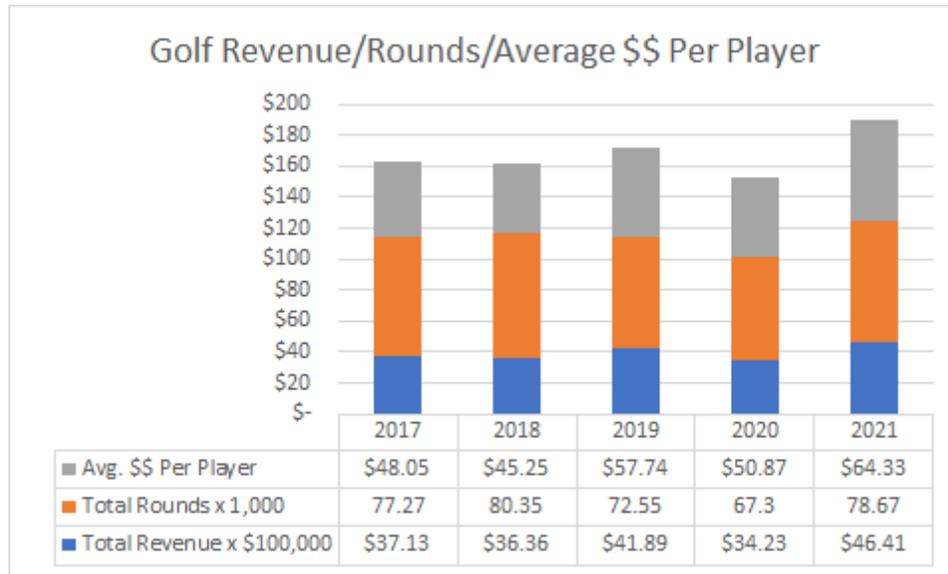
- Host community-oriented events at low or no cost
- Continue environmental stewardship efforts and support the City's Sustainability plan through best management practices (BMP's) and improved cultural practices
- Pursue equipment automation/technology geared towards efficiency and sustainability
- Complete the Walnut Creek Golf Preserve Irrigation replacement and Master Plan renovation
- With the merger of the Parks, Golf, and Open Space Divisions, work with staff to improve operational efficiencies using functional specialties to create improved alignment of resources to exceptionally manage, restore, and maintain public spaces

2022 Accomplishments

- Successfully hosted national and state tournaments including the American Junior Golf Association, US Open Qualifiers, and Colorado Golf Association events
- Hosted the highly successful 4th annual Westminster Open with a full field for the one-day event
- Completed the Legacy Ridge Golf Course Irrigation replacement and lake renovation
- Added new irrigation systems through the Legacy Ridge project at both Foxshire and Windsor Parks to expand the City's reclaimed water system which will remove the use of 8.5 million gallons of potable water annually
- Received a \$1.2 million grant from Adams County Open Space to pay for portions of the Legacy Ridge Irrigation System
- Purchase and implementation of the final pieces of the Golf Maintenance equipment package
- Purchase and implementation of Solo Rider Adaptive Golf Carts
- Supported numerous local charities through round donations for fundraisers
- Partnered with the City of Westminster Wellness and Library Adventure Pass programs

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.



Overview – Open Space

Management of the open space program includes Standley Lake Regional Park, the City's urban forestry inventory as well as constructs and maintains the City's trail system. Additional responsibilities include acquisition of strategic land parcels, providing environmental education, outdoor recreation, stewardship, and sustainability opportunities to the public. Effective collaboration with the Public Works and Utilities Department takes place to support a high-quality water resource for the residents and businesses.

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	365,593	496,178	631,824	849,440
Contractual	92,861	168,391	126,087	179,160
Commodities	21,181	21,517	22,091	22,091
Other	11,864	15,690	13,000	13,000
Program Total	491,499	701,776	793,002	1,063,691

Fund: 200 - Water Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 660 - Standley Lake

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	39,735	120,059	153,500	153,500
Contractual	4,750	6,487	18,323	18,276
Commodities	7,191	7,664	8,500	8,500
Other	-	-	-	-
Program Total	51,676	134,210	180,323	180,276

Fund: 540 - POST Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 550 - Park Services

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,650,737	2,073,429	2,784,969	3,014,901
Contractual	224,570	194,426	259,711	356,842
Commodities	136,835	202,338	198,000	203,800
Other	56,283	99,796	150,000	280,000
Program Total	2,068,425	2,569,989	3,392,680	3,855,543

2023 Objectives

- Update and continue to implement the Open Space Stewardship Plan
- Continue treating City-owned ash trees in prevention of the Emerald Ash Borer infestation and provide on-going tree health care for new plant issues
- Implement the McKay Lake North Area design plan to upgrade parking, improve Americans with Disability (ADA) access and eliminate flooding issues
- Implement an annual maintenance schedule for entire City Trail System
- Develop an area management plan for the Westminster Hills Open Space to address over-crowding and environmental degradation issues
- Expand volunteer programming and projects
- Continue and expand partnership with Mile High Youth Corps to increase Open Space and parks management and provide job skill development
- Expand nature education programming to include all open space, parks, and recreation areas
- Develop an Ecosystem Management plan for restoration of natural lands and management of native and non-native plants and animals
- Complete the Rocky Mountain Greenway Trail through Westminster Hills
- With the merger of the Parks, Golf, and Open Space Divisions, work with staff to improve operational efficiencies using functional specialties to create improved alignment of resources to exceptionally manage, restore, and maintain public spaces

2022 Accomplishments

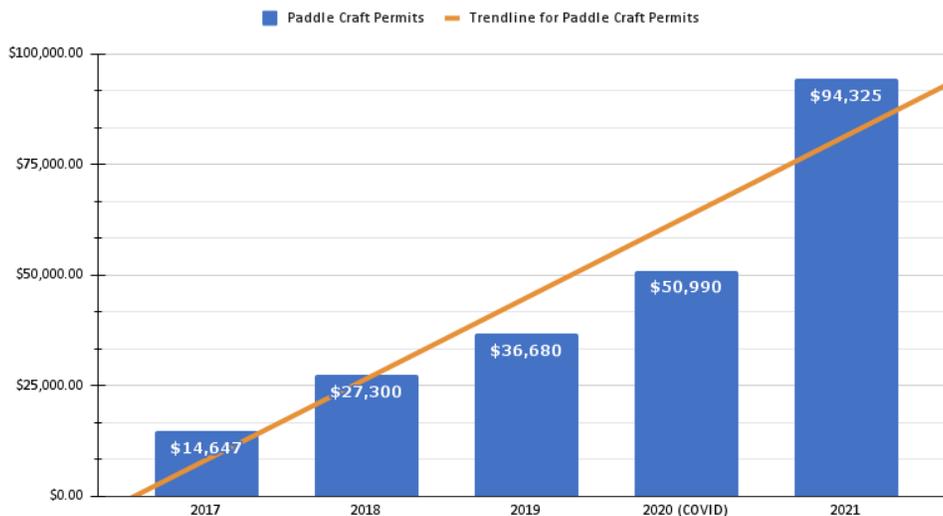
- Ensured trail maintenance of the 120-mile trail system through increased usage since onset of the COVID pandemic
- The Standley Lake goat program, using goats to ecologically remove invasive weed species, occurred in both June and August of 2022
- Received a \$40,000 grant from Adams County to develop an area management

plan for north McKay Lake

- Began loaning outdoor gear through the Irving Street Library, including fishing equipment, bicycles, and sporting equipment
- Engaged over 1,100 volunteers in City Wide Great Clean-up
- A new yurt was installed near the Nature Center to provide more meeting and educational space for staff and the public
- All new picnic tables and bell tents were purchased and installed at Standley Lake
- Provided our 4th year of grant supported after school Nature Clubs in partnership with Butterfly Pavilion and Westminster Public Schools
- Continued restoration and trail building work at Lower Church Lake with the help of Great Outdoors Colorado (GOCO) grant funding
- Completed multiple trail maintenance and construction projects in the first year of our partnership with the Mile-High Youth Corps to create the “Westy Corps”.
- Mapped all prairie dog colonies on City Property
- Recruited and filled the newly approved Park Ranger position dedicated to patrolling our parks, open space, and trails
- Personal paddle craft program sold a record number of permits
- Aquatic Nuisance Species (ANS) Program successfully prevented the introduction of zebra mussels at Standley Lake
- Acquired 31.4 acres of new Open Space
- Disseminated biological pest management controls at Standley Lake Regional Park, Walnut Creek Golf Preserve, and throughout the City’s open space and parks system

Performance Snapshot

Paddle Craft Permit Sales



Parks, Recreation, and Libraries – Library Services

Division Overview

Library Services meets the cultural, informational, intellectual, and social needs of residents and patrons of all ages at the College Hill Library, Irving Street Library, and through online services. The Division also administers satellite locations at West View Recreation Center, City Park Fitness Center, and The MAC.

Budget Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 620 - Library Services

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	2,114,720	2,100,229	3,485,605	3,607,370
Contractual	383,665	372,740	447,181	500,507
Commodities	517,264	590,304	501,370	534,445
Other	29,652	9,980	11,900	11,900
Program Total	3,045,301	3,073,253	4,446,056	4,654,222

2023 Objectives

- Implement 2023-2025 Westminster Public Library Strategic Plan with a focus on core services and community engagement
- Foster a sense of community through expanded outreach services and continued activation of the mobile library services vehicle, Library to Go
- Implement Archive Services maximizing resident access to materials of enduring value connected to the history of the City of Westminster
- Ongoing evaluation and implementation of relevant programming and services that promote a well-informed and engaged community
- Update Library Program Policy with a focus on offering a diverse range of activities and opportunities for patrons of all ages, backgrounds, learning styles, and interests
- Leverage community partnerships and volunteer opportunities to expand Library services and programming
- Complete installation of bicycle lockers to facilitate Great Outdoors Colorado (GOCO) Gear Library bicycle checkout (partnership with Open Space)
- Find opportunities for patrons to connect with each other; organize One Book Westminster program

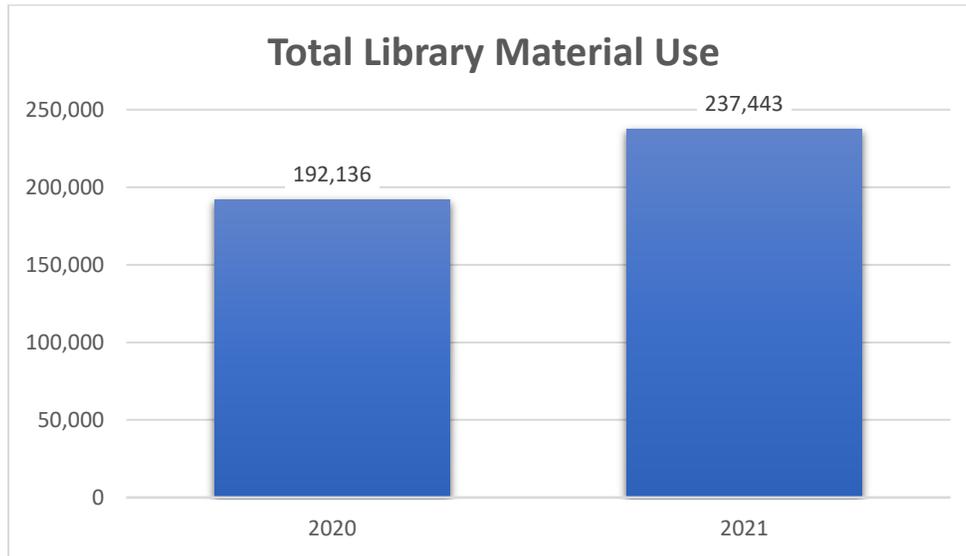
- Partner with Front Range Community College to host Human Library program promoting and creating an awareness around cultural diversity
- Update Library website and online resources for improved access and user experience
- Plan for furniture replacement and space design at both library locations. Partner with Facilities Management where appropriate to ensure facilities are safe and well maintained
- Staff training that focuses on diversity, equity, and inclusion

2022 Accomplishments

- Returned library services to pre-COVID levels through completion of hiring and onboarding of new staff, resumption of pre-COVID hours, and return to in-person programming
- Collaborated with Front Range Community College (FRCC) on the replacement of the HVAC system and air handler at College Hill
- Coordinated supplementary services during the three-month closure of College Hill Library for the FRCC HVAC project, including the successful set up and running of a temporary library at FRCC Rotunda
- Expanded digital collection to address increased demand due to closure
- Initiated Library to Go, the mobile library outreach services van
- Made in-house courier service permanent
- Launched additional 50 wireless Wi-Fi hotspots for checkout
- Received multiple grants to supplement library operations enhancing access and quality of patron experience
- Continued expansion of digital collections to meet community need
- Expanded the Great Outdoors Colorado (GOCO) Gear Library at Irving Street
- Added video games and gaming systems to the collection for patron checkout
- Upgraded the wireless network at Irving Street Library ensuring quality access for Library users
- Installed self-serve kiosk at The MAC, and continued “Rec & Read” kiosk services at West View and City Park Fitness
- Implemented Short Message Service (SMS) Text Messaging for patron hold notifications, creating improved communication, and quality of service.
- Installed GoCharging stations at both library locations
- Planning and design for dedicated Archive space to meet staff and community desire to honor the City’s rich history
- Replacement of radio frequency identification (RFID) gates and miscellaneous equipment
- Updated Collection Development Policy

- Partnered with Colorado Association of Libraries (CAL) to host a special event at the CAL Annual Conference showcasing Westminster’s unique amenities and offerings

Performance Snapshot



Parks, Recreation, and Libraries - Recreation Services

Division Overview

Recreation Services provides opportunities to be active and improve health and wellness through programs and facilities throughout the year. This is accomplished through the operation of City Park Recreation Center, City Park Fitness Center, Swim and Fitness Center, West View Recreation Center, The Mature Adult Center (MAC), the Westminster Sports Center, and Countryside outdoor pool (seasonal operations).

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	3,179,430	3,224,406	5,115,907	5,214,830
Contractual	1,001,892	1,151,729	1,306,141	1,339,671
Commodities	235,976	432,397	309,264	330,950
Other	-	-	-	-
Program Total	4,417,298	4,808,532	6,731,312	6,885,451

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,589,297	1,903,058	2,689,362	3,230,780
Contractual	193,902	290,203	449,473	445,529
Commodities	87,818	211,516	252,906	285,688
Other	-	-	-	-
Program Total	1,871,017	2,404,777	3,391,741	3,961,997

2023 Objectives

- Continue to restore recreation service levels and offerings to pre-pandemic hours and services based on staffing levels
- Continue to partner with the Facility Maintenance Division to plan future needs and CIP projects to ensure recreation facilities are maintained in a safe manner for staff and guests
- Engage partners to develop programs to meet the needs of all of Westminster. Including ensuring that our services offer a wide variety of offerings to meet the needs of the diverse community
- Evaluate Recreation Services to ensure programs offered reflect preferences of community. Actively recruit employees to fill recreation positions and expand facility hours and program offerings as staffing becomes stable
- In partnership with Westminster Public Schools, re-establish free summer lunch recreation programming in community parks
- Activate Recreation Park & Play trailer at community events such as Cuisine with Cops and City Special events
- Offer high quality services to the community that are affordable and can be accessed by all residents, regardless of financial ability
- Provide quality child care programs at licensed child care sites at a reduced fee through the activation of the State of Colorado Child Care Sustainability and Stabilization grant

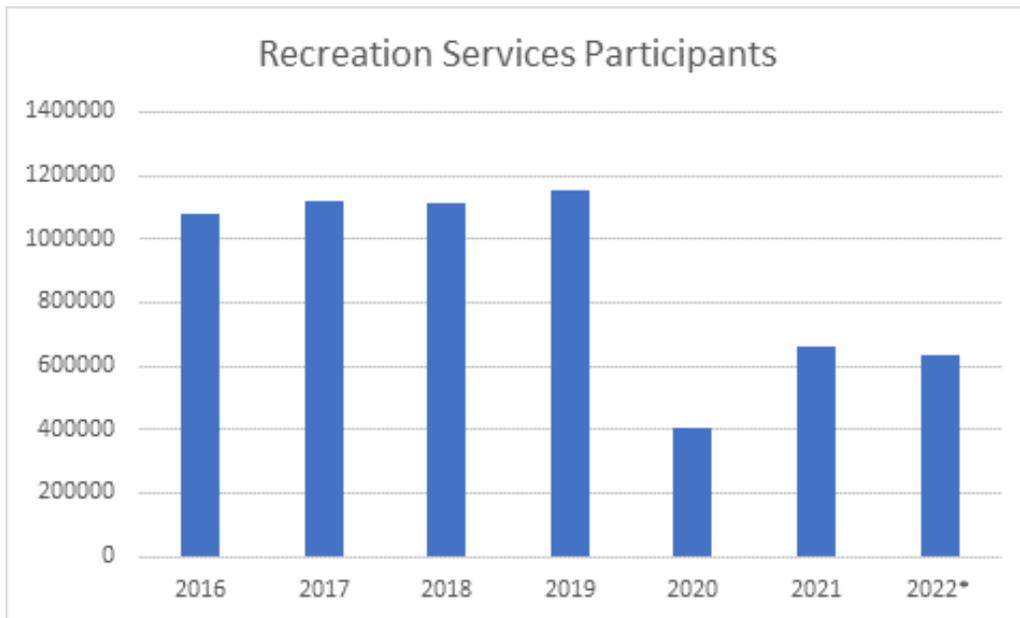
2022 Accomplishments

- Provided support and oversight for COVID testing site and vaccination clinics offered to the community as needed
- Continued partnerships with Kids Night Out, Westminster Soccer, and little leagues to provide programs for Westminster youth
- Restored free summer lunch programs from grab-and-go sites to back into Recreation Facility lobbies for a community dining experience
- Continued to actively recruit staff for multiple recreation positions with an additional focus on the recruitment of lifeguards through the State of Colorado Pool Special Initiative 2022 grant
- Implemented retention and recruitment bonuses for staff working in Licensed child care programs through the implementation of the State of Colorado Child Care Sustainability and Stabilization grant
- Partnered with A-Lift for transportation for seniors
- Completed a variety of capital improvement projects to enhance facilities for access to the public through drop in use and programming
- Continued management of athletic and park pavilion rentals

- Oversight of the Triple Crown International and Sparkler softball tournaments
- Expanded partnerships with insurance providers who focus on providing physical activity to active older adults. Continued to offer evidence based specialized fitness programs such as Pedaling for Parkinsons and SilverSneakers classes
- Continue to partner with Libraries on Rec & Read kiosks at West View, City Park Fitness and the MAC
- Successfully implemented staffing plan that reassigned FTE positions throughout the Recreation Services team

Performance Snapshot

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



*YTD as of August 28, 2022

Parks, Recreation, and Libraries - Cultural Affairs

Division Overview

The division supports public art and historic preservation, and plans for and provides special events that honor the City’s history and are reflective of the community’s many unique voices.

Budget Overview

Fund: 100 - General Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 780 - Cultural Affairs

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	-	-	-	770,180
Contractual	-	-	-	485,000
Commodities	-	-	-	226,000
Other	-	-	-	-
Program Total	-	-	-	1,481,180

2023 Objectives

- Reintroduce several new live concerts series at strategic locations with a focus on inclusivity/broadening audience diversity as part of a diverse mix of community-oriented events and programs
- Launch an online events calendar consolidating all City cultural events; this information will be part of a new monthly arts newsletter
- Establish public art policies as well as work on the creation of an artist registry identifying creative professionals in the City
- Invite the Westminster Legacy Foundation, North Metro Arts Alliance, Westminster Public Schools, and other partners to participate in several new collaborations, including Westminster Arts Week

2022 Accomplishments (City Manager’s Office)

- Presented a full event season, the first time since 2019. New offerings included a historic bus tour series, Top Taco, and the Around the World Street Fair. Returning favorites included Historic Westminster’s neighborhood block party, the Adult Egg Hunt, Westy Craft Brew Fest, and WestyFest



Westminster's Art on Loan program brought a new group of sculptures to the Vicky Bunsen Sculpture Garden in Historic Westminster. The nine sculptures, representing local and national sculptors, will remain on display through June 2023

- Staff strengthened relationships with several key partners through new cultural arts collaborations, including the Westminster Historical Society, North Metro Arts Alliance, Westminster Legacy Foundation, the Medusa Collective, and the Westminster Chamber of Commerce

POLICE

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

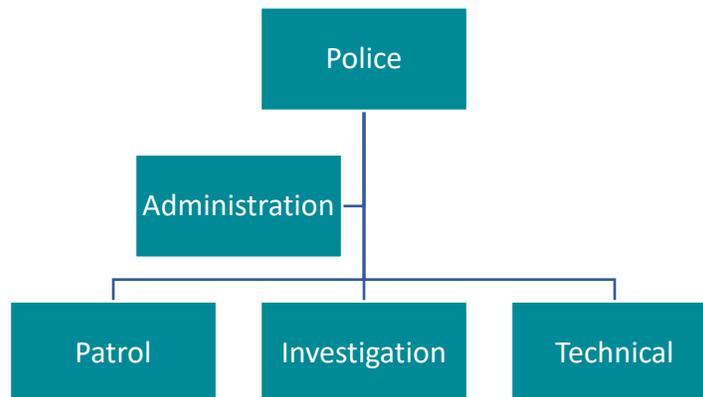
Dept.: 20 - Police

Expenditure Category	Actual	Actual	Budget	Budget
	FY 2020	FY 2021	FY 2022	FY 2023
Personnel	25,286,417	25,575,230	35,909,616	37,518,037
Contractual	3,083,611	2,853,822	4,809,150	5,258,675
Commodities	198,329	170,275	328,630	311,583
Other	129,958	86,510	199,397	226,855
Program Total	28,698,315	28,685,837	41,246,793	43,315,150

Staffing Overview

	2020	2021	2022	2023
FTE Staff	273.8	274.8	288.3	293.8

New positions include a Traffic Accident Investigator, Body Worn Camera Technicians (2), Victim Advocate, and Court Security personnel (2). A .5 FTE was transferred to Community Development for parking enforcement.



Police Department - Administration

Division Overview

The Administration Division is responsible for the department’s budget (coordination, planning and oversight), overall policies, goals and objectives, 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 community of Westminster.

Budget Overview

Fund: 100 - General Fund
Dept.: 20 - Police
Division: 050 - Administration

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	370,429	560,755	931,667	960,830
Contractual	832,643	794,193	1,000,961	768,848
Commodities	22,701	24,107	18,135	16,300
Other	-	69,787	9,710	54,406
Program Total	1,225,773	1,448,842	1,960,473	1,800,384

2023 Objectives

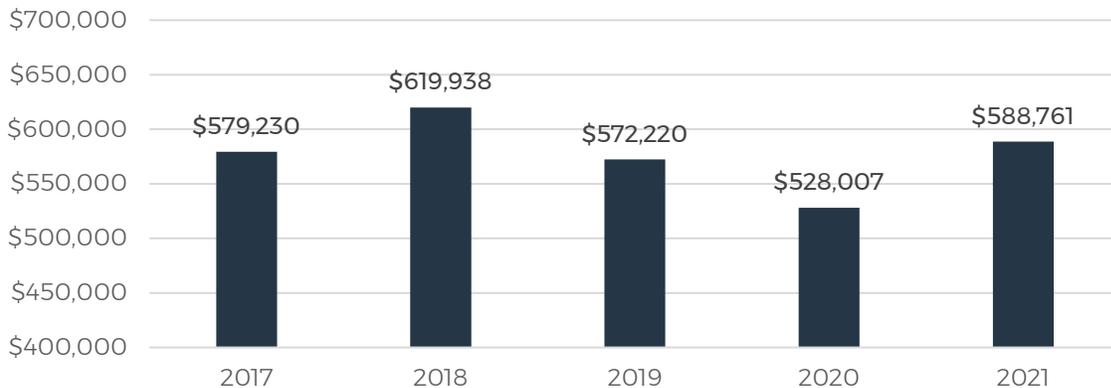
- Complete a review of all PD policies and procedures to ensure they are all following best practices and are aligned with current legislation
- Ensure positive and cost-effective budget oversight and strategies for the Department’s operational budget, capital improvement projects, and asset forfeiture funds
- Increase staffing throughout the PD through efficient hiring processes
- Conduct negotiations with the Westminster Fraternal Order of Police Lodge #25 for the 2024-2025 collective bargaining agreement
- Research and administer viable grant funding for the Department
- Monitor and respond to public safety-related legislation
- Develop and implement a strategic plan for the PD
- With collaboration of Human Resources and City Manager’s Office, complete a hiring process and select a permanent Chief of Police

2022 Accomplishments

- Continued interaction and outreach with community groups, associations and programs
- Obtained grant funding from state, federal and local entities that provided for salary, benefits, overtime reimbursement, equipment, supplies, training, travel and co-responder services
- Hired essential professional positions and promoted essential leadership roles within the PD, which includes the Business Operations Coordinator and Data Analyst
- Reached successful Collective Bargaining Agreement with the Westminster Fraternal Order of Police Lodge #25 for 2023
- Continued to develop and enhance the Chief's Community Advisory Panel to maintain relationships with the community
- Review and monitor State legislation that passed and update policies and procedures to reflect the changes

Performance Snapshot

POLICE DEPARTMENT GRANT FUNDS AWARDED 2017 - 2021



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	11,594,321	11,722,410	17,084,499	16,705,260
Contractual	658,927	684,576	910,715	1,289,680
Commodities	51,598	39,386	63,750	72,450
Other	3,000	-	55,689	122,172
Program Total	12,307,846	12,446,372	18,114,653	18,189,562

2023 Objectives

- Remain committed to safety of police personnel and the public visiting or living in this community
- Enhance proactive policing in areas experiencing high level of crime
- Cultivate an engaged team and assist with morale by ensuring communication at all levels, sharing in problem-solution discussions, and fostering a sense of organizational collaboration
- Ensure minimum staffing levels are adhered to for the safety of both officers and the community
- Ensure open communication and collaboration with other city departments
- Continue working on community outreach and engagement
- Partner with the community and other areas of city government to solve problems
- Continue to focus on employee wellness while breaking down the negative stigma associated with seeking mental health assistance
- Continue training to increase the number of Terminated Emergency Vehicle Operations – Pursuits by Police Officer
- Continue to provide services through the mental health co-responder program

2022 Accomplishments

- Attended community-based events when staffing permitted
- Continued to provide support for users of records management system (RMS)
- Continued to build and maintain a more robust mental health response and comprehensive policy that has been embraced and encouraged by Patrol personnel
- Full implementation of body worn cameras
- Received support from the City to proceed forward with the purchase of Patrol vest carriers

Performance Snapshot

2022 K9 STATISTICS



73 | TOTAL DEPLOYMENTS

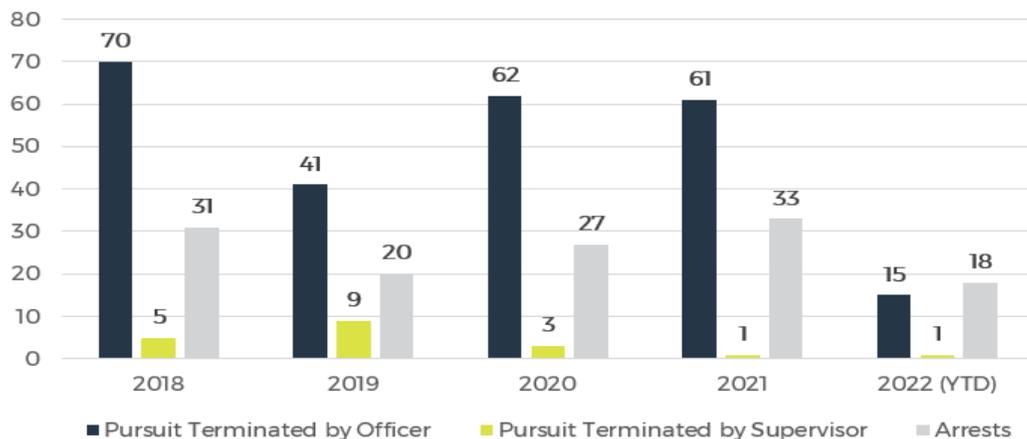
42% | SUSPECTS TAKEN INTO CUSTODY BY APPREHENSION OR SURRENDER WITH USE OF K9

2022 FIELD TRAINING INSTRUCTOR



77% SUCCESSFUL COMPLETION OF FIELD TRAINING OFFICER PROGRAM

EMERGENCY VEHICLE OPERATIONS | PURSUITS OVER TIME 2018 - 2022 (YTD)



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	7,526,355	7,600,579	9,808,755	10,479,894
Contractual	562,588	587,585	675,574	856,177
Commodities	100,231	75,757	181,438	182,836
Other	10,302	-	103,523	25,277
Program Total	8,199,476	8,263,921	10,769,290	11,544,184

2023 Objectives

- Continue to maintain adequate staffing levels
- Continue to complete comprehensive investigations that are victim centric and focused on successful prosecution of offenders
- Re-design of the Investigation Division work area for improved work space and to include additional space for future growth
- Increase staffing throughout the PD through efficient hiring processes
- Streamline the processes for internal affair investigations, use of force, pursuits, early warning system and employee log records through the use of a new computerized system
- Collaborate with Human Resources to effectively and efficiently recruit quality personnel
- Continue community outreach and partnerships for service delivery to the community
- Continue involvement in community events
- Implementation of M-Vac system for DNA collection and analysis to aid in

suspect identification and cold case investigations

2022 Accomplishments

- The Professional Services Section, assisted by Human Resource Business Partners, processed several hundred applications for police officer, dispatcher, mental health co-responder, and other professional staff positions within the PD
- Public Information Officers (PIO) expanded the popular community outreach program titled “Cuisine with Cops”. This popular event includes local food trucks and is hosted at different parks throughout the spring, summer and fall
- Continued to be involved with community outreach and engagement by attending community meetings
- Conducted the first annual Public Safety Open House event in coordination with the Fire Department, Public Works & Utilities, and Parks, Recreation, & Libraries
- Continued success of the Co-Responder Program
- Purchased and installed new shelving and re-design of the Property Evidence Section for improved storage
- Successful deployment of new RMS system which also includes training of all employees
- Securing grant funding for narcotics identification device that can be used to identify substances while contained in their original packaging, greatly improving officer safety by minimizing the opportunity for unintentional exposure
- Hosted fall Citizen’s Academy for public to gain insight into law enforcement and experience daily operations within the PD

Performance Snapshot

COMPREHENSIVE APPLICANT BACKGROUND INVESTIGATIONS COMPLETED	
2021	2022 <i>***Through July 12, 2022</i>
81	61

WESTMINSTER POLICE DEPARTMENT EMPLOYEES HIRED	
2021	2022 <i>***Through July 12, 2022</i>
26	31

Police Department – Technical Services

Division Overview

The Technical Services Division is responsible for assessing and implementing department technology needs, technical services, animal management, Body Worn Camera Program and graffiti enforcement/removal. The Special Events Section is responsible for enforcement and special needs of city-owned parks, recreation facilities, libraries, and trail systems; providing safe learning environments for children through School Resource Officers; and enforcement of traffic regulations/control, accident investigation and safety education through the Traffic Unit. The Communications Unit responds to emergent and non-emergent calls for assistance, prioritizes and coordinates critical services to the community by dispatching police, fire and ambulance services and provides support to responding officers.

Budget Overview

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	5,795,312	5,691,486	8,084,695	9,372,053
Contractual	1,029,453	787,468	2,221,900	2,343,970
Commodities	23,799	31,025	65,307	39,997
Other	116,656	16,723	30,475	25,000
Program Total	6,965,220	6,526,702	10,402,377	11,781,020

2023 Objectives

- Review and update the dispatch communication center policies and procedures in the interest of clarification and operational efficacy
- Implement remote call taking solution and mobile “dispatch kits”
- Purchase and outfit a mobile command vehicle for dispatch and SWAT by identifying grant funding opportunities
- Implement a public education campaign about what to expect when calling 911 and non-emergency lines
- Hire and maintain authorized staffing levels
- Increase staffing to handle the Body Worn Camera program with additional technicians and improve the timeliness of public release of redaction requests

- Complete the authorized building renovations to house the new hires within the PD
- Continue to work towards advancements in technology to better serve citizens and improve staff efficiency
- Enhance and improve graffiti monitoring and removal
- Continue to collaboratively work with City Staff regarding Information Technology and Geographic Information System (GIS) services
- Continue to enhance and improve the new computer-aided dispatch (CAD) and records management system (RMS) technology
- Partner with Westminster Chamber of Commerce and Arvada Animal Management for two separate vaccination/dog license clinics
- Scheduled replacement of 8629 with a vehicle that can be used in inclement weather
- Homeless initiative and collaboration with other city departments

2022 Accomplishments

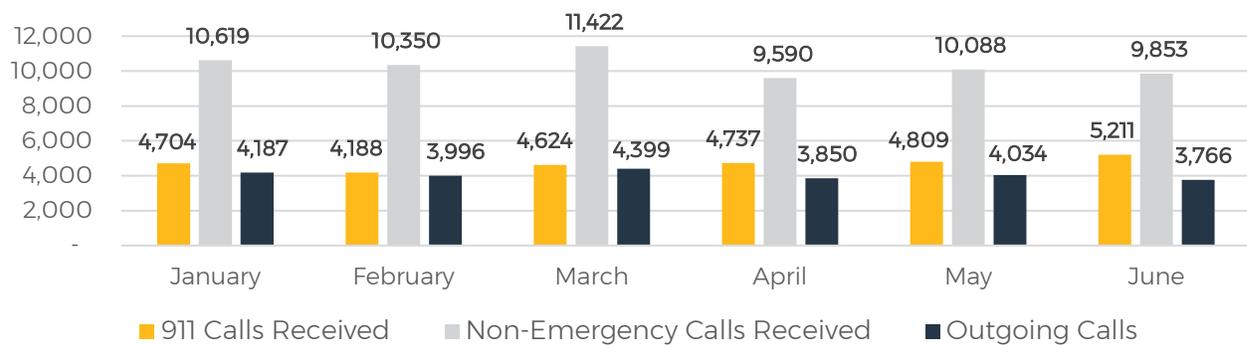
- Implemented the new RMS and CAD systems
- Received approval for new 2.0 full-time equivalent (FTE) positions which include a Body Worn Camera Technician and Application Specialist
- Implemented and enhanced the Body Worn Camera program, which included the deployment of signal Bluetooth devices, Respond+ technology, protocols to improve officer safety, performance audit tools, and new user and employee onboarding training
- Revision of Animal Ordinance is moving forward with City Council
- Hosted two successful pet vaccination clinics
- Implemented the full integration and expansion of the City's Laserfiche system for the new RMS
- Collaborated with Arvada Police Department to conduct a successful Teen Academy
- Integration of CUE HIT to CAD and deployment of a variety of survey tools for Dispatch, Property Evidence and Records personnel as well as automated CUE HIT notifications deployed to auto-update callers on police activity
- Procurement and deployment of new PD radios and the new Cradle Point wireless routers for PD and Fire Department (FD) fleet
- Engaged with property management companies and Westminster Public Schools to seek collaborative solutions to criminal activity around housing complexes and Westminster High School
- Several achievements with the new RMS tools which include:
 - Upgraded Colorado Bureau of Investigation (CBI) Portal
 - CAD2CAD deployment for Fire automatic aid response
 - Livescan fingerprint terminal deployed at Municipal Courts
 - LUMEN RMS sharing connection re-established
 - Field Ops cell phone CAD deployed

- Crime Mapping deployed
- SB-217 reporting tools developed and deployed
- Code tables updates to reflect massive criminal justice reform overhaul
- Caution notes and workflow and process updated
- Abandoned vehicle and tow workflow and process updated
- New GIS tools developed and deployed for public safety mapping
- [Online Reporting](#) available for the public to directly report specific crimes

Performance Snapshot

2022 PD DISPATCH CALL STATISTICS

January-June



2022 PD DISPATCH CALL STATISTICS

TOTAL CALLS TO-DATE

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
TOTAL	19,510	18,534	20,445	18,177	18,931	18,830

***As of June 30, 2022, the City of Westminster Dispatch center has received a total of **114,427** calls.

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

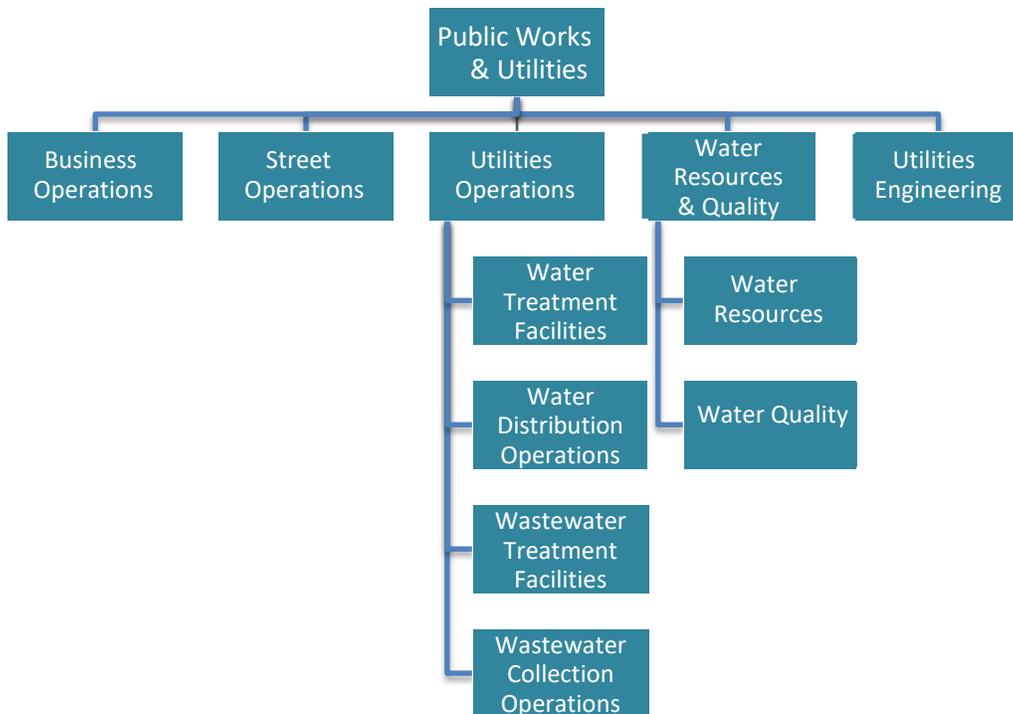
Dept.: 35 - Public Works and Utilities

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	11,392,792	11,086,538	16,231,684	17,453,493
Contractual	21,196,802	20,867,172	26,244,187	27,833,589
Commodities	2,786,829	2,800,308	4,293,744	4,696,456
Other	85,114	157,724	278,564	216,350
Program Total	35,461,537	34,911,742	47,048,179	50,199,888

Staffing Overview

	2020	2021	2022	2023
FTE Staff	154.5	154.5	153.5	154.5

An additional Street Inspector FTE was added to improve Street Maintenance Operations.



Public Works and Utilities - Business Operations

Division Overview

Business Operations oversees the creation and management of the department's operating budget, financial management and 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 FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	673,020	661,753	819,805	946,891
Contractual	240,767	384,292	479,579	479,957
Commodities	3,327	3,799	1,540	4,000
Other	856	-	2,514	-
Program Total	917,970	1,049,844	1,303,438	1,430,848

2023 Objectives

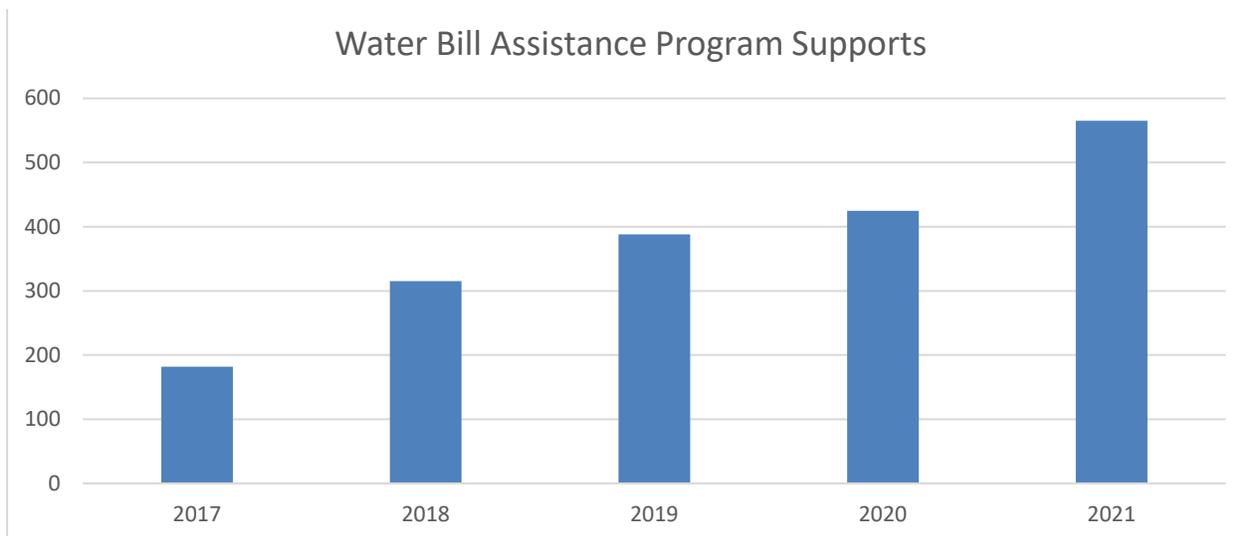
- Develop the 2024 water and sewer rate/fee recommendations for City Council consideration.
- Continue to offer a robust suite of water conservation programs to our customers.
- Continue to provide a variety of assistance programs to our income-qualifying customers.
- Continue to manage the short- and long-term finances of the Department to ensure long term fiscal sustainability.
- Continue to communicate with our rate-paying customers about the projects and programs their bills fund.

2022 Accomplishments

- Presented the 2022 water/sewer rate and fee recommendations to City Council
- Collaborated 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.
- Communicated to our customers on a variety of platforms about the value of the water and wastewater services provided.
- Provided customers with a series of water conservation programs to help manage their water bills while keeping their lawns attractive.
- Managed the short- and long-term finances of the Department to ensure long term fiscal sustainability.
- Continued assistance 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 2022, Public Works and Utilities offered five financial assistance programs to our income-qualified customers, including: 1) a \$15 monthly bill credit; 2) a 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.



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,743,042	1,751,546	2,577,829	2,811,813
Contractual	6,806,915	7,053,983	8,336,983	9,576,607
Commodities	997,841	915,025	1,490,061	1,574,249
Other	336	78	20,000	-
Program Total	9,548,134	9,720,632	12,424,873	13,962,669

Fund: 250 - Storm Drainage Fund

Dept.: 35 - Public Works and Utilities

Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	-	-	-	-
Contractual	265,458	201,144	293,666	335,800
Commodities	886	-	10,000	10,000
Other	-	-	-	-
Program Total	266,344	201,144	303,666	345,800

2023 Objectives

- Utilize the pavement management system to improve pavement condition to begin the process of improving the pavement quality index to 63 by December 31, 2027.
- 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 ensure safety for the walking, bicycling and driving public.
- Assist in the implementation of bike lanes throughout the City.
- 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 for proper drainage in areas known to be prone to collect water.
- Continue to collaborate with the Stormwater Division to collect GPS data on all storm inlet locations and condition details.
- Collaborate with neighboring cities for roadway improvements on shared roadways as well as continue to collaborate with local school districts the opportunity to use the City's contract pricing for de-icing material.
- Develop an action plan to address deferred maintenance on infrastructure, roads, facilities and equipment by March of 2023 to allow for budgetary planning for the 2024 budget cycle.

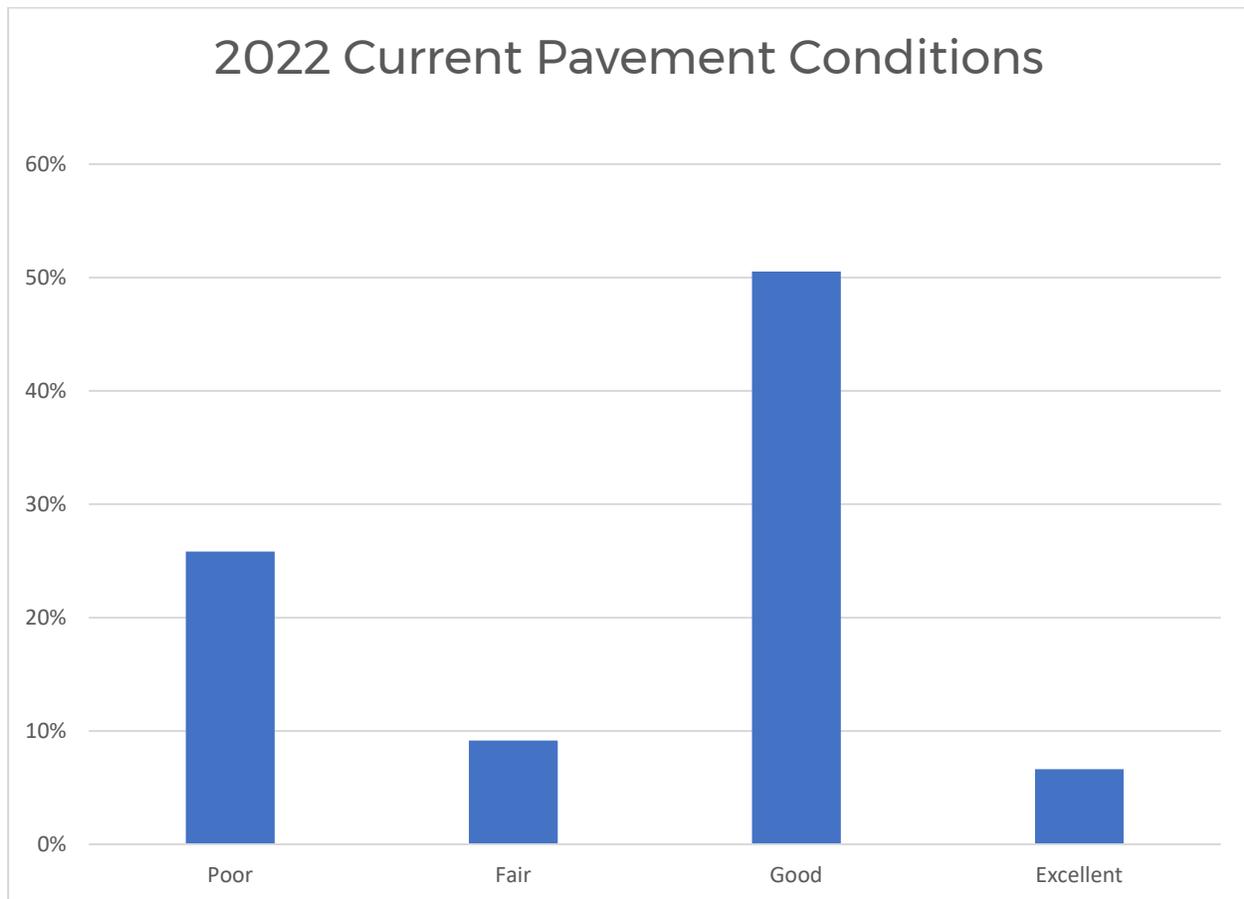
2022 Accomplishments

- 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 eight City facility parking lots in 2022 through High Density Mineral Bond asphalt preservation process and hot mix asphalt overlay of three lots.
- Assisted in the implementation of 5.52 miles of new bike lanes on City roadways 2022.
- Collaborated with the City of Arvada, City of Federal Heights, Adams County, and collaborated with contractors for resurfacing of shared roadways.
- Replaced 35,267 linear feet of deteriorated curbs, gutters, sidewalks, and curb ramps through the Major Concrete capital program.
- Resurfaced 83.04 lane miles*
- Provided efficient snow and ice control to assure safety for the public during 14 crew deployments throughout the 2021/2022 snow season.

*included lane miles that were incomplete due to the 2021 asphalt shortage

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 improve the Pavement Quality Index (PQI) to 63 by 2027. 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, 400 miles of sanitary sewer lines and 12 water storage facilities located within the City. The Division also maintains and operates two water treatment facilities, as well as reclaimed and wastewater treatment facilities.

Budget Overview

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 470 - Utility Field Operations

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	2,831,260	2,907,153	4,137,660	4,256,438
Contractual	1,466,097	1,846,054	2,224,829	2,340,628
Commodities	727,114	648,186	893,370	894,620
Other	76,243	139,344	254,700	212,700
Program Total	5,100,714	5,540,737	7,510,559	7,704,386

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,600,053	1,574,383	2,068,666	2,420,720
Contractual	1,236,450	1,182,859	1,537,610	1,515,696
Commodities	794,436	749,489	1,118,019	1,359,225
Other	-	-	-	-
Program Total	3,630,939	3,506,731	4,724,295	5,295,641

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	862,179	654,355	1,356,868	1,371,281
Contractual	237,143	237,241	372,831	500,923
Commodities	2,525	94,304	165,400	165,400
Other	4,732	15,000	-	2,500
Program Total	1,106,579	1,000,900	1,895,099	2,040,104

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,363,887	1,240,144	1,984,558	2,156,178
Contractual	4,785,511	3,830,333	5,580,041	5,658,608
Commodities	175,089	288,473	515,899	581,023
Other	2,112	-	-	-
Program Total	6,326,599	5,358,950	8,080,498	8,395,809

2023 Objectives

- Continue to meet or exceed all state, federal, and local discharge regulations.
- Participate in Department-wide efforts to positively affect change in environmental and public health and safety issues through the Colorado Department of Public Health and Environment stakeholder processes.
- Support the Semper replacement or rehabilitation project by generating innovative and optimal design ideas and criteria.
- Collaborate closely with the Water Resources and Quality Division to improve water treatment by examining raw water and distribution system water quality data and acting upon the results by adjusting, further optimizing, treatment.
- Evaluate and optimize wastewater treatment operations to ensure reliability of critical onsite infrastructure, and to proactively plan for anticipated regulatory changes.
- Optimize distribution system pumping and surge reduction improvements to continue reducing water age in storage tanks and the overall number of water-breaks in the distribution system.
- Survey approximately 50-100 miles of water distribution pipe to identify non-surfacing leaks which can possibly cause system contamination risk and water loss.

- Continue to maintain the wastewater collections system including cleaning and inspecting all of the gravity sewer lines in a careful and orderly manner.
- Inspect over 500 manholes and repair 120 manholes with defects.
- Monitor the reclaimed community garden at Front Range Community College and start tracking plant health with reclaimed water use.
- Continue progress in Phase 3 Partnership for Clean Water program at Big Dry Creek Wastewater Treatment Facility which provides an opportunity to closely evaluate all treatment processes to further improve existing operations.
- Bring important capital upgrades online at Big Dry Creek Wastewater Treatment Facility to ensure regulatory compliance with the City's updated discharge permit.
- Continuous improvements to reclaimed plant infrastructure for resiliency.
- Improve the distribution system integrity by replacing approximately 8,000 feet of distribution water main with internal distribution system field teams.
- Start program to replace Parks irrigation meters with improved metering technology to provide increased ability to monitor usage to support Parks, Recreation and Libraries efforts to continue to develop efficient irrigation strategies.
- Reach 100% completion for State-required backflow surveys.
- Work with Utility Engineering and consultants to investigate and repair leaks on raw water lines between Standley Lake and the water treatment plants.
- Attain Presidential Award from the Partnership for Safe Water for optimized water filtration from the Semper Water Treatment Facility which will support providing the community with high-quality water by optimizing existing processes.
- Assess and upgrade critical safety and security gaps at Big Dry Creek.

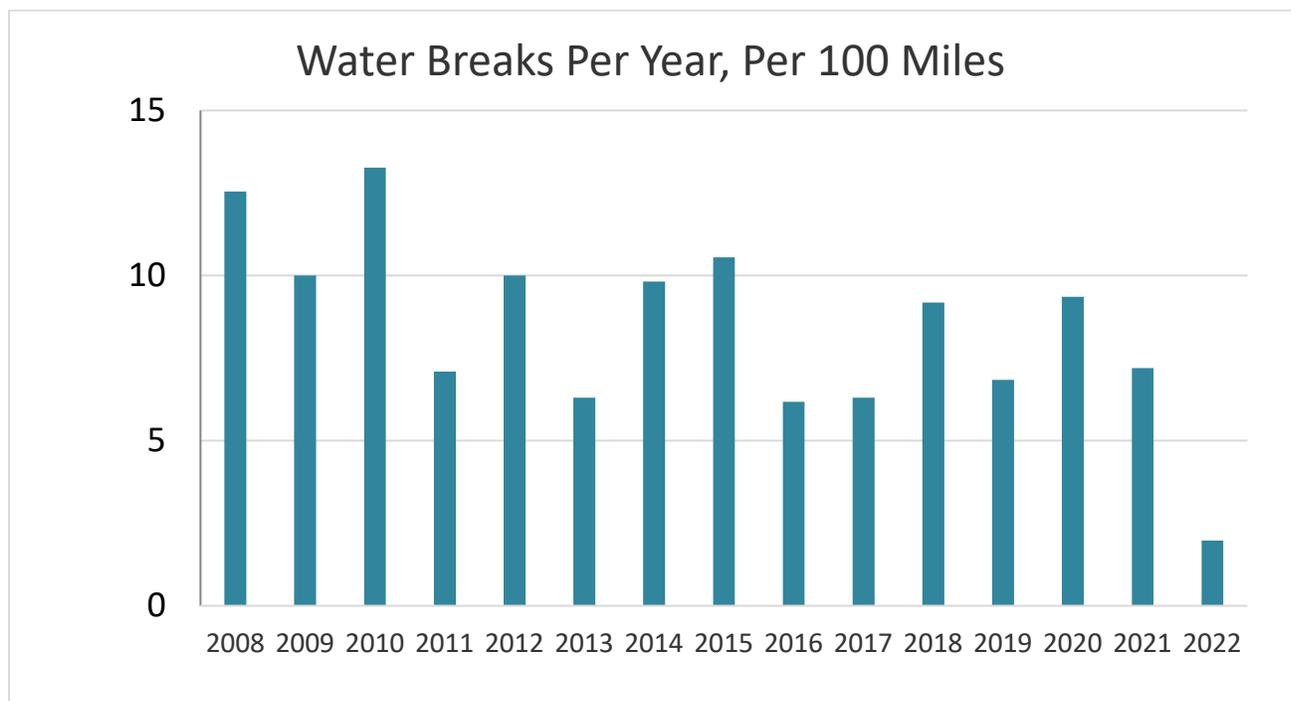
2022 Accomplishments

- Based on extensive coordination and data-analysis completed by staff, the Colorado Department of Health and Environment has granted the City a 2022 Exemption within the current Environmental Protection Agency (EPA) regulations for specific compounds. This will allow sludge generated in the water treatment process to be recycled and applied to farmers' fields at approximately 20% the cost of direct burial in a landfill.
- Staff has optimized operation and programming of supervisory control and data acquisition (SCADA) system which are the computers which allow operators to run the City's water and wastewater plants.
- Heavy-duty pumps and variable frequency drives have been upgraded at both the Northwest Water Treatment Facility and the Reclaimed Treatment Plant.
- Accomplished all cross-connection control survey by 2022 as required by Colorado Department of Public Health and Environment.
- Created a dynamic reclaimed plant plan to meet faster, demand-based operational needs.
- Operated, flushed, performed maintenance and made necessary repairs to all 4,800+ fire hydrants, contributing to the Fire Departments ISO rating.
- Implemented changes to the Fats, Oil, Grease, and Grit (FOGG) program in order to inspect businesses less often when they produce minimal FOGG. This limits impacts to business, saves City resources, and allows Staff to prioritize time with customers who have great FOGG impacts to the collection system.

- New, redundant, chlorine analyzers have been installed at The Northwest WTF helping assure that water quality and production are reliable as possible.
- Data collection from optimized water filtration at Semper for Presidential Award submittal to the Partnership for Safe Water nearly complete.
- Achieved Partnership for Safe Water Phase II Status at BDCWWTF for the Clean Water Program. Started and continue to work on making progress on the Phase III Self-Assessment Report.
- Working with a multi-divisional team, a high-tech, low-impact evaluation of the raw waterlines between Standley Lake and the water treatment plans were completed was completed. Several leaks were detected and are being investigated for repair. Repair of these leaks will ensure continued stability of these pipelines and limits water loss.

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. Since 2008, the City has experienced an overall decreasing trend of in the number of 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 of the internal Distribution Construction team along with the capital repair and replacement program. In 2021 there were 7.20 breaks per 100 miles of pipe, and 2022 has had 1.98 breaks per 100 miles of pipe, reported as of July 2022. To date in 2022, there have not been any maintenance related sanitary sewer overflows within the City’s collections system.



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 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	1,156,345	1,174,985	1,621,504	1,812,691
Contractual	6,102,611	6,054,455	7,309,559	7,286,737
Commodities	40,991	52,994	52,675	57,075
Other	499	2,572	1,350	1,150
Program Total	7,300,446	7,285,006	8,985,088	9,157,653

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

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	350,839	357,310	483,309	569,200
Contractual	47,961	67,051	97,102	124,390
Commodities	43,928	47,431	42,351	46,435
Other	-	-	-	-
Program Total	442,728	471,792	622,762	740,025

2023 Objectives

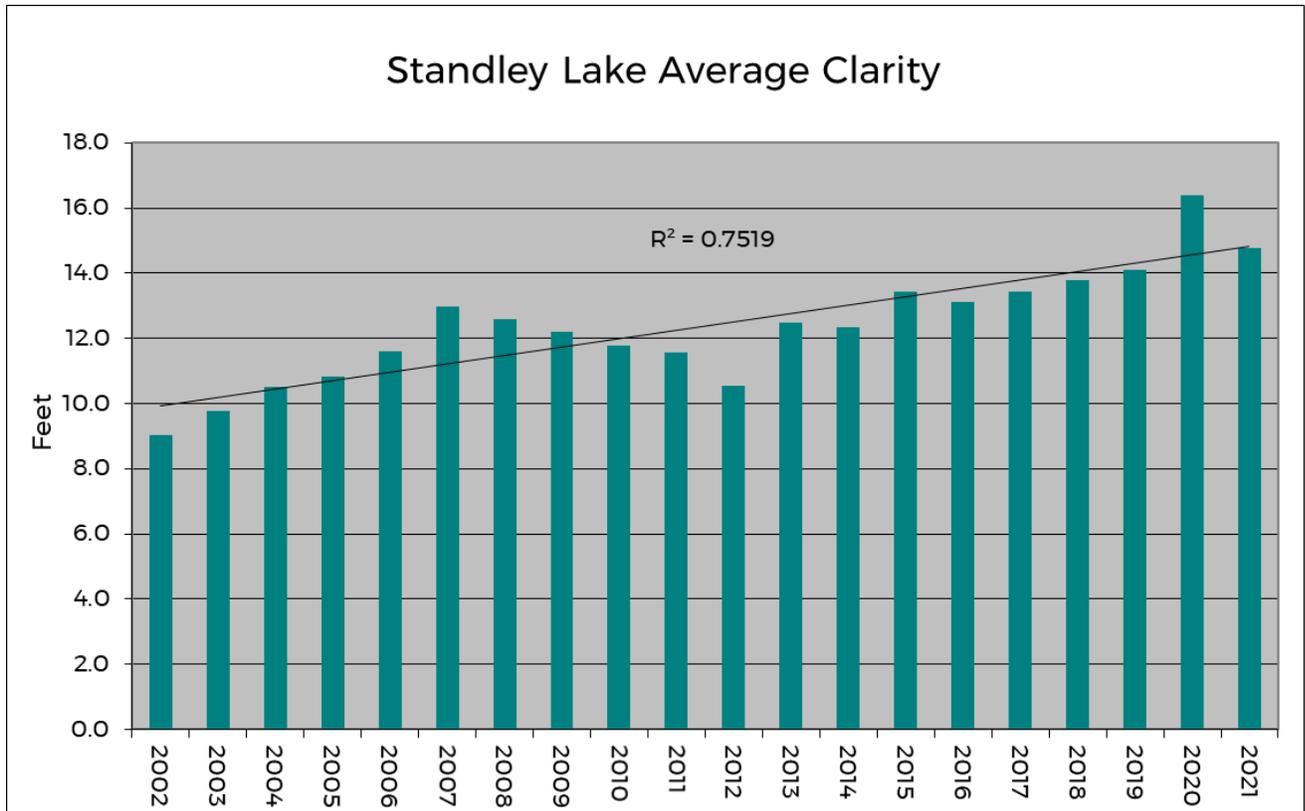
- Complete necessary source water, drinking water, and wastewater quality testing to ensure continued compliance with regulations and to ensure high quality water is delivered to customers and the environment.
- Continue working with partner jurisdictions in wildfire planning efforts for the City's watershed.
- Maintain the City's Source Water Protection Program to ensure continued high-quality raw water that is less expensive to treat and results in high-quality drinking water.
- Adaptively manage new water quality regulatory requirements and lead Department-wide efforts to positively affect change in environmental and public health and safety issues through Colorado Department of Public Health and Environment and EPA regulations.
- Increase lake resilience to changing extreme climatic events by optimizing best management practices in the watershed and around Standley Lake.
- Maintain and operate the City's raw water system to maximize water supply.
- As river conditions allow, work to perfect the City's conditional water rights and exchange decrees.
- Monitor and appropriately respond to potential drought conditions.
- Perform PFAS investigation and identification study on collection system as required by NPDES permit.
- Make improvements to the Milfoil Weevil program which mitigates for invasive species that degrade water quality.
- Collaborate with Utilities Operations staff to complete an update to the Reclaimed Master Plan.
- Collaborate with Utilities Operations and PRL staff to complete design on a Reclaimed Water Delivery Structure at Legacy Ridge Golf Course.

2022 Accomplishments

- Met all source water, drinking water, and wastewater quality monitoring requirements.
- Participated in multiple state-wide efforts to ensure appropriate regulations are developed to protect health, safety, and environment while being conscious of financial limitations.
- Led continuing efforts to monitor and protect the City's source water.
- Completed the complex water rights change case for a number of City-owned Farmers Reservoir and Irrigation Company (FRICO) shares.
- Completed a variety of legal processes to protect the City's existing water rights.
- Collaborated with Community Development on an update to the Water Supply Plan to reflect the proposed update to the Comprehensive Plan and communicate with Council.
- Successfully filled all reservoirs during spring runoff period.
- On track to complete a security assessment of Standley Lake.
- Initiated design of the Wattenberg Reservoir Spillway and Bank Stabilization project.
- Successfully met increased wastewater monitoring and testing requirements in the City's new discharge permit.

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. Many 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: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 430 - Infrastructure Improvements

Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Budget FY 2023
Personnel	812,167	764,909	1,181,485	1,108,281
Contractual	7,889	9,760	11,987	14,243
Commodities	692	607	4,429	4,429
Other	336	730	-	-
Program Total	821,084	776,006	1,197,901	1,126,953

2023 Objectives

- Initiate the 2023 Long Term Planning cycle to prepare for 2025/2026 and out-year budget cycles and identify the highest priority projects.
- Complete the Semper Rehabilitation and Rebuild Evaluation project.
- Complete repairs to existing leaks on the raw water pipelines between Standley Lake and the water treatment plants and complete repairs to the cathodic protection test stations and other construction related protective measures to prolong the life of the raw water pipelines.
- Complete design and initiate construction on the Big Dry Creek Wastewater Treatment Facility Electrical Systems Repair and Replacement project.
- Complete land acquisition and initiate construction on the Historic Westminster Interceptor Sewer Repair and Replacement project.
- Initiate preliminary design of the remaining segments of Little Dry Creek Interceptor Sewer located near the Metro Wastewater Reclamation District outfall.
- Initiate design of the Lowell Boulevard Waterline Replacement project and initiate construction in 2024.
- Continue construction of the Big Dry Creek Wastewater Treatment Facility Anoxic Improvements project with completion anticipated in 2024 which will further support new regulatory requirements.
- Initiate construction of the 88th Avenue and Zuni Street Lift Station project improvements.
- Complete restoration of all areas of the Big Dry Creek Interceptor Sewer.
- Initiate repairs for the 112th Avenue and Federal Boulevard water main.

2022 Accomplishments

- Completed the 2022 Long Term Planning cycle to prepare for 2025/2026 and out-year budget cycles to identify the highest priority projects and take care of what we own.
- Initiated the Semper Rehabilitation and Rebuild Evaluation project in order to provide thorough information to allow for strong decision-making for the ultimate solution to address the aging Semper Water Treatment Facility.
- Initiated the Big Dry Creek Wastewater Treatment Facility Electrical Systems Repair and Replacement Project.
- Located persistent leaks on the Semper raw water pipeline and initiated replacement of cathodic protection test stations on the raw water pipelines.
- Initiated procurement of materials and construction of the high-priority water transmission main in Sheridan Boulevard between West 80th Avenue and West 75th Avenue.
- Completed design and initiated construction for demolition and replacement of two water storage tanks at the Northridge Pump Station and Tank facility.
- Completed construction and commissioned the North Huron Interceptor Sewer Replacement project.
- Initiated construction of the Big Dry Creek Wastewater Treatment Facility Anoxic Improvements project.
- Completed design for repairs and improvements to the 88th Avenue and Zuni Street Lift Station project.
- Completed construction of the Big Dry Creek Interceptor Sewer and continue site restoration of all areas in 2023.
- Completed design of the 112th Avenue and Federal Boulevard water main repairs.



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM - OVERVIEW

With the increased stability and predictability of our economic outlook following the uncertainty of the beginning of the pandemic, the City returned to a comprehensive five-year Capital Improvement Program (CIP) beginning last year. This CIP continues that practice, and spans from 2023 through 2027. The first year of the CIP will be appropriated, while the out-years are for planning purposes and will create a foundation for future budget processes.

Guiding Principles for Project Prioritization

The City of Westminster's Vision and Strategic Plan outlined below are at the forefront of the CIP planning and prioritization.

- *Collaboration and Partnership:* Enhance and sustain our relationships with neighboring governments and community-based partners, leveraging our collective resources for maximum impact and benefit to Westminster.
- *Stewardship and Thrift:* Responsibly manage all of the resources entrusted to our care to meet the needs of today without sacrificing the ability to meet the needs of the future.
- *Transparency and Accountability:* Engage in two-way dialogue with the people of Westminster, clearly communicate our intentions and decisions, and take responsibility for all that we do, thereby earning the trust and confidence of the community.
- *Diversity, Equity, and Inclusion:* Achieve equitable processes for the people of Westminster by providing opportunity for all voices to be heard and drawing upon community diversity in decision making.
- *Innovate and Initiate:* Foster a culture of continuous improvement and approach opportunities and challenges with drive, inventive thinking, and resourcefulness, resulting in a resilient and sustainable future for our city.
- *Prevention and Proactivity:* Solve problems at their source and focus the City's policies, practices, and investments on prevention and community education and addressing root causes, leading to a better quality of life and greater prosperity for all in our community.

Major highlights of the 2023-2027 CIP

The 2023-2027 CIP makes significant investments in the City's infrastructure. Per City Council's direction, this CIP focuses on improving core services such as public safety, street/transit infrastructure, and our water utility. Department Staff were also encouraged to consider the capacity of City Staff to implement projects to create an ambitious but attainable five-year CIP.

- Large investments in roadway quality, including \$2.2 million in 2023 for Arterial Roadways, with a planned increase each year after.
- Major street and transit improvements such as the Federal Parkway between W. 120th and W. 122nd Avenues, Quiet Zone at 72nd Avenue and Lowell, and intersection improvements to W. 100th Avenue and Simms.
- Spending on public safety including improvements to Fire Department facilities, Traffic Preemption System, and Police Department Communications Systems.
- Parks, Recreation & Libraries projects such as ongoing maintenance of recreation facilities, additional trail development, and playground replacements.

- Renovations and betterments of City facilities – HVAC replacements, Municipal Court improvements, and security upgrades.
- A \$150 million placeholder for a future replacement or rehabilitation of the City's aging Semper Water Treatment Plant.
- A \$1 million contribution to Jefferson County's Navigation Center to help create 75 units of permanent, affordable, supportive housing for those facing homelessness.

CIP Planning Process

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. Parks, Recreation & Libraries) 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 Division 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.

CIP Funds and Revenue Sources

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.

Unrestricted revenue is found only in the General Capital Improvement Fund. 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.

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.

The remainder of the CIP section includes:

- 2023-2027 CIP budget distribution by fund and department
- A comprehensive list of 2023-2027 CIP projects by department
- Detailed project descriptions for 2023-2027 CIP projects
- A chart showing 2023-2027 CIP projects' connections to the City's strategic priorities
- Major 2023 CIP projects' impacts on future operating budgets

Total 5-Year CIP Budget by Fund

Fund	2023	2024	2025	2026	2027	Total
Conservation Trust	\$ 1,320,000	\$ 1,200,000	\$ 1,223,000	\$ 1,148,000	\$ 1,275,000	\$ 6,166,000
General Capital Improvement	\$ 25,400,000	\$ 14,785,000	\$ 14,307,000	\$ 15,641,000	\$ 11,960,000	\$ 82,093,000
General Capital Outlay Replacement	\$ 5,382,000	\$ 4,977,000	\$ 5,581,000	\$ 3,692,000	\$ 3,692,000	\$ 23,324,000
Golf	\$ 719,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 3,019,000
Parks, Open Space and Trails	\$ 4,743,000	\$ 5,282,000	\$ 5,455,000	\$ 6,014,000	\$ 5,873,000	\$ 27,367,000
Water	\$ 5,330,000	\$ 65,000,000	\$ 93,840,000	\$ 73,400,000	\$ 22,400,000	\$ 259,970,000
Wastewater	\$ 4,945,000	\$ 14,500,000	\$ 19,750,000	\$ 12,100,000	\$ 6,200,000	\$ 57,495,000
Storm Drainage	\$ 3,365,000	\$ 2,365,000	\$ 2,365,000	\$ 1,765,000	\$ 1,665,000	\$ 11,525,000
TOTAL	\$ 51,204,000	\$ 108,684,000	\$143,096,000	\$ 114,335,000	\$ 53,640,000	\$ 470,959,000

Total 5-Year CIP Budget by Department

Department	2023	2024	2025	2026	2027	Total
City Attorney's Office	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ 84,000
Community Development	\$ 13,090,000	\$ 7,508,000	\$ 4,586,000	\$ 5,042,000	\$ 2,473,000	\$ 32,699,000
City Manager's Office	\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 290,000
Economic Development	\$ 2,565,000	\$ 1,400,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 8,465,000
Fire	\$ 2,066,000	\$ 475,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 3,891,000
General Services	\$ 2,723,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 10,751,000
Information Technology	\$ 839,000	\$ 310,000	\$ 1,460,000	\$ 385,000	\$ 310,000	\$ 3,304,000
Police	\$ 500,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 2,740,000
Parks, Recreation & Libraries	\$ 8,849,000	\$ 7,057,000	\$ 7,253,000	\$ 7,737,000	\$ 7,723,000	\$ 38,619,000
Public Works & Utilities	\$ 15,112,000	\$ 84,403,000	\$ 119,796,000	\$ 93,059,000	\$ 35,022,000	\$ 347,392,000
General Government*	\$ 5,382,000	\$ 4,827,000	\$ 5,431,000	\$ 3,542,000	\$ 3,542,000	\$ 22,724,000
TOTAL	\$ 51,204,000	\$ 108,684,000	\$ 143,096,000	\$ 114,335,000	\$ 53,640,000	\$ 470,959,000

*General capital outlay replacement

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
City Attorney's Office							
Computerized Workflow Management	GCIF	\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ 84,000
		\$ -	\$ 84,000	\$ -	\$ -	\$ -	\$ 84,000
Community Development							
CD - General Fund							
80th Avenue and Sheridan Intersection Improvements	GCIF	\$ 25,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 225,000
Benton Street, Phase 1 & 2 - Downtown Westminster	GCIF	\$ 2,100,000	\$ 1,300,000	\$ -	\$ -	\$ -	\$ 3,400,000
Bicycle Master Plan Implementation	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Corridor Traffic Calming Projects	GCIF	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Corrosion Control Huron Corridor	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Enhanced Mobility and Connectivity	GCIF	\$ 200,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 280,000
Federal Boulevard Multi-Modal Improvements	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Federal Boulevard Safety and Mobility Project	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Federal Parkway Improvements - West 120th to West 122nd Avenue	GCIF	\$ 3,660,000	\$ -	\$ -	\$ -	\$ -	\$ 3,660,000
Geographic Information System	GCIF	\$ 39,000	\$ 39,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 207,000
Miscellaneous Community Development Construction	GCIF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
New Development Participation	GCIF	\$ 300,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000
New Street Light Program	GCIF	\$ -	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 140,000
Qzone at 72nd/Lowell/Bradburn	GCIF	\$ 1,361,000	\$ -	\$ -	\$ -	\$ -	\$ 1,361,000
Roadway Guardrail Projects	GCIF	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
School Mobility Improvements	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Sheridan Underpass at Downtown	GCIF	\$ 348,000	\$ -	\$ -	\$ -	\$ -	\$ 348,000
Sidewalk Connection Program	GCIF	\$ 100,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 400,000
Simms Street Corridor Improvements	GCIF	\$ 139,000	\$ -	\$ -	\$ -	\$ -	\$ 139,000
Traffic Mitigation Program	GCIF	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 175,000
Traffic Signal Pole Replacement	GCIF	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000
Transit Improvements	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Underground Utility Line	GCIF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Vision Zero Plan Development	GCIF	\$ 20,000	\$ 20,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 190,000
Wall repair project	GCIF	\$ 355,000	\$ 355,000	\$ 293,000	\$ 224,000	\$ -	\$ 1,227,000
West 100th Avenue and Simms Intersection Improvements	GCIF	\$ 250,000	\$ 2,514,000	\$ -	\$ -	\$ -	\$ 2,764,000
West 128th Avenue Improvements	GCIF	\$ 93,000	\$ 200,000	\$ 920,000	\$ 1,645,000	\$ -	\$ 2,858,000
Widening of Federal Parkway Bridge over Big Dry Creek	GCIF	\$ -	\$ -	\$ -	\$ 600,000	\$ -	\$ 600,000
		\$ 9,725,000	\$ 5,143,000	\$ 2,221,000	\$ 3,277,000	\$ 808,000	\$ 21,174,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
CD - Stormwater Fund							
Big Dry Creek Stabilizations	Storm	\$ 2,000,000	\$ 750,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 3,050,000
Engineering design CIPs	Storm	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 1,125,000
Open Channel Major Maintenance	Storm	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 440,000	\$ 2,200,000
South Hylands Creek Flood Mitigation	Storm	\$ 250,000	\$ 500,000	\$ 500,000	\$ 400,000	\$ 300,000	\$ 1,950,000
Stormwater Miscellaneous Fund	Storm	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000
SW Infrastructure Major Repair and Replacement	Storm	\$ 100,000	\$ 100,000	\$ 500,000	\$ 250,000	\$ 250,000	\$ 1,200,000
Westminster Station Area - Water Basin Water Quality Pond	Storm	\$ 100,000	\$ 100,000	\$ 350,000	\$ 100,000	\$ 100,000	\$ 750,000
		\$ 3,365,000	\$ 2,365,000	\$ 2,365,000	\$ 1,765,000	\$ 1,665,000	\$ 11,525,000
City Manager's Office							
Sustainability Planning & Implementation	GCIF	\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 290,000
		\$ 78,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 53,000	\$ 290,000
Economic Development							
Business Development Assist (TOD)	GCIF	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
Facelift Program	GCIF	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 80,000
Historic Westy Revitalization	GCIF	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
Job Training Incentive Grant	GCIF	\$ 35,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 235,000
Maintenance of City Developable Property	GCIF	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
Rodeo Renovation	GCIF	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
Small Business Assistance Program	GCIF	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000
Street Lights in Downtown	GCIF	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
WURP City Participation	GCIF	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 2,375,000
WURP Downtown Miscellaneous	GCIF	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000
WURP Signage	GCIF	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 300,000
		\$ 2,565,000	\$ 1,400,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 8,465,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
Fire Department							
Driving Simulator	GCIF	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Fire Station Concrete/Asphalt Replacement	GCIF	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
Fire Station Emergency Generators	GCIF	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Fire Station Exhaust System Replacement	GCIF	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Fire Station Major Modifications	GCIF	\$ 175,000	\$ 200,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 900,000
Fire-IT & Radio Upgrades	GCIF	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000
Station One Sprinkler System	GCIF	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Traffic Preemption System	GCIF	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Training Tower and Lot Repair and Upgrades	GCIF	\$ 216,000	\$ -	\$ -	\$ -	\$ -	\$ 216,000
SCBA and Air Fill Station Replacements	GCORF	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 600,000
		\$ 2,066,000	\$ 475,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 3,891,000
General Government							
Citywide PC Replacements	GCORF	\$ 738,000	\$ 738,000	\$ 738,000	\$ 738,000	\$ 738,000	\$ 3,690,000
Citywide Radio Replacement	GCORF	\$ 550,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,550,000
General Fund Copier Replacements	GCORF	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ 33,000
General Fund Fire Truck Leases	GCORF	\$ -	\$ 614,000	\$ 614,000	\$ 614,000	\$ 614,000	\$ 2,456,000
General Fund Fleet	GCORF	\$ 1,526,000	\$ 515,000	\$ 1,064,000	\$ 743,000	\$ 743,000	\$ 4,591,000
General Fund Public Safety Fleet	GCORF	\$ 2,535,000	\$ 2,460,000	\$ 2,515,000	\$ 947,000	\$ 947,000	\$ 9,404,000
		\$ 5,382,000	\$ 4,827,000	\$ 5,431,000	\$ 3,542,000	\$ 3,542,000	\$ 22,724,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
General Services							
ADA Compliance Assessment and Transition Plan	GCIF	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 550,000
City Hall HVAC Work	GCIF	\$ 1,301,000	\$ -	\$ -	\$ -	\$ -	\$ 1,301,000
City Hall Security Upgrades	GCIF	\$ 172,000	\$ 172,000	\$ 172,000	\$ 172,000	\$ 172,000	\$ 860,000
Electrification Infrastructure	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Fleet Fuel System R&R	GCIF	\$ 75,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 475,000
FM - Major Maintenance	GCIF	\$ 597,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,597,000
FM Horizon Infrastructure Planning	GCIF	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
Municipal Court Security and Building Upgrades	GCIF	\$ 168,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 468,000
Public Safety Facilities Major Maintenance	GCIF	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,250,000
		\$ 2,723,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 2,007,000	\$ 10,751,000
Information Technology							
CAD/RMS Hardware Replacement	GCIF	\$ 185,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 685,000
Collaborative Technologies	GCIF	\$ 250,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 550,000
JD Edwards System Upgrades	GCIF	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
Network Core Upgrade	GCIF	\$ 610,000	\$ -	\$ -	\$ -	\$ -	\$ 610,000
SAN Replacement	GCIF	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
UPS Replacement	GCIF	\$ -	\$ -	\$ -	\$ 75,000	\$ -	\$ 75,000
Virtual Desktop Infrastructure	GCIF	\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ 650,000
Voice and Data Network Expansion and Upgrades	GCIF	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
		\$ 1,095,000	\$ 310,000	\$ 1,460,000	\$ 385,000	\$ 310,000	\$ 3,560,000
Police Department							
Communications Infrastructure	GCIF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Public Safety Center Infrastructure	GCIF	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
		\$ 500,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 2,740,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
Parks, Recreation & Libraries							
Art Culture Imp/Mgmt	GCIF	\$ 166,000	\$ -	\$ -	\$ -	\$ -	\$ 166,000
CE - General Maintenance	POST	\$ 170,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 970,000
CE - Neighborhood Enhancemen	POST	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
CEP - ROW/Median Cntrct. Mnt	POST	\$ 301,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 1,601,000
City Park Repair/Mtce	CTF	\$ 85,000	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 385,000
City Park Repair/Mtce	POST	\$ 85,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 485,000
Concrete Repair/Replacement	POST	\$ 94,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 534,000
Golf Course Improvement (Legacy Ridge)	GOLF	\$ 101,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 601,000
Golf Course Improvement (Walnut Creek)	GOLF	\$ 101,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 601,000
Golf Maintenance Equipment	GOLF	\$ 235,000	\$ -	\$ -	\$ -	\$ -	\$ 235,000
Greenbelt Drainage Imp (JCOS)	POST	\$ 43,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 243,000
Hist ArtifactsArchiveStdy/Supp	GCIF	\$ 26,000	\$ -	\$ -	\$ -	\$ -	\$ 26,000
Irving Street Library Facility Improvements	CTF	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000
JeffCo Navigation Center	GCIF	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Legacy Ridge Golf Cart Replacement	GOLF	\$ 77,000	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 427,000
Legacy Ridge Golf Course Cart Path Replacement	GOLF	\$ 64,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 364,000
Library Furniture Replacement - Non CTF	GCIF	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Library Master Plan Implementation	CTF	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 90,000
Library Materials Acquisition	CTF	\$ 125,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 600,000
Library Repair & Maintenance	CTF	\$ 50,000	\$ -	\$ 80,000	\$ 80,000	\$ 80,000	\$ 290,000
Metzger Farm	CTF	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Metzger Farm	POST	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000
Minor Median Maintenance	POST	\$ 64,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 364,000
Open Space Planning	POST	\$ 170,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 370,000
Open Space Repair/Maint	POST	\$ -	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 440,000
Open Space Repair/Maint	POST	\$ 187,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 627,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
Park Irrigation System Renovation	POST	\$ 138,000	\$ -	\$ -	\$ -	\$ -	\$ 138,000
Park Maintenance Equipment	POST	\$ 64,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 364,000
Park Op Facilities Repair/Maintenance	POST	\$ 21,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 121,000
Park Sustainability Program	CTF	\$ -	\$ -	\$ -	\$ 313,000	\$ -	\$ 313,000
Park Sustainability Program	POST	\$ 701,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 825,000	\$ 4,001,000
Park Sustainability Program	POST	\$ -	\$ 466,000	\$ 466,000	\$ 466,000	\$ 466,000	\$ 1,864,000
Parks & Recreation Facilities Major Maint	GCIF	\$ 850,000	\$ -	\$ -	\$ -	\$ -	\$ 850,000
Playground Surface Maint	POST	\$ 361,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 2,061,000
POST Capital Outlay Replacement	POST	\$ -	\$ 99,000	\$ 155,000	\$ 287,000	\$ 287,000	\$ 828,000
PRL Facility Security	POST	\$ -	\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 150,000
RecFac Major Prj&LT Plan (CTF)	CTF	\$ 1,020,000	\$ 570,000	\$ 888,000	\$ 500,000	\$ 970,000	\$ 3,948,000
Recreation Facilities Improvements	POST	\$ 1,550,000	\$ 675,000	\$ 1,088,000	\$ 500,000	\$ 1,575,000	\$ 5,388,000
SL Prk MstrPlan Impl Phs1 (JCOS)	POST	\$ -	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
SL Regional Park	POST	\$ 106,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 306,000
Trail Development(ACOS)	POST	\$ 234,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 1,334,000
Trail Development(JCOS)	POST	\$ 234,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 1,334,000
Tree Mitigation Program	POST	\$ 170,000	\$ 220,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 1,240,000
Walnut Creek Golf Cart Replacement	GOLF	\$ 77,000	\$ 87,500	\$ 87,500	\$ 87,500	\$ 87,500	\$ 427,000
Walnut Creek Golf Preserve Cart Path Replacement	GOLF	\$ 64,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 364,000
Westy Station Park Construction	POST	\$ -	\$ 227,000	\$ 251,000	\$ 1,216,000	\$ -	\$ 1,694,000
		\$ 8,849,000	\$ 7,057,000	\$ 7,253,000	\$ 7,737,000	\$ 7,723,000	\$ 38,619,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
Public Works & Utilities							
PWU - Water							
120th Water Pipeline Replacement	Water	\$ -	\$ -	\$ 1,500,000	\$ 6,000,000	\$ 5,000,000	\$ 12,500,000
92nd Ave. Waterline Replacement	Water	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000
95th & Federal and 87th & Wads Lift Sta R&R	Water	\$ -	\$ -	\$ 2,740,000	\$ -	\$ -	\$ 2,740,000
Communications Backhaul R&R	Water	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Fleet vehicle replacements	Water	\$ 530,000	\$ -	\$ -	\$ -	\$ -	\$ 530,000
General Pump Stations R&R	Water	\$ -	\$ -	\$ 1,500,000	\$ 7,000,000	\$ 6,200,000	\$ 14,700,000
Lowell Blvd Pipeline - Uplands Connectivity	Water	\$ -	\$ 2,500,000	\$ 12,700,000	\$ -	\$ -	\$ 15,200,000
Lowell Blvd Pipeline Replacement	Water	\$ 1,500,000	\$ 4,500,000	\$ 6,000,000	\$ -	\$ -	\$ 12,000,000
Lowell Blvd Pipeline Replacement	Water	\$ -	\$ 500,000	\$ 4,000,000	\$ -	\$ -	\$ 4,500,000
Northridge Pump Station	Water	\$ -	\$ -	\$ 300,000	\$ 2,900,000	\$ -	\$ 3,200,000
Northwest Major R&R	Water	\$ 1,400,000	\$ 3,000,000	\$ 5,600,000	\$ -	\$ -	\$ 10,000,000
Semper Project Placeholder	Water	\$ -	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ -	\$ 150,000,000
Sheridan Blvd Waterline Replacement	Water	\$ -	\$ -	\$ -	\$ -	\$ 1,900,000	\$ 1,900,000
Sunset Open Space Sewer. 80th & Tennyson and 78th Ave	Water	\$ -	\$ 1,000,000	\$ 4,000,000	\$ -	\$ -	\$ 5,000,000
Wandering View, Northpark & 144th Ave Pump Stations	Water	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ 300,000
Water Distribution Master Plan	Water	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Water Storage Tank Maintenance	Water	\$ 1,000,000	\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ 7,000,000
Water Supply Development	Water	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Wattenberg Gravel Lakes	Water	\$ -	\$ -	\$ 1,500,000	\$ 7,000,000	\$ 7,000,000	\$ 15,500,000
		\$ 5,330,000	\$ 65,000,000	\$ 93,840,000	\$ 73,400,000	\$ 22,400,000	\$ 259,970,000
PWU - Wastewater							
BDCWWTF A-basins, Biofilter, Digester, Pumps R&R	WW	\$ -	\$ -	\$ -	\$ -	\$ 6,200,000	\$ 6,200,000
BDCWWTF Buildings R&R Project	WW	\$ -	\$ -	\$ 3,450,000	\$ -	\$ -	\$ 3,450,000
BDCWWTF Campus Wide Master Plan	WW	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
BDCWWTF Instruments/Analyzers R&R Project	WW	\$ 700,000	\$ 3,000,000	\$ 2,300,000	\$ -	\$ -	\$ 6,000,000
BDCWWTF R&R - Abasins & Headworks	WW	\$ 1,000,000	\$ 2,000,000	\$ 3,000,000	\$ 6,000,000	\$ -	\$ 12,000,000
BDCWWTF Solids Improvements Phase 1	WW	\$ 2,500,000	\$ 7,000,000	\$ 9,000,000	\$ 2,000,000	\$ -	\$ 20,500,000
BDCWWTF Yard Piping , Secondary Clarification	WW	\$ -	\$ -	\$ -	\$ 4,100,000	\$ -	\$ 4,100,000
Decatur Street Sewer Replacement. 86th Ave and Decatur	WW	\$ -	\$ 500,000	\$ 2,000,000	\$ -	\$ -	\$ 2,500,000
Fleet Vehicle Replacements	WW	\$ 745,000	\$ -	\$ -	\$ -	\$ -	\$ 745,000
Sewer Master Plan Update	WW	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
		\$ 4,945,000	\$ 14,500,000	\$ 19,750,000	\$ 12,100,000	\$ 6,200,000	\$ 57,495,000

Full List of Projects by Department and Fund

Project	Fund	2023	2024	2025	2026	2027	Total
PWU - Streets							
Arterial Roadways	GCIF	\$ 2,200,000	\$ 2,600,000	\$ 2,900,000	\$ 3,200,000	\$ 3,500,000	\$ 14,400,000
Bridge and Railing Repairs	GCIF	\$ 700,000	\$ 500,000	\$ 1,200,000	\$ 2,000,000	\$ 800,000	\$ 5,200,000
City Center Drive Reconstruction Study	GCIF	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
City Facility Parking Lots - General Fund	GCIF	\$ 182,000	\$ 193,000	\$ 204,000	\$ 217,000	\$ 217,000	\$ 1,013,000
City Facility Parking Lots - General Fund Major Rehab	GCIF	\$ 500,000	\$ 400,000	\$ 600,000	\$ 800,000	\$ 400,000	\$ 2,700,000
Citywide Bridge Maintenance/Repair	GCIF	\$ -	\$ 375,000	\$ 407,000	\$ 407,000	\$ 440,000	\$ 1,629,000
Huron Street Reconstruction	GCIF	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
Major Concrete Replacement	GCIF	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
PSC Secured Lot Concrete Maintenance/Repair	GCIF	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
RR Crossing Surface Replacement	GCIF	\$ -	\$ 100,000	\$ 160,000	\$ 200,000	\$ 250,000	\$ 710,000
Street Lighting Improvements	GCIF	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 235,000	\$ 1,175,000
		\$ 4,837,000	\$ 4,903,000	\$ 6,206,000	\$ 7,559,000	\$ 6,422,000	\$ 29,927,000

Project Description

120th Water Pipeline Replacement **\$ 12,500,000**

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.

80th Avenue and Sheridan Intersection Improvements **\$ 225,000**

This intersection signal equipment needs an upgrade. In addition, safety improvements for pedestrians need to be addressed by evaluating the intersections configuration including the channelizing islands. This project would require coordination with the Colorado Department of Transportation (CDOT) as this is a state highway and Arvada, the adjacent municipality. The initial stage of the project would be to evaluate and design improvements to better develop the estimate to complete the improvements.

92nd Ave. Waterline Replacement **\$ 1,500,000**

The 92nd Avenue waterline is a major transmission main located in the central portion of Westminster. It is one of the central major water pipelines that distributes water throughout the city serving its residents and businesses. This pipeline was constructed in 1973 and is coming due for replacement.

95th & Federal and 87th & Wadsworth Lift Station **\$ 2,740,000**

This project will replace aging infrastructure within these pump stations including new pumps, valves, piping, emergency generator and control and communication equipment.

ADA Compliance Assessment and Transition Plan **\$ 550,000**

This project provides funding to address items identified in the Americans with Disabilities Act (ADA) Self-Assessment and Transition Plan, which was completed in 2019 and is required by Federal law. The project will prioritize and address items across multiple departments and divisions.

Art Culture Implementation and Management **\$ 166,000**

This project is intended to provide funding towards the maintenance of the 127 existing art installations within the City. As additional funding becomes available, this project is also intended to support the commissioning of other art installations within the City.

Arterial Roadways **\$ 14,400,000**

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. Maintaining arterial roadways is the highest priority for the Street Operations Division.

Big Dry Creek Wastewater Treatment Plant Improvements **\$ 53,250,000**

Campus-wide Master Plan, including replacement of aeration basin, anaerobic treatment, headworks, digester and waste activated sludge equipment, replacement of the roof systems and heating, ventilation, and air conditioning (HVAC) equipment, replacement of secondary clarifiers, and rehabilitation of yard piping system.

Benton Street, Phase 1 & 2 - Downtown Westminster	\$	3,400,000
The project scope includes the roadway and utility construction for West 89th Avenue, Park Place, W. 90th Avenue, and Benton Street connecting the previously mentioned streets. This project will provide the public infrastructure needs for new anticipated development in Downtown Westminster.		
Bicycle Master Plan Implementation	\$	250,000
This project is for funding needed to implement bike facilities as identified in the Transportation and Mobility Plan (TMP) which include striping, signing or other equipment or infrastructure for bike lanes on certain streets that are going to be resurfaced or other roadways that provide connections to existing bike facilities. Typically used in support of Street resurfacing program. Funds can also support other bicycle needed infrastructure as Bicycle detection equipment at crossings or signalized intersections.		
Big Dry Creek Stabilizations	\$	3,050,000
Project will include all of Big Dry Creek from Standley Lake to I-25. Concept design, creation of economical off-the-shelf design plans to then construction of improvements, as budget is available. Improvements include channel stabilization, culvert and bridge replacement, drop structure installation and, trail improvements. Staff will also pursue matching funds from Mile High Flood District (MHFD).		
Big Dry Creek Wastewater Treatment Facility (BDCWWTF) Electrical Improvements	\$	6,095,000
At the BDCWWTF electrical equipment such as the primary power switchgear line up has exceeded its useful life and must be replaced.		
Bridge and Railing Repairs	\$	5,200,000
This project is for 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.		
Business Development Assist (TOD)	\$	300,000
The purpose of this project is to attract and support businesses that align with the vision for the Westminster Station transit-oriented development (TOD) area and the strategic objective of encouraging economic resilience through innovative initiatives, entrepreneurship, and small business incubation.		
CAD/RMS Hardware Replacement	\$	685,000
This computer-aided dispatch / records management system (CAD/RMS) project provides a hardware refresh and replacement for servers and storage at the Public Safety Center (PSC) in 2023. The original hardware was purchased in 2019 as part of the CAD and RMS application upgrade. This environment supports the CentralSquare CAD/RMS infrastructure for Police and Fire departments.		
CEP - General Maintenance	\$	970,000
The Community Enhancement Program (CEP) provides funding for Promenade maintenance, Forestry and Greenhouse operations. Promenade- Utility expenses for Promenade Lake and Common Areas. Forestry- Plant a Tree program expenses. Greenhouse- Annual and Perennial plantings for Gateways and City Facilities.		
CEP - Neighborhood Enhancement	\$	250,000
This continuing effort by the Parks, Recreation, Library, and Open Space (PRLOS) Advisory Board to provide funding for an annual landscape enhancement of neighborhood entrances and common areas, with a new emphasis on sustainability including irrigation efficiency and water wise landscaping. Other small grants are being pursued that will enhance neighborhood and community culture and cohesiveness.		

CEP - ROW/Median Contract Maintenance	\$	1,601,000
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Provides funding for maintenance of contracted landscaping services in rights-of-way (ROW) and medians within the City. Roughly 233 acres of ROW, medians, bluegrass and native grass are cared for under this contract.

City Center Drive Reconstruction Study	\$	80,000
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City Center Drive began with a trial cement paving project in 1992. It is 1 of only 2 cement roadways in Westminster. The cement pavement began to deteriorate over time and the decision was made to not remove and replace the cement, but to place asphalt pavement over the top of the existing concrete pavement. This roadway has been resurfaced with Hot Applied Chipseal in 2003, and Hot Mix Asphalt in 2016. Due to the cement pavement under the existing asphalt, this roadway will require an engineering study to determine the most cost effective strategy for complete replacement, and the timing of that replacement. Total reconstruction may require removing existing asphalt pavement, 21,000 square yards of 8" thick concrete pavement, stabilizing the sub-grade and construction of a new 7" thick, rut resistant, Hot Mix Asphalt (HMA) pavement. Before requesting funds to complete a full reconstruction, Staff believe an engineering firm should be consulted to determine the most cost effective strategy. The \$80,000 requested for 2027 will be used to develop a long-term pavement rehabilitation strategy and give better direction as to the need for a total pavement reconstruction. If the consultants determine a reconstruction will be requested for at a later date, Staff estimate is \$6,000,000-\$7,000,000 in current dollars.

City Facility Parking Lots - General Fund	\$	1,013,000
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This project provides for contractual crack sealing, resurfacing, seal coating and concrete replacement as required at 105 municipal parking lot sites. 86 locations have asphalt pavement, 16 have concrete pavement, and 3 have a combination of asphalt and concrete pavement, all requiring regular maintenance. Rotation for asphalt pavement requires crack sealing every 3 years and seal coating every 6 years. Concrete pavement requires crack sealing every 6 years and sealing every 10 years. Providing timely, low cost pavement maintenance to City facility parking lots has proven to be the most economical way to keep these lots in "good" condition. Failing to conduct preventative maintenance will lead to shorter pavement life and the need for more costly pavement rehabilitation techniques like overlay and reconstruction.

City Facility Parking Lots - General Fund Major Rehab	\$	2,700,000
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This project funds the overlay or reconstruction of City Facility parking lots. A comprehensive pavement evaluation of all City Facility parking lots was done in 2013 and found 27 of 105 parking lots have deteriorated to the point where low-cost, preventative maintenance is no longer beneficial. This capital improvement project (CIP) will help to maintain and increase the condition of City Facility parking lots.

City Hall HVAC Work	\$	1,301,000
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This project is for major HVAC major projects at City Hall. The heat pumps throughout the building need to be replaced. This is a phased project expected to take three years.

City Hall Security Upgrades	\$	860,000
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This project is to address security issues at facilities citywide.

City Park Repair/Maintenance	\$	870,000
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This is an updated description for an existing ongoing account. Ongoing improvements (outdoor) to both Recreation Centers, Christopher Fields and City Park complex. Updated landscaping, drainage, lighting, fixtures, benches and irrigation are among the projects planned. Shade Structures will be added to Christopher Fields along with new infields and warning track material.

Citywide Bridge Maintenance/Repair	\$	1,629,000
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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.

Citywide PC Replacements	\$	3,690,000
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The City uses this replacement account with the General Capital Outlay Replacement Fund (GCORF) to accumulate replacement funds for all citywide personal computer (PC) replacements that include workstations, laptops and ruggedized laptops used for public safety. Most accounts in General Capital Outlay Replacement Fund (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.

Citywide Radio Replacement	\$	2,550,000
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The city's 733 P25 800 MHz radios are on a 7 - 10 year replacement cycle due to normal use and wear as well as keeping up with current public safety communications technology to maintain interoperability with neighboring agencies, (e.g. encryption, Phase 2 TDMA, etc.)

Collaborative Technologies	\$	550,000
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This CIP will fund research, development, expansion and citywide deployment of collaborative technologies within Microsoft 365 and related or similar platforms. These efforts include enhancing Microsoft Teams and integrating with Office 365, Microsoft Power Platform including Power BI, and cloud computing and hosting solutions. These technologies will provide a secure, transparent, and collaborative way for all city departments to work together and with the citizens.

Communications Backhaul R&R	\$	400,000
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This project upgrades key obsolete communication system hardware throughout the City including ethernet switches, expansion modules, and radio equipment. In addition, this project will provide a fiber optic connection to the Pressure Zone 14 pump station, which will be the last water / wastewater facility to receive this key communication upgrade.

Communications Infrastructure	\$	2,500,000
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This capital project account will be used to accumulate funding received from the Jefferson County Emergency Communications Authority (JCECA) pursuant to Colorado Revised Statutes (CRS) Title 29, Article 11, and will be applied to the replacement of the current radio system.

Computerized Workflow Management	\$	84,000
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Additional funds would be used to engage a consultant to assist the City's team with reconfiguring software workflows; identifying and resolving software-based user challenges; breaking down, simplifying and optimizing Cobblestone's new features; and to support and enhance users' experience by developing additional training materials.

Concrete Repair/Replacement	\$	534,000
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Ongoing funds for concrete replacement including curbs and gutter, sidewalks and pavilions at the 6 recreation facilities and 60 sites in our park system. This work would be done in conjunctions with other replacement projects around the City and within our department to get the best overall price.

Corridor Traffic Calming Projects	\$	500,000
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Traffic Engineering receives a lot of requests for additional safety or speed reduction measures. There have been studies performed and found to have speeds consistently exceeding the posted speed limit. This request is to evaluate corridors and to design improvements to keep speeds at the posted limit. Corridors to be evaluated are the following but not limited to Independence Drive, 70th Avenue, Pecos Street, Turnpike Drive, and 74th Avenue.

Conservation Programs	\$	250,000
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Broad implementation of water conservation and efficiency reduces utility costs and customer rates, improves drought resilience, and benefits wildlife habitat. Project may: continue multifamily indoor water efficiency program with county housing authorities; establish new income-qualified program for outdoor water use reductions; and/or fund large-scale Kentucky Bluegrass turf removal at HOAs (home-owner associations) in cost-share partnership.

Corrosion Control Huron Corridor	\$	100,000
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This project will evaluate the structural condition of the traffic signal poles along this corridor. Then, if sound enough, remove the existing paint and apply primer and paint.

Decatur Street Sewer Replacement	\$	2,500,000
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This project will abandon in-place the existing sewer pipe and build a new, larger sewer pipe to service the Uplands neighborhood.

Downtown Westminster Parks	\$	2,506,000
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Currently there are three major parks proposed for the new Downtown with funding needs. Central Park, East Park, and West Park. Each of these parks will be developed as the Downtown business/residential units come on line for development. These are high use parks, and amenities will be extensive to satisfy user and program needs. In addition, art within the new Downtown is a component that has been identified but not funded at this time.

Driving Simulator	\$	150,000
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A driver training simulator will provide for all personnel to receive training on emergency and non-emergency responses, in all types of vehicles, using a simulator. This will provide additional training including the simulation of emergency situations, weather issues, and near-miss collisions with other vehicles, training the drivers in taking appropriate evasive actions. The use of a simulator is highly preferred as it does not place any personnel or equipment in jeopardy trying to simulate adverse situations. This simulator will assist with certification of personnel as well as meet Colorado Intergovernmental Risk Sharing Agency (CIRSA) requirements. The simulator will also reduce fuel use and emissions as vehicles will be used less for driver training.

Electrification Infrastructure	\$	250,000
<p>This CIP will provide funding to install electric vehicle charging stations across the City to accommodate the transition of the City's fleet from gas to electric. This funding will cover the purchase of charging stations, as well as the electrical work to power the charging stations.</p>		
Enhanced Mobility and Connectivity	\$	280,000
<p>This project is for funding needed to implement pedestrian and bike connections to public transit or public facilities. This helps the City's goal of ease of mobility, particularly with the first/last mile. Improvements may include striping, signing or other equipment or infrastructure for increasing safety for pedestrians and bicyclist. Could be used for curb ramps, bus stop improvements or as a local match for any grant that improves safety and access to public facilities or transit.</p>		
Facelift Program	\$	80,000
<p>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.</p>		
Federal Boulevard Multi-Modal Improvements	\$	100,000
<p>Implement recommendations of the Federal Boulevard Multimodal Study for specific near-term improvements (e.g. missing sidewalks, safety improvements for all modes of travel). This project would provide the local match for grants to construct multimodal improvements.</p>		
Federal Boulevard Safety and Mobility Project	\$	100,000
<p>Improve bus stops to American Disabilities Act requirement for safe passenger boarding and install concrete bus pads in street to protect the roadway. Bus stop improvement locations are based on highest RTD passenger boarding.</p>		
Federal Parkway Improvements - W. 120th to W. 122nd Avenue	\$	3,660,000
<p>The Downtown Westminster City Participation, or more formally, the Westminster Center Urban Reinvestment Project (WURP), is a Westminster Economic Development Authority (WEDA) project that includes operation and overall coordination of the development of the Downtown Westminster. This project funds consulting and professional services in connection to the development of Downtown Westminster.</p>		
Fire Station Concrete/Asphalt Replacement	\$	200,000
<p>This project provides funding for replacement of deteriorated concrete including ramps, curb, gutter and sidewalk, along with asphalt paving adjacent to the six fire stations. The account or responsibility for concrete repair and replacement at the facilities depends on the location of the work and the amount of repair or replacement required in the project. This account is specific to fire facilities and generally includes the approach ramps, sidewalks, and associated concrete.</p>		
Fire Station Emergency Generators	\$	300,000
<p>This project tested 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. Previous funding evaluated load capacity, as well as identified what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project has helped determine future life expectancy and appropriate sizing of each of the emergency generators. Updating and replacing of several generators is taking place and will continue over the next few years.</p>		

Fire Station Exhaust System Replacement	\$	500,000
<p>The current vehicle exhaust systems are approximately 25 years old, outdated, and parts for maintenance and repair are difficult to find. Newer systems clean the air more thoroughly, have less maintenance, and some do not require hose attachments or exhausting air to the exterior. Working with Facilities, the systems in all six fire stations would be replaced with a new type of system which meets all safety standards and improves the health and safety of personnel assigned to the stations.</p>		
Fire Station Major Modifications	\$	900,000
<p>This ongoing project will fund necessary modifications that fall outside of the purview of Facilities Maintenance. This project covers all six fire stations, the training tower and former Station #2. This CIP provides for upkeep and maintenance inside of the building shell, such as kitchen remodels, station gear locker purchases, and safety equipment (such as fall protection in the hose towers).</p>		
Fire-IT & Radio Upgrades	\$	125,000
<p>This ongoing project funds information technology (IT) and radio communication needs at various fire stations. The "First In" station alerting system is beginning to show signs of age, and it is anticipated that some components will need to be replaced. Any technology upgrades or equipment will be funded from this account.</p>		
Fleet Fuel System R&R	\$	475,000
<p>This project provides funding for the repair and renovation (R&R) 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.</p>		
Fleet vehicle replacements (Water Utility)	\$	530,000
<p>This ongoing project funds vehicle, large equipment and copier replacements associated with water operations.</p>		
Fleet Vehicle Replacements (Wastewater Utility)	\$	745,000
<p>This ongoing project funds vehicle, large equipment and copier replacements associated with wastewater operations.</p>		
Facilities Maintenance - Major Maintenance	\$	3,597,000
<p>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 equipment changes.</p>		
Facilities Maintenance - Horizon Infrastructure Planning	\$	1,000,000
<p>This project will include work related to determining and packaging City building infrastructure needs for 2026-2031. Will include resourcing necessary to have final concept plans and potential ballot language.</p>		
General Fund Copier Replacements	\$	33,000
<p>This is the pay-as-you-go funding mechanism for the replacement of General Fund multi-function devices (e.g. copiers).</p>		
General Fund Fire Truck Leases	\$	2,456,000
<p>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. For the portion of the fire truck purchase that is lease-financed, payments are made over a period of seven years. Fire trucks are usually kept for fifteen years, with the first ten being for front line duty and remaining five years held in reserve.</p>		

General Fund Fleet	\$	4,591,000
The City purchases most fleet vehicles using pay-as-you-go financing. This ongoing project funds fleet vehicles for our non-public safety divisions. 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.		
General Fund Public Safety Fleet	\$	9,404,000
The City purchases most fleet vehicles using pay-as-you-go financing. This ongoing project funds fleet vehicles for our public safety divisions in the Fire Department and Police Department.		
General Pump Stations R&R	\$	14,700,000
This project will replace aging pump station piping, as well as major mechanical and electrical equipment at several of Westminster's pump station locations.		
Geographic Information System	\$	207,000
This project improves virtual workstations hardware and software for geoprocessing and web maps; advanced programming updates with outside vendors; training specifically for geographic information system (GIS) staff to stay on top of the latest information related to GIS processes and delivery methods; and for aerial imagery tiles and Nearmap streaming imagery services.		
Golf Course Improvement	\$	1,202,000
These project funds are for smaller capital projects at the City's two golf courses, Legacy Ridge and Walnut Creek.		
Golf Cart Replacement - Legacy and Walnut Creek	\$	854,000
This project will be used to replace the rental golf cart fleets on a 4-year cycle. Historically golf cart fleets were replaced as part of a lease agreement in which the City paid interest and financing charges. Starting in 2017 this fund was set up to set funds aside to pay for the cart fleet without a lease agreement.		
Golf Cart Path Replacement - Legacy and Walnut Creek	\$	728,000
This project replaces various sections of the cart path throughout the Legacy Ridge and Walnut Creek Golf Courses to enhance safety and aesthetics.		
Greenbelt Drainage Imp (JCOS)	\$	243,000
This project will be used to help keep drainageways and greenbelts through the City operating properly and safe. Many of our neighborhoods have greenbelts and drainage ways in them. These areas are often used to beautify the area and provide trail access to connect neighborhoods to schools and parks. Keeping these safe for our citizens is important because of the use of the area.		
Historic Artifacts Archive Study	\$	26,000
This ongoing project allows for the implementation of an archival program, maximizing resident access to materials of enduring value connected to the history of the City of Westminster. Funding will support initial furniture and equipment needs, as well as necessary supplies to protect artifacts and documents. Project funds also support facility maintenance activities to upgrade and/or renovate existing spaces. This project is informed by a study completed in 2019.		
Historic Westy Revitalization	\$	1,000,000
These project funds are to be used in conjunction with planning, appraisals, and capital funding of redevelopment within the Historic Westminster area.		

Huron Street Reconstruction	\$	100,000
Huron Street is 1 of only 2 cement roadways in Westminster. The cement pavement is deteriorating over time and it is time to decide on how we will rebuild it. This roadway will require an engineering study to determine the most cost effective strategy for methods to reconstruct the 38,472 square yards of 8" thick concrete pavement.		
Irving Street Library Facility Improvements	\$	500,000
This project would allow for long term planning and facility maintenance. In 2018, the Library conducted a space and furniture study with Wember & Associates to create a phased plan that will revive and enhance the Library experience for the patrons. This project includes technology, furniture and shelving upgrades, redesigned service desks, and new space layouts.		
JD Edwards System Upgrades	\$	240,000
This project provides for ongoing JD Edwards (JDE) EnterpriseOne ERP application upgrades and enhancements. In the last year, it has been used for a tools and apps upgrade and training on new functionality. Upcoming projects include a database upgrade, expanding Quicklaunch reporting, and Project Tracking.		
Jefferson County Navigation Center	\$	1,000,000
Jefferson County is leading an initiative to build two Navigation Centers to provide approximately 75 units of permanent, affordable, supportive housing in order to provide a continuum of housing. Both sites are moving forward. In 2023 the City's anticipated contribution to the Lakewood campus is estimated to be \$1,000,000. City Council supported the City's participation in the Centers as they provide a connection and value that is missing to support those in need.		
Job Training Incentive Grant	\$	235,000
This project will provide financial assistance to Westminster businesses with 50 or fewer employees to pay for direct training costs for workers in newly created jobs, or current employees, including trainee wages for on-the-job training, curriculum development, delivery of training, materials and supplies, and training equipment and facilities.		
Library Master Plan Implementation	\$	90,000
2021 was the last year of the Westminster Public Library's (WPL) current Master Plan. This funding will pay for consulting services to do community demographic and library drive time analysis. In 2016, this work was completed as part of the 2017-2021 Library Master Plan process through a Buxton analysis. This report provided valuable data on who the library's patrons are and how far they are driving to go to the library. This study allows us to more strategically target resources for collections and programs. For example, through the 2016 Buxton analysis indicated above average Native American and veteran populations in WPL service areas. We have adjusted collections and programming to meet the needs of those communities. The study also showed where there are service gaps in the City, which will inform the City's use of the mobile library program.		
Library Materials Acquisition	\$	600,000
This project provides funding for the annual purchase of library materials. In 2017, WPL received permission from the Department of Local Affairs (DOLA) to use Conservation Trust Funds (CTF) dollars for the purchase of books. This funding source has been a boon to the Library's physical materials and has provided the resources necessary for the library to maintain a collection that can meet the changing and expanding needs of the community. This project has allowed the Library to expand its Spanish materials collection as well as free up the Library's General Fund collection budget for the purchase of e-materials. This funding represents 1/3 of the library's physical materials budget.		

Library Repair/Maintenance	\$	290,000
<p>Both the Irving Street and College Hill libraries have annual anticipated and unanticipated capital maintenance needs. This project provides the funding necessary to ensure the libraries can address these needs and ensure continuity of operations. Examples of projects include planned and emergency replacement/repairs of furniture and fixtures, replacement and upgrades of technology systems, repainting of rooms, and carpet replacement and repair.</p>		
Lowell Blvd Pipeline - Uplands Connectivity	\$	15,200,000
<p>The Lowell Water Main replacement 87th Ave to 96th Ave to be replaced. This is a cash-in-lieu project the developer will pay for in the amount of \$15.2M.</p>		
Lowell Water Main replacement	\$	16,500,000
<p>The Lowell Watermain provides water to Historic Westminster. It was originally installed in the 1950s and is at the end of its useful life. This project replaces the main from 72nd to 80th, and 96th to 97th.</p>		
Maintenance of City Developable Property	\$	1,000,000
<p>This ongoing project will fund the maintenance and basic property management costs associated with the City's inventory of developable properties, managed by the Economic Development (ED) Department. This inventory includes both vacant lands, as well as properties with improvements. The project is not intended to cover properties that have been acquired for open space, parks, rights-of-way, infrastructure, or other municipal purposes. Examples of maintenance activities include moving, trash removal, emergency repairs to any structures for safety, posting or removal of signs, and fencing for safety and security. The developable properties are not intended to be permanent City assets with an ongoing operational budget, but held for a limited time during which the assets are evaluated for development.</p>		
Major Concrete Replacement	\$	2,500,000
<p>Replacement of deteriorated curbs, gutters, sidewalk curb ramps and cross-pans in streets identified for resurfacing and or reconstruction.</p>		
Metzger Farm	\$	200,000
<p>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 (CSA). This farmstead is jointly-owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost</p>		
Minor Median Maintenance	\$	364,000
<p>The medians throughout the City are aging and in need of rehabilitation. Different parts of the City have different planting material and designs lack consistency throughout. These funds are intended to update facility medians to more climate appropriate designs and functionality. This project involves consolidating the Minor Median Maintenance and Median Rehab accounts into 1, ongoing project to update and beautify the City's medians.</p>		
Miscellaneous Community Development Construction	\$	125,000
<p>This ongoing project will provide funding for the maintenance and repair of City-owned brick walls and wood fences, as well as minor construction and maintenance work within public rights-of-way and other public lands.</p>		
Municipal Court Security and Building Upgrades	\$	468,000
<p>This project is for major maintenance projects at the Municipal Court. The specific list of planned projects is attached on separate sheets to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.</p>		

Network Core Upgrade This CIP is to replace essential networking gear that provides access to resources and services to City employees as well as residents of Westminster. During this phase we would procure and replace the network gear that is "end of life" as far as support. All configuration and installation will be performed by staff so the cost would be entirely for procurement of hardware.	\$	610,000
New Development Participation This project funds the City's share of certain public improvements (e.g. the middle portion of arterial streets) installed by private developers.	\$	500,000
New Street Light Program This project provides funding for the installation of individual street lights in warranted locations, usually as requested by residents of neighborhoods. City staff follows a certain technical criterion to determine if such requested lights are truly warranted. In the past, residential area street lights were typically installed by developers of these properties in accordance with designs furnished by Xcel Energy. However, those designs are occasionally faulty, and additional street lights may be justified. In such instances, the City pays for the new lights. If at locations where the Xcel cost is high, funds can be used for new City owned street lighting options, including solar powered light-emitting diode (LED).	\$	140,000
Northridge Pump Station This project will replace aging pump station piping, as well as major mechanical and electrical equipment at the Northridge pump station site.	\$	3,200,000
Northwest Major R&R The Northwest Water Treatment Facility needs various repairs and replacement including approximately 30% of the plants filtration membranes and supporting equipment including actuators, solenoids, turbidimeters and transducers. Also included are the repairs/replacements to components of several chemical storage and feed systems and other critical upgrades including a plant isolation valve and a new pipe loop for disinfection purposes.	\$	10,000,000
Open Channel Major Maintenance 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.	\$	2,200,000
Open Space Planning This project will provide for the development of an Acquisition Plan, City Wide Trails Plan and the development of area management plans as called for in the Open Space Stewardship plan. Funds will be utilized to provide professional plan development and project management support.	\$	370,000
Open Space Repair/Maintenance This project will provide for the development of an Acquisition Plan, City Wide Trails Plan and the development of area management plans as called for in the Open Space Stewardship plan. Funds will be utilized to provide professional plan development and project management support.	\$	1,067,000
Park Irrigation System Renovation Renovation of aging irrigation infrastructure, both full system replacement and upgrades to Central Control and hardware components. The Central Control system was upgraded in house in 2020 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 auditing and upgrading parks as funding allows.	\$	138,000

Park Maintenance Equipment	\$	364,000
<p>This project will move maintenance equipment purchases from a financed arrangement (with interest payments) to a pay as we go fund. Rather than replacing most of the equipment fleet at one time every 5-7 years equipment, this approach will allow us to better time equipment replacement to optimize each unit's useful life. This approach will also leave us more nimble and able to adapt new technologies more readily.</p>		
Park Op Facilities Repair/Maintenance	\$	121,000
<p>Ongoing funding for Maintenance and Repairs to the Parks Operation Center. This facility houses 40 FTE and up to 50 Temporary employees, so the primary focus of this funding is improving safety and operational efficiency.</p>		
Park Sustainability Program	\$	6,178,000
<p>Ongoing funding covers capital renovation and repairs to park features, landscape and amenities. There is an immediate need for phased playground equipment renovation. Over 25 of the City's 46 playgrounds are over 20 years old and while this may seem reasonable, by comparison surrounding agencies have few, if any playgrounds over 15 years old. Replacing playground equipment will allow us the opportunity to impact all areas of the City and will revitalize dated parks without the need for costly full redesign and renovation.</p>		
Parks & Recreation Facilities Major Maintenance	\$	850,000
<p>This project is for major maintenance projects throughout City recreation facilities. The specific list of planned projects is attached on separate sheets to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.</p>		
Playground Surface Maintenance	\$	2,061,000
<p>Ongoing project to replace playground equipment in addition to playground resurfacing.</p>		
POST Capital Outlay Replacements	\$	828,000
<p>This ongoing project funds the purchase of capital equipment and vehicles for Parks and Recreation divisions. It is funded through the Parks and Open Space tax.</p>		
PRL Facility Security	\$	150,000
<p>This account funds improvements to safety and access control across all PRL facilities. Staff have identified access points and various areas throughout all the PRL facilities to function on the citywide card access system.</p>		
PSC Secured Lot Concrete Maintenance/Repair	\$	450,000
<p>This project will replace the concrete slab drive on the South side of Public Safety Center. For the past several years the Street Division has been trying to maintain the area. The area continues to degrade and is failing. This CIP will fund the full replacement of concrete area to ensure an adequate surface for vehicle and pedestrian traffic.</p>		
Public Safety Center Infrastructure	\$	240,000
<p>This project provides for the repair and replacement of integral components and fixtures at the Public Safety Center. Examples include interruptible power supply (UPS) chloride batteries and capacitors that address power failures, security systems, aesthetics, furniture and other equipment.</p>		
Public Safety Facilities Major Maintenance	\$	2,250,000
<p>This project is for major maintenance projects related to Police and Fire Department needs and requests. The specific list of planned projects is attached on a separate sheet to this form. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes.</p>		

Qzone at 72nd/Lowell/Bradburn	\$	1,361,000
<p>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 \$689,410 are allocated to Westminster for the implementation of Quiet Zones, significantly reducing the total cost.</p>		
Rec Facility Major Projects & Long-Term Plan (CTF)	\$	3,948,000
<p>The Swim & Fitness center celebrated its 45th anniversary in 2020. While staff have received funding for a variety of smaller projects throughout the years, this new funding would allow for long term planning and facility maintenance. These are projects such as replacing flooring that is 20-30 years old, painting entire facility 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 plans 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 also allows for a shorter shut down time at the facility in future years and limits impact on guest service and revenue loss.</p>		
Recreation Facilities Improvements	\$	5,388,000
<p>This is an ongoing project that allows the facilities to update the equipment and amenities based on the trends and needs of the users. Each facility continues to bring in revenue based on its ability to offer high quality recreation and wellness needs for the community. Staff are able to ensure that the most up to date and safe equipment are provided to facility users. Usage of this account includes, but is not limited to, replacement of fitness equipment, tables, chairs, and minor building improvements to the City's seven recreation facilities.</p>		
Roadway Guardrail Projects	\$	100,000
<p>Staff will complete the design for installation of guardrail at 4 locations, - 104th/Lowell; Countryside Dr w/o Owens; 132nd Ave w/o Huron and 106th Ave w/o Johnson. These locations have been citizen requests and determined to meet criteria for guardrail.</p>		
Rodeo Renovation	\$	1,500,000
<p>The Rodeo Market building in Historic Westminster was purchased by the Westminster Housing Authority in 2009. The building has experience deferred maintenance and is need of major renovations in order to attract a viable business to contribute to the revitalization of the area.</p>		
Railroad Crossing Surface Replacement	\$	710,000
<p>The City of Westminster and Burlington Northern Railway (BNSF) share a common interest in the nine (9) railroad crossing locations throughout the City, and collaborate together with 50/50 cost sharing agreements when crossing pad failures occur, with BNSF performing the work. The life cycle of these crossing pads are 15-20 years.</p>		
SAN Replacement	\$	500,000
<p>We will be replacing all the storage area network (SAN) Hardware in our City Hall Data Center in 2025 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 2021. A comprehensive study will be done to determine the right technology to use and what would best fit the needs of the City today and for the next 4 years. As part of the project the older SAN hardware will move to our disaster recovery (DR) facility in order to expand the resources at that location to provide more capacity for the ever-growing data backups necessary for compliance and regulation purposes.</p>		

SCBA and Air Fill Station Replacements	\$	600,000
With the current self-contained breathing apparatus (SCBA) and air fill stations being implemented in 2021, the fire department is strategically planning for the anticipated future replacement of these systems. Typically, the life span of SCBA units, and associated air fill stations, is around 12 years, so in order to avoid a large one-time budget need for replacements, this CIP will provide a lower level of annual funding to ease the impact, similar to a 'lay-away' type strategy		
School Mobility Improvements	\$	250,000
This project seeks to establish a school mobility improvement program dedicated to improving the well-being of children by providing better walking and bicycling conditions on the route to school and enabling and encouraging children to walk and bike. It will focus on infrastructure improvements for all public schools within city limits, including high schools. Preliminary infrastructure analysis conducted by staff show a great need for essential infrastructure improvements including sidewalks, curbs, gutters, ADA ramps, bike lanes, and traffic mitigation solutions (e.g., flashing beacons). This ongoing program will improve conditions for students in all three Westminster public school districts- Adams 12, Jefferson R-1, and Westminster Public Schools.		
Semper Water Treatment Plant Placeholder	\$	150,000,000
This is a placeholder for a future replacement and/or rehabilitation of the City's aging Semper Water Treatment Plant. Council is currently reviewing several options that will determine the direction Staff will take to continue to ensure safe and reliable drinking water for the City for the next several decades.		
Sewer Master Plan Update	\$	1,000,000
The last sewer systems update was completed in 2015. This document will update 2015's effort with new data from repair and replacement projects.		
Sheridan Blvd. Waterline Replacement	\$	1,900,000
The Sheridan Blvd. waterline is a 30" major transmission main located in the central and northern areas of Westminster. It is one of the central major water pipelines that distributes water throughout the city serving its residents and businesses. This pipeline was constructed in 1970 and is coming due for replacement.		
Sheridan Underpass at Downtown	\$	348,000
The Sheridan Multimodal Transportation Improvement (MTI) project account will provide funding towards the design of an underpass to be constructed at Sheridan Boulevard adjacent to Downtown Westminster. This underpass will be a multi-modal section, intended to increase safety and mobility from the Regional Transportation District (RTD) Sheridan Station to Downtown Westminster.		
Sidewalk Connection Program	\$	400,000
This project is for funding needed to implement pedestrian and bike improvements where sidewalks have been identified as missing. The Transportation and Mobility Plan has identified several locations throughout the city to be addressed that would improve the overall safety of the city's sidewalk system. This funding can also be used as a local match to grant opportunities.		
Simms Street Corridor Improvements	\$	139,000
This project will analyze and prepare a corridor study of the entire, city-owned, Simms Street from West 100th Avenue to Westmoor Drive. From this study, multiple phases of improvements will be determined for future funding. The highest priority and feasible improvements will be identified for design and construction funding.		

Standley Lake Park Master Plan Implemental Phase 1 (JCOS) This project implements Phase 1 capital project recommendations in the Standley Lake Regional Park Master Plan aimed to re-position the Lake's prominence in recreation and regional significance, and increase visitation at the park.	\$	500,000
Standley Lake Regional Park This project will fund improvements that upgrade, update, or renovate existing facilities at the Standley Lake Regional Park.	\$	306,000
South Hylands Creek Flood Mitigation Replace, update, or redirect existing stormwater infrastructure to capture severe flood flows through this corridor. Also remove a nuisance run-down channel that flows between 92 nd and 94th Avenues through residents' back yards.	\$	1,950,000
Small Business Assistance Program This project provides financial assistance to encourage 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 purchase, IT equipment, capital improvements and machinery.	\$	375,000
Station One Sprinkler System The fire sprinkler system at fire station one is over 30 years old, and Facilities Maintenance has determined that fire sprinkler companies cannot supply replacement parts for the system to keep it functional. The companies have also indicated that the system may fail and cannot be repaired. The system needs to be replaced and brought up to current code.	\$	150,000
Stormwater Miscellaneous Fund This project is intended to fund the design and construction of all types of drainage improvements on an ongoing basis.	\$	1,250,000
Street Lighting Improvements This ongoing project provides funds for repairs of street lighting infrastructure outside of normal maintenance and repair covered under the Xcel Energy agreements. Maintenance and repairs such as; pole replacements, LED retrofits, bridge pedestrian lighting, and City-owned street lighting repairs and upgrades.	\$	1,175,000
Street Lights in Downtown As development continues in Downtown Westminster, the City is required to install adequate street light coverage in the Right of Way (ROW). The design has been completed and there is a total of 264 street lights needed. To date, 140 have been installed. That leaves 124 that still need to be purchased and installed over the coming years. The requested \$200k per year will allow for the purchase and installation of approximately 25 street lights per year.	\$	1,000,000
Sunset Open Space Sewer - 80th & Tennyson This project will abandon in place the existing sewer pipe and build a new, larger sewer pipe to service the Uplands neighborhood, and will be paid for by the developer using cash-in-lieu.	\$	5,000,000
Sustainability Planning & Implementation This is an existing CIP program to implement the City's Sustainability Plan. The projects in the program are linked to strategies and actions in the Plan including the City's sustainable business program, electric vehicle charging stations, City facility waste diversion, and sustainability projects in HOAs/neighborhoods.	\$	290,000

SW Infrastructure Major Repair and Replacement	\$	1,200,000
<p>Project funds city-wide efforts to repair and replace aging/failing stormwater infrastructure. Projects encompass pipes, manholes, inlets, drainageways, stormwater treatment ponds and more.</p>		
Traffic Mitigation Program	\$	175,000
<p>Traffic Engineering receives a lot of requests for additional safety or speed reduction measures. Support of this program would continue to allow Traffic Engineering to perform speed & traffic count studies, stop warrants, install speed awareness signs, school zone flashing beacons, pedestrian crossing flashing beacons, additional striping or other ideas.</p>		
Traffic Preemption System	\$	750,000
<p>This request is to fund, or at a minimum seed, a replacement program for the current "Opticom" system for traffic preemption. The current system is close to 40 years old, with upgrades, and is way behind current technology. This program can be tied in with the Telematics program from fleet as well as other traffic engineering systems, and could include Police and potentially Public Works. The system needs to be replaced sooner rather than later, so seeding may need to be larger than typical.</p>		
Traffic Signal Pole Replacement	\$	800,000
<p>This program is for funding needed to continue to improve the city's Traffic Signal Infrastructure, including poles, mast arms, cabinets, controllers, detection and associated equipment. Traffic Engineering is estimating that additional equipment requires replacement and that we replace poles and other equipment strategically. While this account is titled "Traffic Signal Pole Replacement" this account will also be used to pay for any appurtenant facilities that are part of this system, such as cameras, signal cabinets, wiring, conduit, etc.</p>		
Trail Development	\$	2,668,000
<p>This ongoing project will complete trail connections and/or improve trail surfaces, including bridges and culverts, where applicable, throughout the City. Projects in the near-term include placing portable toilet stations along regional trails, way finding, addressing missing link trails, and the continued implementation of the Open Space Stewardship Plan.</p>		
Training Tower and Lot Repair and Upgrades	\$	216,000
<p>This will provide some infrastructure upgrades, including new fencing around the perimeter, bollards to protect the property and designate parking areas, solar lighting, security cameras, and a replacement training sprinkler system.</p>		
Transit Improvements	\$	250,000
<p>Implement safety, reliability, amenity, and first and final mile access and connectivity improvements at transit stop/station improvements and along transit corridors in Westminster. These improvements could include: increase the comfort and safety for transit users with implementation of transit stop amenities, ensure stops and stations are accessible through first and final mile connections such as completing sidewalk gaps, and support the reliability of transit at intersections and along corridors through implementation of technology and other speed and reliability improvements.</p>		
Tree Mitigation Program	\$	1,240,000
<p>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.</p>		

Underground Utility Line	\$	125,000
<p>This project houses funds that are collected from private developers as “cash-in-lieu” payments for the underground relocation of overhead utilities adjacent to their sites. Xcel Energy will not perform these relocations for short lengths of lines. In such cases, funds are collected from the developers for future, longer projects.</p>		
UPS Replacement	\$	75,000
<p>The City of Westminster has made a significant investment in redundant equipment to ensure availability of City systems. The centralized Uninterruptible Power Supply (UPS) located at City Hall is a key component in providing that availability. The current unit was installed in 2013 and has been in operation for over 13 years. Normal lifespan of a UPS is typically 10-12 years. IT staff has replaced the batteries, wiring and performed annual preventative maintenance checks to push its use until 2026, but despite these efforts the current unit will reach end of life and the probability and cost of failure becomes too high a risk for the City to maintain.</p>		
Virtual Desktop Infrastructure	\$	650,000
<p>Virtual Desktop Environment is being evaluated to enhance the on-site and remote working capabilities of the City Workforce. This would provide a streamlined and more secure PC environment in certain areas of the City. It requires a large investment in back-end infrastructure to be able to handle the large virtual Desktop environment to make sure it provides a stable working experience.</p>		
Vision Zero Plan Development	\$	190,000
<p>Develop a Vision Zero Plan to establish Westminster's Vision Zero goal and actions to reduce fatalities and serious injuries in Westminster's transportation system. Development of the plan includes evaluation of transportation safety issues and opportunities in Westminster and identification of transportation safety improvements, strategies and actions. Development of the plan will include stakeholder and community engagement, and informed by other regional and state Vision Zero initiatives.</p>		
Voice and Data Network Expansion and Upgrades	\$	250,000
<p>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 upgrade, and extend services to existing and new facilities.</p>		
Wall repair project	\$	1,227,000
<p>This project is being proposed to address existing wall repair concerns with roughly 9,200 feet of masonry walls owned and maintained by the City. The original design of these walls provided inadequate foundational support to prevent the bricks from losing structural integrity and separating over time. This project will provide a study by a structural engineer to analyze and prepare a report of the existing condition of these walls. The report will be identified repair priorities based the condition. The project will install a foundation beneath the existing wall for increased structural integrity.</p>		
Wandering View, Northpark & 144th Ave Pump Stations	\$	300,000
<p>This project will replace aging pump station piping, as well as major mechanical and electrical equipment at both pump station locations.</p>		
Water Distribution Master Plan	\$	500,000
<p>Westminster's water distribution system is was last done in 2015. This project will update the previous master plan with recommendations to improve the resilience of Westminster's potable water delivery system.</p>		

Water Storage Tank Maintenance	\$	7,000,000
These five water and one reclaimed water tanks were identified as being in need of having their interior and exterior coatings replaced: Wandering View Tanks, Northwest Water Treatment Plant Tank, Hydropillar Tank, Northridge Tanks		
Water Supply Development	\$	2,500,000
The purpose of the Comprehensive Water Supply Plan (CWSP) - Water Supply Development Project is to develop water supply to meet future water demand of the City at build-out. This includes purchasing additional water rights, expanding the reclaimed system, developing a non-potable water system for the southern portion of Westminster, optimizing the raw water system and increasing water conservation efforts.		
Wattenberg Gravel Lakes	\$	15,500,000
This project will provide a new pump station and pipelines at the Wattenberg Gravel Lakes site for raw water exchanges.		
West 100th Avenue and Simms Intersection Improvements	\$	2,764,000
The scope of this project includes a roundabout at the West 100th Avenue and Simms Street intersection with access to the Standley Lake Regional Park. In addition, the project will provide concrete multimodal path for the pedestrian and biking public. This project will improve one of the more unsafe intersections in Westminster.		
West 128th Avenue Improvements	\$	2,858,000
The project scope includes improving W. 128th Avenue from Huron Street to Zuni Street to a consistent 4-lane roadway, sidewalks, bike lanes, permanent water quality, and upgraded traffic signal at Big Dry Creek Park. This would involve replacing the bridge over Big Dry Creek to accommodate the roadway. Right-of-Way acquisition is likely for this project.		
Westminster Station Area - Water Basin Water Quality Pond	\$	750,000
There is no water quality for the west basin of the Transit-Oriented Development (TOD) at Westminster Station. To comply with the City's MS4 permit and allow for a regional stormwater management program, similar to the east basin, a water quality pond will need to be built for the west basin. This project will prepare a 60% design to utilize for budget, property acquisition, and future construction.		
Westy Station Park Construction	\$	1,694,000
The construction of Westminster Station Park will be completed in multiple phases. Phase I includes a nature playground with water feature and restrooms. Phase II plans include a xeric garden and pavilions. Funding for this project comes both from the General Capital Improvement and Conservation Trust Funds.		
Widening of Federal Parkway Bridge over Big Dry Creek	\$	600,000
The project scope is to widen the Federal Parkway bridge over Big Dry Creek. After the Federal Parkway Widening project to W. 122nd Avenue is complete, the bridge will be the next bottleneck impacting traffic. The bridge is currently considered Functional Obsolete based on today's average daily traffic counts. The project will also include sidewalk, bike lanes, streetlights, and channel bank stabilization.		
WURP City Participation	\$	2,375,000
The Downtown Westminster City Participation, or more formally, the Westminster Center Urban Reinvestment Project (WURP), is a Westminster Economic Development Authority project that includes operation and overall coordination of the development of the Downtown Westminster. This project funds consulting and professional services in connection to the development of Downtown Westminster.		

WURP Downtown Miscellaneous	\$	300,000
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This project provides funding for miscellaneous items that may arise as development continues in Downtown Westminster. 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.

WURP Signage	\$	300,000
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Place making for Downtown Westminster has been a key objective. The City has invested a significant amount of funding to create a new Downtown that will become a major economic generator for the City for years to come. Additionally, private developers have invested well over \$750 million on their projects to advance this vision and have often requested to see the City help them in creating the new identity that supports their investment when attracting retailers, employees, and residents.

2023-2027 CIP Project Connection with Strategic Priorities

Capital Project	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
120th Water Pipeline Replacement	X				X
80th Avenue and Sheridan Intersection Improvements		X			X
92nd Ave. Waterline Replacement	X				X
95th & Federal and 87th & Wads Lift Sta R&R	X				X
ADA Compliance Assessment and Transition Plan			X		X
Art Culture Imp/Mgmt			X	X	
Arterial Roadways					X
BDCWWTF A-basins, biofilter, digester, pumps R&R	X				X
BDCWWTF Buildings R&R Project	X				X
BDCWWTF Campus Wide Master Plan	X				X
BDCWWTF Instruments/Analyzers R&R Project	X				X
BDCWWTF R&R - Abasins & Headworks	X				X
BDCWWTF Solids Improvements Phase 1 - regulatory	X				X
BDCWWTF Yard Piping , Secondary Clarification	X				X
Benton Street, Phase 1 & 2 - Downtown Westminster		X			X
Bicycle Master Plan Implementation		X		X	X
Big Dry Creek Stabilizations		X		X	X
Bridge and Railing Repairs					X
Business Development Assist (TOD)	X			X	
CAD/RMS Hardware Replacement		X			X
CE - General Maintenance					X
CE - Neighborhood Enhancemen	X				
CEP - ROW/Median Cntrct. Mnt					X
City Center Drive Reconstruction Study					X
City Facility Parking Lots - General Fund					X
City Facility Parking Lots - General Fund Major Rehab					X
City Hall HVAC Work					X
City Hall Security Upgrades		X			X
City Park Repair/Mtce					X
Citywide Bridge Maintenance/Repair					X
Citywide PC Replacements	X				X
Citywide Radio Replacement	X	X			X
Collaborative Technologies				X	X
Communications Backhaul R&R	X				X
Communications Infrastructure	X	X	X		X
Computerized Workflow Management	X				
Concrete Repair/Replacement					X
Corridor Traffic Calming Projects		X			X
Corrosion Control Huron Corridor		X			X
Decatur Street Sewer Replacement. 86th Ave	X				X
Driving Simulator	X	X			
Electrification Infrastructure					X
Engineering design CIPs		X			X
Enhanced Mobility and Connectivity		X			X
Facelift Program				X	
Federal Boulevard Multi-Modal Improvements		X		X	X
Federal Boulevard Safety and Mobility Project		X		X	X
Federal Parkway Improvements - W. 120th to W. 122nd Ave.		X			X
Fire Station Concrete/Asphalt Replacement		X			X
Fire Station Emergency Generators	X	X			
Fire Station Exhaust System Replacement	X	X			X
Fire Station Major Modifications	X	X			X
Fire-IT & Radio Upgrades	X	X			
Fleet Fuel System R&R					X
Fleet Vehicle Replacements	X				
FM - Major Maintenance					X
FM Horizon Infrastructure Planning					X

2023-2027 CIP Project Connection with Strategic Priorities

Capital Project	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
General Fund Copier Replacements					X
General Fund Fire Truck Leases	X	X			X
General Fund Fleet	X			X	X
General Fund Public Safety Fleet	X	X			X
General Pump Stations R&R	X				X
Geographic Information System	X				X
Golf Course Improvement					X
Golf Maintenance Equipment					X
Greenbelt Drainage Imp (JCOS)					X
Hist Artifacts Archive Stdy/Supp			X		
Historic Westy Revitalization			X	X	
Huron Street Reconstruction					X
Irving Street Library Facility Improvements			X	X	
JD Edwards System Upgrades					X
JeffCo Navigation Center		X	X		
Job Training Incentive Grant			X	X	
Legacy Ridge Golf Cart Replacement				X	
Legacy Ridge Golf Course Cart Path Replacement					X
Library Furniture Replacement - Non CTF				X	
Library Master Plan Implementation			X	X	
Library Materials Acquisition			X	X	
Library Repair & Maintenance			X	X	
Lowell Blvd Pipeline - Uplands Connectivity	X				X
Lowell Blvd Pipeline Replacement - 72nd to 80th	X				X
Lowell Blvd Pipeline Replacement - 96th to 97th	X				X
Maintenance of City Developable Property	X				
Major Concrete Replacement					X
Metzger Farm			X	X	
Minor Median Maintenance					X
Miscellaneous Community Development Construction		X			X
Municipal Court Security and Building Upgrades					X
Network Core Upgrade	X				X
New Development Participation		X			X
New Street Light Program		X			X
Northridge Pump Station	X				X
Northwest Major R&R	X				X
Open Channel Major Maintenance		X			X
Open Space Planning			X	X	
Open Space Repair/Maint					X
Park Irrigation System Renovation					X
Park Maintenance Equipment					X
Park Op Facilities Repair/Maintenance					X
Park Sustainability Program				X	X
Parks & Recreation Facilities Major Maint			X	X	
Playground Surface Maint					X
POST Capital Outlay Replacement					X
PRL Facility Security		X			
PSC Secured Lot Concrete Maintenance/Repair					X
Public Safety Center Infrastructure	X			X	X
Public Safety Facilities Major Maintenance					X
Qzone at 72nd/Lowell/Bradburn		X			X
RecFac Major Prj< Plan (CTF)			X	X	
Recreation Facilities Improvements			X	X	
Roadway Guardrail Projects		X			X
Rodeo Renovation			X	X	
RR Crossing Surface Replacement					X
SAN Replacement	X				X

2023-2027 CIP Project Connection with Strategic Priorities

Capital Project	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
SCBA and Air Fill Station Replacements		X			
School Mobility Improvements		X			X
Semper Project Placeholder	X				X
Sewer Master Plan Update	X				X
Sheridan Blvd Waterline Replacement	X				X
Sheridan Underpass at Downtown		X		X	X
Sidewalk Connection Program		X		X	X
Simms Street Corridor Improvements		X			X
SL Prk MstrPlan Impl Phs1 (JCOS)				X	X
SL Regional Park				X	X
Small Business Assistance Program			X	X	
South Hylands Creek Flood Mitigation		X			X
Station One Sprinkler System		X			X
Stormwater Miscellaneous Fund		X			X
Street Lighting Improvements					X
Street Lights in Downtown					X
Sunset Open Space Sewer. 80th & Tennyson and 78th Ave	X				X
Sustainability Planning & Implementation	X			X	X
SW Infrastructure Major Repair and Replacement		X			X
Traffic Mitigation Program		X			
Traffic Preemption System	X	X			
Traffic Signal Pole Replacement		X			
Trail Development				X	X
Training Tower and Lot Repair and Upgrades		X			X
Transit Improvements		X			
Tree Mitigation Program				X	X
Underground Utility Line				X	
UPS Replacement	X				X
Virtual Desktop Infrastructure					X
Vision Zero Plan Development		X			
Voice and Data Network Expansion and Upgrades					X
Wall repair project				X	
Walnut Creek Golf Cart Replacement				X	
Walnut Creek Golf Preserve Cart Path Replacement					X
Wandering View, Northpark & 144th Ave Pump Stations	X				X
Water Distribution Master Plan	X				X
Water Storage Tank Maintenance	X				X
Water Supply Development	X				X
Wattenberg Gravel Lakes	X				X
West 100th Avenue and Simms Intersection Improvements		X			
West 128th Avenue Improvements		X			
Westminster Station Area - Water Basin Water Quality Pond		X			
Westy Station Park Construction				X	X
Widening of Federal Parkway Bridge over Big Dry Creek		X			
WURP City Participation					X
WURP Downtown Miscellaneous					X
WURP Signage					X

Impact of Major 2023 CIP Projects on Future Operations Budget

Major 2023 Project	Decreases Impact	Minimal or No Impact	Slight Increase	Significant Impact
80th Avenue and Sheridan Intersection Improvements		X		
BDCWWTF Instruments/Analyzers R&R Project	X			
BDCWWTF R&R - Abasins & Headworks		X		
BDCWWTF Solids Improvements Phase 1 - regulatory	X			
Benton Street, Phase 1 & 2 - Downtown Westminster				X
City Hall HVAC Work		X		
Communications Backhaul R&R		X		
Corrosion Control Huron Corridor		X		
Driving Simulator		X		
Federal Boulevard Multi-Modal Improvements		X		
Federal Boulevard Safety and Mobility Project		X		
Federal Parkway Improvements - W. 120th to W. 122nd Ave.		X		
Fire Station Exhaust System Replacement		X		
Huron Street Reconstruction		X		
JeffCo Navigation Center		X		
Lowell Blvd Pipeline Replacement - 72nd to 80th	X			
Network Core Upgrade			X	
Northwest Major R&R		X		
PSC Secured Lot Concrete Maintenance/Repair		X		
Qzone at 72nd/Lowell/Bradburn		X		
Roadway Guardrail Projects		X		
Rodeo Renovation		X		
Sheridan Underpass at Downtown				X
Simms Street Corridor Improvements		X		
South Hylands Creek Flood Mitigation		X		
Station One Sprinkler System		X		
Street Lights in Downtown			X	
Traffic Preemption System	X			
Training Tower and Lot Repair and Upgrades		X		
Wall repair project	X			
Water Storage Tank Maintenance		X		
West 100th Avenue and Simms Intersection Improvements			X	
West 128th Avenue Improvements	X			
Westminster Station Area - Water Basin Water Quality Pond				X



WESTMINSTER

COMMUNITY REQUESTS

COMMUNITY REQUESTS

The City welcomes feedback from community members. In this vein, community members may make requests to be considered in the budget process for funding. The criteria and process for handling requests from community members is as follows:

- If the request involves a new program or policy change, then it is sent to the appropriate department that would be responsible for such program for evaluation. After evaluating the feasibility of implementing such a change, the department can then make a recommendation regarding the request, and any necessary funding can be estimated through the budget process;
- If a request can be handled through a standing or established program that is already funded, such as the *Traffic Mitigation Program*, then the appropriate department will evaluate that through their internal review process and implement as necessary; and
- Lastly, if a request is made that is strictly a new funding request (e.g., a community group requests a one-time or on-going donation), such request is vetted through the budget development process in which Staff research the request, make a recommendation, and Council may concur with Staff's recommendation, or amend Staff's recommendation. Council's decision is reflected in the Adopted Budget document.

The following requests were made by community members during the development of the 2023 Budget. These requests were delivered to City Council or Staff by way of e-mail, mail, phone call, online, or were provided in-person. Staff have researched each request and a recommendation on each item is provided below.

REINSTATEMENT OF LARGE-ITEM PICKUP – two requests received:

1) Request: On February 14, 2022, Patricia Madorin submitted the following request:

Hi, I'm writing to encourage you to reinstate the large-item pick-up program. It is understandable that budgets are tight and this might not have been a priority for the community during the last few years of upheaval, however, it was valuable to our household and our neighbors. Please consider reintroducing this service in the next budget conversation. Thank you!

2) Request: On March 12, 2022, Judy Clanton submitted the following request:

Is the City doing large item pickup this year. It wasn't done last year. It's a great program I'm hoping you do it again as a voting resident of Westminster.

Staff Research:

Staff is evaluating options for this program such as:

- reinstate the program as it was previously with a private contractor conducting this service at the homes of residents;
- setting aside budget to provide financial assistance to residents that meet income qualifications or other criteria to retain these services; or
- providing a drop-off option for residents, similar to programs run by adjacent municipalities such as Arvada.

Staff Recommendation:

Staff plan to bring a discussion of these options to Council by the end of 2022 to receive Council's feedback and direction.

City Council concurs with Staff Recommendation.

NOISE REDUCTION – 92ND AVENUE & WESTMINSTER BLVD.

3) Request: On June 16, 2022, Ava Bundren submitted the following request:

Our neighborhood has a serious noise problem resulting from new traffic patterns and additional traffic caused by both cruisers and new Westminster Mall construction and housing. About 20 years ago, we had a serious problem with cruisers on 92nd Avenue, coming from all over the city and out of state. The city took on the responsibility of diverting the traffic and ending the cruising scene in the area. Now, the noise is constant and often unlivable as a result of the excessive noise that won't mitigate by itself. In other neighborhoods, where new traffic patterns have been created by development, cities have included mitigating efforts by installing concrete or brick noise barriers to help residents avoid the noise. I believe this will be a necessity around both 92nd Avenue and Westminster Blvd. both effected by nonstop traffic. We would like you to add an effective noise barrier to your development plans, ASAP, as our quality of life has diminished as a result of changing traffic patterns. We purchased our property on a dead end street in a dead end neighborhood so we wouldn't experience road noise all night long. Thank you.

Staff Research:

The City's current focus and financial resources are aimed at traffic calming and safety. To that end, Staff will start looking at some design options for guardrails along 92nd Avenue, as there have been some safety concerns. This is addressed in Request #4.

Requests on specific developments are handled during the public hearings before the Planning Commission or City Council. A request to install brick or concrete walls along this specific arterial now:

- would have citywide implications with respect to planning requirements that need to be consistently applied in similar situations; and

- this particular project would come with significant cost that would need to be evaluated along with other capital improvement needs.

Staff Recommendation:

Staff have prioritized addressing safety concerns along the north side of 92nd Avenue across from the downtown development. Please see Request #4 below for further detail.

With respect to installation of a noise barrier along arterial streets throughout the City, at Council's direction, Staff can perform a City-wide cost evaluation to install noise barriers along all arterials adjacent to residential areas throughout the City. This will provide Council the appropriate information to determine if a policy change is warranted. If a policy change is then directed by Council, a code amendment would be required to accommodate this request as well as a long-term funding program to implement this city-wide project.

City Council concurs with Staff Recommendation.

SAFETY - 92ND AVENUE BETWEEN WESTMINSTER BLVD. & PIERCE ST.

4) Request: On April 7, 2022, Laura and Rick Bergstreser submitted the request below. In addition, other neighbors (Mr. and Mrs. Guettlein, and Mr. and Mrs. Smith) in the Trendwood Subdivision, which is on the north side of 92nd Avenue between Westminster Blvd. and Pierce St., submitted similar requests to Staff:

I live on the corner of 92nd and Lamar (9201 Lamar). We bought this house in 1981 when it was a 2 lane street narrowing to 2 one lane bridges and dead-ending at the Westminster Mall.

We have had cars go through our fence and 2 of our neighbor's fences in the past. I worked with the City many years ago to get the 8 and 10 ft fences put in. However, with the growth of the area, including all the high rise/high density housing, the noise has increased (street raising, revving cars at the light, pollution (dust and dirt from the traffic) and the increase in traffic overtime, I don't think this is enough. We need to have some noise reduction. This also affects the value of our home as it now backs onto a major road.

Staff Research:

In the last year, three traffic incidents occurred involving vehicles impacting the existing fences of four property owners and entering their backyards. The Guettlein's fence was involved in one of those incidents. Mr. Guettlein has records of nine (9) similar impacts to his personal fence. The residents have expressed a safety concern over this issue.

With respect to noise reduction, please see Staff Research response in Request #3.

Staff Recommendation:

After considering multiple options to resolve this concern, Staff determined the installation of guard rail between the sidewalk and street, at locations where it is determined that it is needed, on West 92nd Avenue between Westminster Boulevard and Pierce Street is the most feasible option. This will protect residents, pedestrians, and motorists along this corridor. Staff determined the cost of these improvement to be \$275,000. Staff seek Council's approval of the capital funds requested to fully fund this project in 2023.

With respect to noise reduction, please see Staff Recommendation response in Request #3.

City Council concurs with Staff Recommendation.

120th AVENUE & FEDERAL PARKWAY IMPROVEMENTS

5) Request: On August 23, 2022, Mike Byrne, representing the Country Club Village (CCV) Owner's Association, sent in the request below. Due to the length and inclusion of several emails, the request below is only verbiage from the email dated August 23, 2022:

I am following up on the 12-6-21 email from Jody Andrews regarding the City's responsibility to complete the Federal Parkway improvements adjacent to the Country Club Village retail and office Center at NEC 120th and Federal. Please read the chain of emails below for the summary of this issue.



I have attached a picture of CCV and the roadway on top of picture is Federal Parkway. The above pictures show the overgrown weeds, drainage problem and there are also pot holes at the east Federal Parkway entrance at CCV that are on City right of way and are responsibility of City to fix.

I am very disappointed as a very long term resident of Westminster and local developer that developed CCV that previous City staff, Mayors and Councils have not completed these Federal Parkway improvements which should have been completed in 2005 to 2007 time frame.

The City has spent millions of dollars on one piece of land called City Center and partnered with apartment developers to fund millions of dollars of infrastructure but can't seem to allocate the funds to complete the CCV improvements for a group of small business owners in Westminster.

The City funded Federal Parkway Improvements for Country Club Highlands (the residential development adjacent to CCV on the east) which was developed well after CCV.

ACTION STEPS REQUESTED:

1. CUT THE WEEDS ON YOUR RIGHT OF WAY ADJACENT TO CCV
2. FIX THE DRAINAGE ISSUE AT FEDERAL PARKWAY ENTRANCE TO CCV SHOWN IN PICTURES ABOVE.
3. FIX THE POT HOLES ON CITY RIGHT OF WAY AT THE FEDERAL PARKWAY ENTRANCE TO CCV.
4. BEGIN CONSTRUCTION ON THE FEDERAL PARKWAY IMPROVEMENTS ADJACENT TO CCV. (IF YOU DO NOT WANT TO FUND THE IMPROVEMENTS ADJACENT TO CITY OPEN SPACE FROM CCV'S WEST PROPERTY LINE TO 120TH BECAUSE YOU DON'T HAVE THE FUNDING PLEASE DON'T USE THAT AS AN EXCUSE NOT TO COMPLETE THE IMPROVEMENTS NEXT TO CCV).

THANK YOU AND THE OWNERS AT CCV LOOK FORWARD TO YOUR RESPONSE.

Staff Research:

During the development of the 2023 Budget, Staff requested construction funds in the City's Proposed 2023 Budget for the Federal Parkway Widening, from 120th Avenue to 122nd Avenue. This request will fully-fund the project. If approved by City Council, the project is on schedule to start construction in 2023.

Staff Recommendation:

Staff seek Council's approval of the capital funds requested to fully fund this project in 2023.

City Council concurs with Staff Recommendation.

REBATES FOR e-BIKES

6) On August 3, 2022, Alison Phillips submitted the following request:

Hi:

I have a quick question regarding e-bikes. Would it be possible for Westminster citizens, to get a rebate for purchasing an E-Bike. I have heard of other cities around the country doing this for their citizens. With the City of Westminster being recognized by the Arbor Day Foundation for the last 37 years, having more e-bikes on the street would be so beneficial for our beautiful city and its trees. Some of the benefits of an e-bike, over people traveling in their cars are:

- They do not contribute to environmental pollution
- They offer zero emissions
- They save roads, due to their size
- They are eco-friendly travel
- They offer a reduction in personal carbon footprint
- They are energy efficient.

Thank you in advance for taking the time to read this.

Staff Research:

Staff are monitoring information that the State of Colorado may offer an e-bike program to people with low to moderate incomes beginning in January 2023.

Staff Recommendation:

Given the strong likelihood that the State will offer an e-bike rebate program in 2023, Staff advise against funding this request. Staff will continue to monitor what action the State takes in this regard, and if the statewide e-bike programs does not come to fruition as expected, Staff will review this further and bring back recommendations to Council in 2023.

City Council concurs with Staff Recommendation.



WESTMINSTER

STAFFING

2023 PERSONNEL BUDGET

The City continues to facilitate a total compensation philosophy that includes three foundational elements: market-based, competitive pay; well-rounded benefits; and a quality work environment. All three of these elements are required in order to ensure a stable and quality workforce equipped to serve the community.

The City develops the Employee Total Compensation Package with 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 pay 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 2024 and the Police Sworn Pay Plan currently under the Police CBA effective through 2023.

PAY PLANS

The City has the following pay plans: Department Head/Division Manager, Exempt, Non-Exempt General, Non-Exempt Police Sworn, Non-Exempt Fire Commissioned, and Hourly-Seasonal. Employees in the 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 2022 wages, as well as forecasting of the market in the 2023, Staff is proposing a 5.5% market adjustment or an “across the board increase” to the Non-Exempt General, Exempt, Department/Division Manager, and Hourly-Seasonal pay plans. As per the Firefighter Collective Bargaining Agreement, Non-Exempt Fire Commissioned staff will receive a 5% increase effective January 3, 2023. As per the agreement with the Westminster Fraternal Order of Police, members covered by the collective bargaining agreement will receive a 5% increase effective January 3, 2023. 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 2023 budget development process which resulted in changes to positions and their respective pay grades.

Staff believes that these recommendations will continue to ensure all City pay classifications will remain competitive in the market. Since 2020, the labor market has significantly changed. The strategic hiring plan implemented at the City and regional layoffs that resulted in a high unemployment rate, shifted in 2021 to a very competitive labor market making the filling of vacant positions very challenging, and this trend continues into 2022. Remaining competitive in pay is an important priority for the City with higher than normal turnover rates due to retirements and people leaving for other job opportunities in the job market.

The 2023 budget for regular benefited employee salaries is approximately \$100 million.

BENEFITS

As part of the Total Compensation package, the City provides employees with a comprehensive benefit package that continues to be a key differentiator for recruitment and retention efforts. Benefits include medical, dental, retirement, Medicare, life, Accidental Death & Disability, short-term and long-term disability plans and a survivor income benefit, as well as a host of voluntary options such as additional life and vision insurance. Included with the benefit package are generous and flexible leave options, employee development and growth opportunities, an award-winning wellness program, an onsite employee health clinic, an Employee Assistance Program, healthcare consumerism resources, identify theft and legal services, and tuition reimbursement assistance.

Due to positive claims experience and additional factors, the City’s Medical and Dental Fund reserves continue to be at healthy levels. As a result, the budget includes no increases to the medical and dental rates.

The 2023 budget for all employer benefits is approximately \$28 million.

STAFFING LEVELS

As adopted, the City’s authorized full-time equivalent (FTE) staffing level in 2023 is 1,109.5 FTE, an increase of 16.9 over 2022. Below is a summary of full-time equivalent staff by department. A more detailed breakdown of FTE within each department is shown on the following pages and on individual department budget pages throughout the budget document.

Department	2022 FTE	2023 FTE
City Attorney’s Office	16.8	16.8
City Manager’s Office	32.0	25.0
Community Development	75.1	77.5
Economic Development	13.5	13.5
Finance	37.5	38.5
Fire	144.0	147.0
General Services	63.6	63.6
Human Resources	26.0	26.0
Information Technology	37.0	40.0
Parks, Recreation, and Libraries	205.3	213.3
Police	288.3	293.8
Public Works and Utilities	153.5	154.5
Total	1,092.6	1,109.5

NEW POSITIONS

The 2023 Budget proposes new staffing in order to support public safety, a beautiful city, homelessness, and core services identified in the Strategic Plan.

All new positions are listed below:

Category	Department	Position	FTE
Public Safety	Police	Body Worn Camera Technician	2.0
	Police	Court Security	2.0
	Police	Traffic Accident Investigator	1.0
	Police	Victim Advocate	1.0
	Fire	Fire Inspector	1.0
	Fire	Lieutenant - Field Training Officer	1.0
	Fire	Lieutenant - Logistics Officer	1.0
	Parks, Recreation, and Libraries	Park Ranger	2.0
	Information Technology	Software Engineer	1.0
Beautiful City	Community Development	Code Enforcement	1.4
	Community Development	Parking Enforcement	0.5
Core Services	Finance	Application Specialist	1.0
	Information Technology	Business Intelligence Developer	1.0
	Public Works and Utilities	Street Inspector	1.0

SUMMARY

The City continues to follow the City's Strategic Plan objective of enhancing the organizational culture of excellence that focuses on recruiting, engaging and retaining an exemplary workforce. 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.

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
City Attorney's Office			
10003120	City Attorney's Office		
Administrative Assistant	0.80	0.80	0.80
Assistant City Attorney I/II	3.00	3.00	3.00
City Attorney	1.00	1.00	1.00
Deputy City Attorney	1.00	1.00	1.00
Legal Administrator	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00
Senior Assistant City Attorney	0.75	0.75	0.75
City Attorney's Office Section Total	8.55	8.55	8.55
100031200125	City Attorney's Office - Prosecuting Section		
Administrative Assistant	1.00	1.00	1.00
Assistant Prosecuting Attorney I/II	1.70	1.70	1.70
Lead Prosecuting Attorney	0.75	0.75	0.75
Legal Assistant	1.00	1.00	1.00
Legal Coordinator	0.50	0.50	0.50
City Attorney's Office - Prosecuting Section Total	4.95	4.95	4.95
100031200911	City Attorney's Office - Public Safety Section		
Assistant City Attorney I/II	1.00	1.00	1.00
Assistant Prosecuting Attorney I/II	1.30	1.30	1.30
Lead Prosecuting Attorney	0.25	0.25	0.25
Legal Coordinator	0.50	0.50	0.50
Senior Assistant City Attorney	0.25	0.25	0.25
City Attorney's Office - Public Safety Section Total	3.30	3.30	3.30
City Attorney's Office Total	16.80	16.80	16.80

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
City Manager's Office			
10005050	Administration Division		
Assistant to the City Manager	1.00	1.00	1.00
Chief Sustainability Officer	1.00	1.00	1.00
City Manager	1.00	1.00	1.00
Community Outreach Liaison	0.00	0.00	1.00
DEI/LAP Coordinator	1.00	0.00	0.00
Deputy City Manager	2.00	2.00	2.00
Deputy City Manager/Chief Financial Officer	1.00	1.00	1.00
Executive Aide	3.00	2.00	2.00
Administration Division Total	10.00	8.00	9.00
10005070	City Clerk's Office		
Administrative Assistant	0.55	0.00	0.00
City Clerk	1.00	1.00	1.00
City Clerk Coordinator	1.00	1.00	1.00
Deputy City Clerk	2.00	2.00	2.00
Executive Assistant	2.00	2.00	2.00
Information/Records Management Coordinator	1.00	1.00	1.00
City Clerk's Office Total	7.55	7.00	7.00
10005387	Communications Division		
Administrative Assistant	1.00	0.00	0.00
Communication and Marketing Officer	1.00	0.00	0.00
Communication and Outreach Coordinator	1.00	0.00	0.00
Communications Coordinator	0.00	3.00	3.00
Communications Manager	0.00	1.00	1.00
Community Outreach Liaison	1.00	1.00	0.00
Cultural Affairs Coordinator	0.00	1.00	0.00
Digital Communications Supervisor	0.00	1.00	1.00
Digital Media Specialist	1.00	1.00	1.00
Event Planner/Senior Event Planner	0.00	2.00	0.00
Graphic Designer/Senior Graphic Designer	1.00	1.00	1.00
Innovation and Communication Manager	1.00	0.00	0.00
Innovation Coordinator	1.00	0.00	0.00
Lead Graphic Designer	1.00	1.00	0.00
Marketing and Cultural Affairs Administrator	0.00	1.00	0.00
Marketing Supervisor	1.00	1.00	0.00
Organizational Communications Supervisor	0.00	1.00	1.00
Technical Support Specialist/Senior Technical Support Specialist	0.00	1.00	0.00
Videography Specialist	1.00	1.00	1.00
Communications Division Total	11.00	17.00	9.00
City Manager's Office Total	28.55	32.00	25.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Community Development Department			
10030050	Administration Division		
Administrative Assistant	0.50	0.50	0.50
Community Development Director	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Management Analyst/Senior Management Analyst	0.00	1.00	1.00
Senior Transportation and Mobility Planner	1.00	1.00	1.00
Administration Division Total	3.50	4.50	4.50
10030370	Building Division		
Building Inspection Supervisor	1.00	1.00	1.00
Building Permit Supervisor	1.00	1.00	1.00
Building Permit Technician	3.00	3.00	3.00
Chief Building Official	1.00	1.00	1.00
Electrical Inspector/Senior Electrical Inspector	2.00	2.00	2.00
General Building Inspector	4.00	4.00	4.00
Housing Inspector	2.00	2.00	3.00
Lead Housing Inspector	1.00	1.00	0.00
Plans Examiner/Senior Plans Examiner	2.00	2.00	2.00
Building Division Section Total	17.00	17.00	17.00
100303700911	Building Division - Public Safety Section		
Plans Examiner/Senior Plans Examiner	1.00	1.00	1.00
Building Division - Public Safety Section Total	1.00	1.00	1.00
Building Division Total	18.00	18.00	18.00
10030380	Engineering Division		
Administrative Assistant	0.85	1.00	1.00
Capital and Development Projects Inspector	2.00	2.00	2.00
Capital Projects Administrator	1.00	1.00	1.00
City Engineer	0.75	0.75	0.75
Construction Inspector	1.00	1.00	1.00
Engineer/Senior Engineer/Principal Engineer	2.50	2.50	3.50
Engineering Projects Specialist	1.00	1.00	1.00
GIS Coordinator	1.00	1.00	0.00
GIS Specialist	2.00	2.00	0.00
Traffic Technician	1.00	1.00	1.00
Transportation and Mobility Planner	1.00	1.00	0.00
Transportation Engineer	1.00	1.00	1.00
Transportation Systems Coordinator	1.00	1.00	1.00
Engineering Division Total	16.10	16.25	13.25

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Community Development Department			
10030400	Operations and Community Preservation Division		
<i>Administrative Assistant</i>	0.60	0.60	0.00
Applications Specialist	0.75	1.00	1.00
Code Compliance Coordinator	1.00	1.00	1.00
Code Enforcement Officer/Senior Code Enforcement Officer	4.50	4.50	7.50
Code Enforcement Supervisor	1.00	1.00	1.00
Code Enforcement Technician	1.00	1.00	0.00
Communication and Outreach Coordinator	1.00	0.00	0.00
Construction Inspector	1.00	1.00	1.00
GIS Coordinator	0.00	0.00	1.00
GIS Specialist	0.00	0.00	2.00
Management Analyst/Senior Management Analyst	1.00	1.00	1.00
Operations and Community Preservation Manager	1.00	1.00	1.00
Records Management Technician	1.00	1.00	1.00
Operations and Community Preservation Division Total	13.85	13.10	17.50
10030360	Planning Division		
Associate Planner	2.00	2.00	2.00
Planner/Senior Planner	6.00	6.00	6.00
Planning Aide	1.00	0.00	0.00
Planning Manager	1.00	1.00	1.00
Principal Planner	2.00	2.00	2.00
Program Planner/Designer	1.00	1.00	1.00
Planning Division Total	13.00	12.00	12.00
Community Development Department Total	64.45	63.85	65.25

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Economic Development Department			
10040050 Administration Division			
<i>Administrative Assistant</i>	0.50	0.50	0.00
<i>Business Navigator</i>	1.00	1.00	1.00
Capital Projects Administrator	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00
Economic Development Marketing Coordinator	1.00	0.00	0.00
Economic Development Officer	1.00	1.00	1.00
<i>Economic Resilience Manager</i>	1.00	1.00	1.00
<i>Economic Vibrancy Manager</i>	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
<i>Housing and Redevelopment Specialist</i>	0.50	0.50	0.00
Housing Coordinator	1.00	1.00	1.00
<i>Management Analyst/Senior Management Analyst</i>	2.00	2.00	3.00
Real Estate and Development Administrator	1.00	1.00	1.00
Administration Division Total	13.00	12.00	12.00
Economic Development Department Total	13.00	12.00	12.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Finance Department			
10015220	Accounting Division		
Accountant	3.00	3.50	3.50
Accounting Manager	1.00	1.00	1.00
Accounting Specialist	0.00	0.00	1.00
Accounting Technician	3.00	3.00	3.00
Business Operations Administrator	0.00	0.00	1.00
Business Operations Analyst	1.00	1.00	1.00
Finance Specialist	0.00	0.00	1.00
Payroll Specialist	1.00	1.00	1.00
Accounting Division Section Total	9.00	9.50	12.50
100152200911	Accounting Division - Public Safety Section		
Accountant	1.00	1.00	1.00
Accounting Technician	1.00	1.00	1.00
Accounting Division - Public Safety Section Total	2.00	2.00	2.00
Accounting Division Total	11.00	11.50	14.50
10015050	Administration Division		
Accounting Specialist	1.00	1.00	0.00
Accounting Technician/Retirement	0.50	0.50	0.00
Executive Assistant	1.00	1.00	0.00
Finance Administrator	1.00	1.00	0.00
Finance Director	1.00	0.00	0.00
Retirement Administrator	1.00	1.00	0.00
Administration Division Total	5.50	4.50	0.00
10015250	Sales Tax Division		
Accounting Specialist	1.00	1.00	1.00
Revenue Agent	1.00	1.00	1.00
Sales Tax Audit Supervisor	1.00	1.00	1.00
Sales Tax Auditor	4.00	4.00	4.00
Sales Tax Manager	1.00	1.00	1.00
Sales Tax Division Total	8.00	8.00	8.00
10015240	Treasury Division		
Accounting Technician/Retirement	0.00	0.00	0.50
Customer Service Representative I/II	1.00	1.00	1.00
Financial Analyst/Senior Financial Analyst	2.00	2.00	2.00
Retirement Administrator	0.00	0.00	1.00
Treasury Manager	1.00	1.00	1.00
Treasury Division Total	4.00	4.00	5.50
Finance Department Total	28.50	28.00	28.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Fire Department			
10025260	Emergency Services Division		
<i>Administrative Assistant</i>	3.00	3.00	1.00
<i>Administrative Technician</i>	0.00	0.00	2.00
Battalion Chief	3.00	3.00	3.00
Deputy Fire Chief	2.00	2.00	2.00
Executive Assistant	1.00	1.00	1.00
Fire Captain	6.00	6.00	6.00
Fire Chief	1.00	1.00	1.00
Fire Engineer	21.00	21.00	21.00
Fire Lieutenant	15.00	15.00	15.00
<i>Fire Lieutenant - Field Training Officer</i>	1.00	1.00	2.00
<i>Fire Lieutenant - Logistics Officer</i>	0.00	0.00	1.00
Fire Lieutenant - Technical Services Coordinator	1.00	1.00	1.00
Firefighter	42.00	42.00	42.00
Training Chief	1.00	1.00	1.00
Emergency Services Division Section Total	97.00	97.00	99.00
100252600545	Emergency Services Division - Emergency Management Section		
Emergency Management Coordinator	1.00	1.00	1.00
Emergency Services Division - Emergency Management Section Total	1.00	1.00	1.00
100252600546	Emergency Services Division - EMS Section		
EMS Chief	1.00	1.00	1.00
Fire Lieutenant - EMS Field Coordinator	2.00	2.00	2.00
Fire Lieutenant - Safety and Medical Officer	3.00	3.00	3.00
Fire Paramedic	33.00	33.00	33.00
Emergency Services Division - EMS Section Total	39.00	39.00	39.00
100252600547	Emergency Services Division - Fire Prevention Section		
<i>Fire Inspector</i>	1.00	1.00	2.00
Fire Lieutenant - Fire Investigator	1.00	1.00	1.00
Fire Lieutenant - Fire Plans Examiner/Inspector	1.00	2.00	2.00
Fire Marshal	1.00	1.00	1.00
Management Analyst/Senior Management Analyst	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00
Emergency Services Division - Fire Prevention Section Total	6.00	7.00	8.00
Emergency Services Division Total	143.00	144.00	147.00
Fire Department Total	143.00	144.00	147.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
General Services Department			
10012050	Administration Division		
<i>Administrative Assistant</i>	1.12	1.10	1.60
<i>Assistant City Manager</i>	0.00	0.00	1.00
Business Operations Coordinator	1.00	0.00	0.00
Business Operations Manager	0.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
<i>Facilities and Projects Coordinator</i>	1.00	1.00	1.00
Facilities Security Analyst	1.00	1.00	1.00
General Services Director	1.00	0.00	0.00
<i>Messenger</i>	0.50	0.50	0.00
Administration Division Section Total	6.62	5.60	6.60
100120500552	Administration Division - Environmental Section		
Environmental Compliance Analyst	1.00	1.00	1.00
Environmental Compliance Technician	0.00	1.00	1.00
Administration Division - Environmental Section Total	1.00	2.00	2.00
100120500135	Administration Division - Print Shop Section		
Print Shop Coordinator	1.00	1.00	1.00
Printing Technician	1.00	1.00	1.00
Administration Division - Print Shop Section Total	2.00	2.00	2.00
Administration Division Total	9.62	9.60	10.60
10012390	Facilities Management Division		
<i>Access Control and Hardware Technician</i>	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Construction Projects Specialist	2.00	2.00	2.00
Contract Services Coordinator	1.00	1.00	1.00
Electrician I/II/III	1.00	1.00	1.00
Facilities Maintenance Technician I/II	3.00	3.00	3.00
Facilities Manager	1.00	1.00	1.00
Facilities Superintendent	1.00	1.00	1.00
Facilities Supervisor	1.00	1.00	1.00
HVAC Specialist	2.00	2.00	2.00
Facilities Management Division Total	14.00	14.00	14.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
General Services Department			
10012130	Municipal Court Division		
Associate Municipal Court Judge	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00
Deputy Court Administrator	2.00	2.00	2.00
Deputy Court Clerk I/II	9.30	8.50	8.50
Lead Deputy Court Clerk	1.00	1.00	1.00
Presiding Municipal Court Judge	1.00	1.00	1.00
Municipal Court Division Section Total	15.30	14.50	14.50
100121300130	Municipal Court Division - Probation Section		
Deputy Court Clerk I/II	1.00	1.00	1.00
Probation Officer	1.50	1.50	1.50
Probation Supervisor	1.00	1.00	1.00
Municipal Court Division - Probation Section Total	3.50	3.50	3.50
100121300911	Municipal Court Division - Public Safety Section		
Deputy Court Clerk I/II	1.50	1.50	1.50
Probation Officer	0.50	0.50	0.50
Municipal Court Division - Public Safety Section Total	2.00	2.00	2.00
Municipal Court Division Total	20.80	20.00	20.00
10012080	Policy and Budget Division		
Policy and Budget Coordinator	0.00	0.00	3.00
Policy and Budget Manager	0.00	0.00	1.00
Policy and Budget Division Total	0.00	0.00	4.00
10012800	Procurement Division		
Procurement Analyst/Senior Procurement Analyst	0.00	0.00	2.00
Procurement Manager	0.00	0.00	1.00
Senior Contracts and Grants Coordinator	0.00	0.00	1.00
Procurement Division Total	0.00	0.00	4.00
General Services Department Total	44.42	43.60	52.60

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Human Resources Department			
10045050	Administration Division		
	Administrative Assistant		
	2.00	2.00	1.00
	Executive Assistant		
	1.00	1.00	1.00
	Executive Talent Developer		
	1.00	1.00	1.00
	Human Resources Administrator II		
	1.00	1.00	1.00
	Human Resources Analyst/Senior Human Resources Analyst		
	1.00	1.00	1.00
	Human Resources Business Partner/Senior Human Resources Business Partner		
	5.00	5.00	5.00
	Human Resources Director		
	1.00	1.00	1.00
	Human Resources Manager		
	1.00	1.00	1.00
	Human Resources Specialist		
	2.00	2.00	2.00
	Human Resources Technician		
	0.00	0.00	1.00
	Management Analyst/Senior Management Analyst		
	1.00	1.00	1.00
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator		
	0.50	0.50	0.50
	Administration Division Section Total		
	16.50	16.50	16.50
100450500612	Administration Division - Employee Development Section		
	Employee Development Coordinator		
	1.50	1.00	1.00
	Training and Instructional Designer		
	0.00	0.50	0.50
	Administration Division - Employee Development Section Total		
	1.50	1.50	1.50
100450500911	Administration Division - Public Safety Section		
	Human Resources Analyst/Senior Human Resources Analyst		
	1.00	1.00	1.00
	Administration Division - Public Safety Section Total		
	1.00	1.00	1.00
100450500015	Administration Division - Volunteer Section		
	Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator		
	0.50	0.50	0.50
	Administration Division - Volunteer Section Total		
	0.50	0.50	0.50
100450500544	Administration Division - Wellness Section		
	Employee Wellness Coordinator		
	1.00	1.00	1.00
	Administration Division - Wellness Section Total		
	1.00	1.00	1.00
	Administration Division Total		
	20.50	20.50	20.50
Human Resources Department Total			
	20.50	20.50	20.50

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Information Technology Department			
10060230	Administration Division		
	<i>A/V Technician/Senior A/V Technician</i>		
	0.00	0.00	1.00
	<i>Business Intelligence Analyst</i>		
	0.00	0.00	1.00
	Chief Information Security Officer		
	1.00	1.00	1.00
	Database Administrator		
	1.00	1.00	1.00
	ERP Software Engineer		
	2.00	2.00	2.00
	Executive Assistant		
	1.00	1.00	1.00
	Information Security Analyst		
	0.00	1.00	1.00
	Information Systems Manager		
	1.00	1.00	1.00
	Information Technology Director		
	1.00	1.00	1.00
	Internet Software Engineer		
	2.00	2.00	2.00
	IT Services Administrator		
	1.00	1.00	1.00
	IT Systems Supervisor		
	2.00	2.00	2.00
	Lead Software Engineer		
	3.00	3.00	3.00
	Network Administrator		
	1.00	1.00	1.00
	Network Engineer		
	0.60	0.60	0.60
	<i>Network Technician/Senior Network Technician</i>		
	0.80	1.00	1.00
	Senior Telecommunications Administrator		
	1.00	1.00	1.00
	<i>Software Engineer I/II</i>		
	5.20	6.70	7.70
	Software Engineering Manager		
	1.00	1.00	1.00
	Systems Administrator		
	2.70	2.70	2.70
	Technical Support Specialist/Senior Technical Support Specialist		
	5.00	5.00	5.00
	Technology Procurement Specialist		
	1.00	1.00	1.00
	Administration Division Section Total		
	33.30	36.00	39.00
100602300911	Administration Division - Public Safety Section		
	Network Engineer		
	0.40	0.40	0.40
	Software Engineer I/II		
	0.30	0.30	0.30
	Systems Administrator		
	0.30	0.30	0.30
	Administration Division - Public Safety Section Total		
	1.00	1.00	1.00
	Administration Division Total		
	34.30	37.00	40.00
Information Technology Department Total			
	34.30	37.00	40.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2021 Mid-Year	2022 Amended	2023 Authorized
General Fund				
Parks, Recreation and Libraries Department				
10050050	Administration Division			
	Administrative Assistant	1.00	1.00	1.00
	Communication and Outreach Coordinator	1.00	0.00	0.00
	Cultural Affairs Administrator	1.00	0.00	0.00
	Cultural Affairs Coordinator	0.50	0.00	0.00
	Event Planner/Senior Event Planner	2.00	0.00	0.00
	Executive Assistant	1.00	1.00	1.00
	Homeless Navigator	0.00	2.00	2.00
	Management Analyst/Senior Management Analyst	2.00	2.00	2.00
	Parks, Recreation and Libraries Director	1.00	1.00	1.00
	Parks, Recreation and Libraries Operations Manager	1.00	1.00	1.00
	Administration Division Total	10.50	8.00	8.00
10050780	Cultural Affairs Division			
	Cultural Affairs Coordinator	0.00	0.00	1.00
	Cultural Affairs Manager	0.00	0.00	1.00
	Event Planner/Senior Event Planner	0.00	0.00	2.00
	Graphic Designer/Senior Graphic Designer	0.00	0.00	1.00
	Marketing Supervisor	0.00	0.00	1.00
	Cultural Affairs Division Total	0.00	0.00	6.00
10050620	Library Services Division			
	Administrative Assistant	1.00	1.00	1.00
	Applications Specialist	2.00	2.00	2.00
	Collection Management Processing Clerk	0.00	0.00	1.90
	Librarian I	9.50	9.50	9.60
	Librarian II	0.50	0.50	0.50
	Library Assistant Supervisor	1.00	1.00	1.00
	Library Associate I/II	5.20	5.20	5.50
	Library Clerk I/II	9.70	9.70	8.00
	Library Network Specialist	1.00	1.00	1.00
	Library Services Coordinator	4.00	4.00	4.00
	Library Services Manager	1.00	1.00	1.00
	Library Shelver	5.20	5.20	4.60
	Library Supervisor	2.00	2.00	2.00
	Library Services Division Total	42.10	42.10	42.10

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Parks, Recreation and Libraries Department			
10050550	Parks, Golf and Open Space Division		
Administrative Assistant	1.00	1.00	1.00
Contract Services Coordinator	1.00	1.00	1.00
Contract Services Technician	1.00	1.00	1.00
Crewleader	3.00	3.00	3.00
Foreperson	4.00	4.00	4.00
Hydro Systems Specialist	1.00	1.00	1.00
Landscape Designer/Senior Landscape Architect	2.00	2.00	2.00
Mechanic I	2.00	2.00	2.00
Parks and Golf Superintendent	1.00	1.00	1.00
Parks Specialist	6.00	6.00	6.00
Parks, Golf and Open Space Manager	1.00	1.00	1.00
Parksworker I/II	6.00	6.00	6.00
Playground Safety Specialist	1.00	1.00	1.00
Parks, Golf and Open Space Division Section Total	30.00	30.00	30.00
100505500106	Parks, Golf and Open Space Division - Promenade Section		
Parksworker I/II	2.00	2.00	2.00
Parks, Golf and Open Space Division - Promenade Section Total	2.00	2.00	2.00
10050660	Parks, Golf and Open Space Division - Standley Lake Section		
Lake Operations Coordinator	1.00	0.00	0.00
Open Space Superintendent	0.00	1.00	1.00
Park Ranger	3.00	4.00	6.00
Senior Park Ranger	1.00	1.00	1.00
Parks, Golf and Open Space Division - Standley Lake Section Total	5.00	6.00	8.00
Parks, Golf and Open Space Division Total	37.00	38.00	40.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Parks, Recreation and Libraries Department			
10050720	Recreation Division - Recreation Facilities Section		
Administrative Assistant	0.50	0.50	0.50
Assistant Hydro Systems Specialist	0.00	0.50	0.50
Assistant Pool Manager	3.30	0.00	0.00
Assistant Recreation Facility Supervisor	10.00	10.00	10.00
Assistant Recreation Specialist	0.00	2.00	2.00
Custodian	2.50	2.50	2.50
Guest Relations Clerk I/II	20.50	20.50	20.50
Head Lifeguard	0.00	6.40	6.40
Hydro Systems Specialist	1.00	1.00	1.00
Lead Lifeguard	8.20	0.00	0.00
Recreation Aide	2.10	2.20	1.70
Recreation Facilities Superintendent	1.00	1.00	1.00
Recreation Services Manager	0.50	0.50	0.50
Recreation Specialist	3.70	3.70	3.00
Recreation Supervisor I	1.00	1.00	1.00
Recreation Supervisor II	3.00	3.00	3.00
Recreation Division - Recreation Facilities Section Total	57.30	54.80	53.60
10050760	Recreation Division - Recreation Programs Section		
Administrative Assistant	0.50	0.50	0.50
Applications Specialist	1.00	1.50	1.50
Assistant Recreation Coordinator	0.00	2.30	2.50
Assistant Recreation Facility Supervisor	1.00	1.00	1.00
Assistant Recreation Specialist	0.00	1.00	0.50
Guest Relations Clerk I/II	0.00	1.00	1.00
Pottery Studio Coordinator	0.00	0.00	0.50
Recreation Coordinator	3.00	3.00	3.00
Recreation Program Assistant I/II	2.30	0.00	0.00
Recreation Programs Superintendent	1.00	1.00	1.00
Recreation Services Manager	0.50	0.50	0.50
Recreation Specialist	1.60	1.60	1.60
Recreation Supervisor I	1.00	1.00	2.00
Recreation Division - Recreation Programs Section Total	11.90	14.40	15.60
Recreation Division Total	69.20	69.20	69.20
Parks, Recreation and Libraries Department Total	158.80	157.30	165.30

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Police Department			
10020050	Administration Division		
Business Operations Coordinator	0.00	1.00	1.00
Contracts and Grants Coordinator	0.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00
Data Analyst	0.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Management Analyst/Senior Management Analyst	1.00	0.00	0.00
Police Chief	1.00	1.00	1.00
Administration Division Total	4.00	6.00	6.00
10020300	Investigation Services Division - Administration Section		
Administrative Assistant	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Investigation Services Division - Administration Section Total	2.00	2.00	2.00
100203000344	Investigation Services Division - Investigations Section		
Administrative Assistant	1.50	1.50	1.00
Court Security	0.00	0.00	2.00
Criminalist/Senior Criminalist	4.00	4.00	4.00
Police Commander	1.00	1.00	1.00
Police Officer/Senior Police Officer	35.00	35.00	35.00
Sergeant	4.00	4.00	4.00
Victim Advocate	4.00	4.00	5.00
Victim Services Coordinator	1.00	1.00	1.00
Investigation Services Division - Investigations Section Total	50.50	50.50	53.00
100203000341	Investigation Services Division - Professional Services Section		
Administrative Assistant	0.80	0.80	0.80
Police Commander	1.00	1.00	1.00
Police Officer/Senior Police Officer	4.00	4.00	4.00
Sergeant	3.00	3.00	3.00
Investigation Services Division - Professional Services Section Total	8.80	8.80	8.80

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Police Department			
100203000343	Investigation Services Division - Records and Property Section		
Police Records Supervisor	2.00	2.00	2.00
Police Records Technician	11.00	11.00	11.00
Property Evidence Technician	3.00	3.00	3.00
Report Specialist	2.00	3.00	3.00
Support Services Administrator	1.00	1.00	1.00
Investigation Services Division - Records and Property Section Total	19.00	20.00	20.00
Investigation Services Division Total	80.30	81.30	83.80
10020500	Patrol Services Division - Administration Section		
Administrative Assistant	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Equipment Services Assistant	1.00	1.00	1.00
Patrol Services Division - Administration Section Total	3.00	3.00	3.00
100205000352	Patrol Services Division - Co-Responder Section		
Case Management Coordinator	0.00	1.000	1.000
Co-Responder	0.00	4.000	4.000
Co-Responder Supervisor	0.00	1.000	1.000
Patrol Services Division - Co-Responder Section Total	0.00	6.000	6.000
100205000349	Patrol Services Division - Patrol Section		
Police Commander	4.00	4.00	4.00
Police Officer/Senior Police Officer	99.00	99.00	99.00
Sergeant	14.00	14.00	14.00
Patrol Services Division - Patrol Section Total	117.00	117.00	117.00
Patrol Services Division Total	120.00	126.00	126.00
10020700	Technical Services Division - Administration Section		
Administrative Assistant	1.00	1.00	1.00
Deputy Police Chief	1.00	1.00	1.00
Technical Services Division - Administration Section Total	2.00	2.00	2.00
100207000351	Technical Services Division - E911 Section		
Applications Specialist	1.00	2.00	2.00
Public Safety Telecommunicator I/II	22.00	22.00	22.00
Public Safety Telecommunicator Administrator	1.00	1.00	1.00
Public Safety Telecommunicator Supervisor	4.00	4.00	4.00
Technical Services Division - E911 Section Total	28.00	29.00	29.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Police Department			
100207000348	Technical Services Division - Special Events Section		
Police Commander	1.00	1.00	1.00
Police Officer/Senior Police Officer	23.00	24.00	24.00
Sergeant	3.00	4.00	4.00
Traffic Accident Investigator	4.00	4.00	5.00
Technical Services Division - Special Events Section Total	31.00	33.00	34.00
100207000342	Technical Services Division - Technical Section		
Animal Management Officer	4.50	5.00	5.00
Animal Management Supervisor	1.00	1.00	1.00
Body Worn Camera Technician	1.00	2.00	4.00
Graffiti Enforcement Specialist	1.00	1.00	1.00
Police Commander	1.00	1.00	1.00
Technical Services Coordinator	1.00	1.00	1.00
Technical Services Division - Technical Section Total	9.50	11.00	13.00
Technical Services Division Total	70.50	75.00	78.00
Police Department Total	274.80	288.30	293.80

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Policy and Budget Department			
10080050	Administration Division		
<i>Assistant City Manager</i>	1.00	1.00	0.00
Executive Assistant	1.00	0.00	0.00
Policy and Budget Analyst	5.00	0.00	0.00
<i>Policy and Budget Coordinator</i>	0.00	3.00	0.00
<i>Policy and Budget Manager</i>	0.00	1.00	0.00
Administration Division Total	7.00	5.00	0.00
10080800	Procurement Division		
<i>Buyer</i>	1.00	1.00	0.00
<i>Contracts and Grants Coordinator</i>	1.00	1.00	0.00
<i>Procurement Analyst</i>	1.00	1.00	0.00
<i>Procurement Manager</i>	1.00	1.00	0.00
Procurement Division Total	4.00	4.00	0.00
Policy and Budget Department Total	11.00	9.00	0.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
General Fund			
Public Works and Utilities Department			
10035450			
Street Maintenance Division			
Administrative Assistant	1.00	1.00	1.00
Crewleader	2.00	2.00	2.00
Equipment Operator I/II	5.00	5.00	5.00
Pavement Management Coordinator	1.00	1.00	1.00
Street Inspector	3.00	3.00	4.00
Street Maintenance Worker I/II	10.00	10.00	10.00
Street Operations Manager	1.00	1.00	1.00
Street Operations Supervisor	2.00	2.00	2.00
Street Projects Specialist	1.00	1.00	1.00
Traffic Signs Technician	2.00	2.00	2.00
Street Maintenance Division Total	28.00	28.00	29.00
Public Works and Utilities Department Total	28.00	28.00	29.00
General Fund Total	866.12	880.35	895.25

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Utility Fund			
Community Development Department			
25030380	Engineering Division - Storm Drainage Fund		
Administrative Assistant	0.90	0.50	0.50
City Engineer	0.25	0.25	0.25
Engineer/Senior Engineer/Principal Engineer	1.50	1.50	1.50
Stormwater Analyst	1.00	1.00	1.00
Stormwater Coordinator	1.00	1.00	1.00
Stormwater Inspector	2.00	2.00	2.00
Stormwater Utility Administrator	1.00	1.00	1.00
Engineering Division - Storm Drainage Fund Total	7.65	7.25	7.25
Community Development Department Total	7.65	7.25	7.25
Finance Department			
20015240	Treasury Division		
Applications Specialist	0.00	0.00	1.00
Customer Service Coordinator	0.00	0.00	2.00
Customer Service Representative I/II	7.50	7.50	5.50
Utility Billing Applications Analyst	1.00	1.00	1.00
Utility Billing Supervisor	1.00	1.00	1.00
Treasury Division Total	9.50	9.50	10.50
Finance Department Total	9.50	9.50	10.50

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized	
Utility Fund				
Public Works and Utilities Department				
20035050	Administration Division			
	Business Operations Administrator	1.00	1.00	1.00
	Communication and Outreach Coordinator	1.00	0.00	0.00
	Executive Assistant	1.00	1.00	1.00
	Management Analyst/Senior Management Analyst	0.00	1.00	1.00
	Public Works and Utilities Director	1.00	1.00	1.00
	Water Resources Analyst/Senior Water Resources Analyst	2.00	2.00	2.00
	Administration Division Total	6.00	6.00	6.00
20035430	Utilities Engineering Division			
	Engineer/Senior Engineer/Principal Engineer	7.00	7.00	6.00
	Utilities Engineering Manager	1.00	1.00	1.00
	Utilities Engineering Division Total	8.00	8.00	7.00
210354900401	Utilities Operations Division - Biosolids Section			
	Biosolids Operator I/II	3.00	3.00	3.00
	Utilities Operations Division - Biosolids Section Total	3.00	3.00	3.00
200354700402	Utilities Operations Division - Meter Shop Section			
	Utilities Operations Supervisor	1.00	1.00	1.00
	Utilities Operator-In-Training/Utilities Operator I	3.00	3.00	3.00
	Utilities Specialist I/II	5.00	5.00	5.00
	Utilities Specialist III	2.00	2.00	2.00
	Utilities Operations Division - Meter Shop Section Total	11.00	11.00	11.00
21035470	Utilities Operations Division - Wastewater Field Operations Section			
	Administrative Assistant	0.50	0.50	0.50
	Utilities Inspector	1.00	1.00	1.00
	Utilities Operations Supervisor	1.00	1.00	1.00
	Utilities Operator II/III	2.00	2.00	2.00
	Utilities Operator-In-Training/Utilities Operator I	3.00	3.00	3.00
	Utilities Specialist I/II	4.00	4.00	4.00
	Utilities Specialist III	1.00	1.00	1.00
	Wastewater Superintendent	1.00	1.00	1.00
	Utilities Operations Division - Wastewater Field Operations Section Total	13.50	13.50	13.50

City of Westminster
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Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Utility Fund			
Public Works and Utilities Department			
21035490	Utilities Operations Division - Wastewater Plant Section		
Administrative Assistant	0.50	0.50	0.50
Chief Plant Operator	1.00	1.00	1.00
Control Systems Engineer	1.00	1.00	1.00
Control Systems Specialist	0.50	0.50	0.50
Electrician I/II/III	1.00	1.00	1.00
Lead Plant Operator	0.00	0.00	1.00
Plant Maintenance Supervisor	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00
Plant Operator Trainee/Plant Operator I-IV	9.00	9.00	8.00
Plant Superintendent	1.00	1.00	1.00
Utilities Operations Division - Wastewater Plant Section Total	16.00	16.00	16.00
20035470	Utilities Operations Division - Water Field Operations Section		
Administrative Assistant	0.50	0.50	0.50
Community Assistant	1.00	1.00	1.00
Crewleader	0.00	0.00	2.00
Utilities Inspector	1.00	1.00	1.00
Utilities Operations Manager	1.00	1.00	1.00
Utilities Operations Supervisor	1.00	1.00	1.00
Utilities Operator II/III	1.00	1.00	1.00
Utilities Operator III	2.00	2.00	0.00
Utilities Operator-In-Training/Utilities Operator I	4.00	4.00	4.00
Water Superintendent	1.00	1.00	1.00
Utilities Operations Division - Water Field Operations Section Total	12.50	12.50	12.50
200354700498	Utilities Operations Division - Water Field Operations - Infrastructure Support Services Section		
Administrative Assistant	0.50	0.50	0.50
GIS Specialist	1.00	1.00	1.00
GIS Technician	1.00	0.00	0.00
Infrastructure Asset Management Coordinator	1.00	1.00	1.00
Utilities Asset Management Planner/Scheduler	1.00	1.00	1.00
Utilities Inventory Specialist	1.00	1.00	1.00
Utilities Specialist I/II	2.00	2.00	2.00
Utilities Operations Division - Water Field Operations - Infrastructure Support Services Section Total	7.50	6.50	6.50
Total			

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Utility Fund			
Public Works and Utilities Department			
200354700023	Utilities Operations Division - Water Field Operations - Reclaimed Section		
Reclaimed System Analyst	0.00	1.00	1.00
Reclaimed System Coordinator	1.00	1.00	1.00
Utilities Specialist II	1.00	0.00	0.00
Utilities Operations Division - Water Field Operations - Reclaimed Section Total	2.00	2.00	2.00
200354700497	Utilities Operations Division - Water Field Operations - Water Line Replacement Section		
Crewleader	0.00	0.00	2.00
Utilities Operations Supervisor	1.00	1.00	1.00
Utilities Operator II/III	2.00	2.00	2.00
Utilities Operator III	2.00	2.00	0.00
Utilities Operator-In-Training/Utilities Operator I	5.00	5.00	5.00
Utilities Operations Division - Water Field Operations - Water Line Replacement Section Total	10.00	10.00	10.00
20035490	Utilities Operations Division - Water Plant Section		
Administrative Assistant	0.50	0.50	0.50
Chief Plant Operator	1.00	1.00	1.00
Control Systems Engineer	1.00	1.00	1.00
Control Systems Specialist	0.50	0.50	0.50
Electrician I/II/III	3.00	3.00	3.00
Engineer/Senior Engineer/Principal Engineer	0.00	0.00	1.00
Lead Plant Operator	0.00	0.00	1.00
Maintenanceworker/Senior Maintenanceworker	1.00	1.00	1.00
Plant Maintenance Supervisor	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00
Plant Operator Trainee/Plant Operator I-IV	9.00	9.00	8.00
Plant Superintendent	1.00	1.00	1.00
Utilities Operations Division - Water Plant Section Total	19.00	19.00	20.00
200354900023	Utilities Operations Division - Water Plants - Reclaimed Section		
Electrician I/II/III	0.00	0.00	1.00
Maintenanceworker/Senior Maintenanceworker	1.00	1.00	0.00
Utilities Operations Division - Water Plants - Reclaimed Section Total	1.00	1.00	1.00
Utilities Operations Division Total	95.50	94.50	95.50

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Utility Fund			
Public Works and Utilities Department			
20035480	Water Resources and Quality Division		
Administrative Assistant	1.00	1.00	1.00
Engineer/Senior Engineer/Principal Engineer	3.00	3.00	3.00
Water Resources and Quality Manager	1.00	1.00	1.00
Water Resources Technician	1.00	1.00	1.00
Water Resources and Quality Division Section Total	6.00	6.00	6.00
210354800943	Water Resources and Quality Division - Laboratory Services Section		
Water Quality Analyst/Senior Water Quality Analyst	3.00	3.00	3.00
Water Quality Supervisor	1.00	1.00	1.00
Water Resources and Quality Division - Laboratory Services Section Total	4.00	4.00	4.00
200354800943	Water Resources and Quality Division - Water Quality Section		
Water Quality Administrator	1.00	1.00	1.00
Water Quality Analyst/Senior Water Quality Analyst	4.00	4.00	4.00
Water Quality Supervisor	2.00	2.00	2.00
Water Resources and Quality Division - Water Quality Section Total	7.00	7.00	7.00
Water Resources and Quality Division Total	17.00	17.00	17.00
Public Works and Utilities Department Total	126.50	125.50	125.50
Utility Fund Total	143.65	142.25	143.25

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Other Funds			
Community Development Department			
27030380	Engineering Division - Parking Management Program Section		
Maintenanceworker/Senior Maintenanceworker	0.00	1.00	1.00
Parking and Transportation Demand Management Coordinator	1.00	1.00	1.00
Parking Enforcement Officer	0.00	1.00	2.00
Parking Operations Supervisor	0.00	1.00	1.00
Engineering Division - Parking Management Program Section Total	1.00	4.00	5.00
Community Development Department Total	1.00	4.00	5.00
Economic Development Department			
80576030722	Administration Division - Economic Development (CDBG) Section		
CDBG Technician	1.00	1.00	1.00
Housing and Redevelopment Specialist	0.50	0.50	0.50
Administration Division - Economic Development (CDBG) Section Total	1.50	1.50	1.50
Economic Development Department Total	1.50	1.50	1.50
General Services Department			
30012460	Fleet Management Division		
Administrative Assistant	1.00	1.00	1.00
Applications Specialist	1.00	1.00	1.00
Crewleader	1.00	1.00	1.00
Fleet Manager	1.00	1.00	1.00
Fleet Supervisor	1.00	1.00	1.00
Mechanic I/II	3.00	4.00	4.00
Mechanic II/Emergency Vehicle Technician I	1.00	1.00	1.00
Fleet Management Division Section Total	9.00	10.00	10.00
300124600911	Fleet Management Division - Public Safety Section		
Emergency Vehicle Technician I/II/III	1.00	1.00	1.00
Fleet Management Division - Public Safety Section Total	1.00	1.00	1.00
Fleet Management Division Total	10.00	11.00	11.00
General Services Department Total	10.00	11.00	11.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Other Funds			
Human Resources Department			
49010900	Administration Division - Medical and Dental Fund		
Benefits Specialist	1.00	1.00	1.00
Human Resources Administrator I	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00
Administration Division - Medical and Dental Fund Total	3.00	3.00	3.00
46010900	Administration Division - Property Liability Fund		
Human Resources Manager	0.50	0.50	0.50
Safety Analyst/Senior Safety Analyst	0.25	0.25	0.25
Administration Division - Property Liability Fund Total	0.75	0.75	0.75
460109000911	Administration Division - Property Liability Fund - Public Safety		
Risk/Claims Analyst/Senior Risk/Claims Analyst	0.50	0.50	0.50
Administration Division - Property Liability Fund - Public Safety Total	0.50	0.50	0.50
Administration Division - Property Liability Fund Total	1.25	1.25	1.25
48010900	Administration Division - Workers Compensation Fund		
Human Resources Manager	0.50	0.50	0.50
Risk/Claims Analyst/Senior Risk/Claims Analyst	0.50	0.50	0.50
Safety Analyst/Senior Safety Analyst	0.25	0.25	0.25
Administration Division - Workers Compensation Fund Total	1.25	1.25	1.25
Human Resources Department Total	5.50	5.50	5.50

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Other Funds			
Parks, Recreation and Libraries Department			
220507200249	Parks, Golf and Open Space Division - Legacy Ridge Golf Course Club House Section		
Assistant Golf Professional	1.00	1.00	1.00
Golf Professional	1.00	1.00	1.00
Golf Shop Associate	0.50	0.50	0.50
Player Development Programs Coordinator	0.00	0.50	0.50
Second Assistant Golf Professional	1.00	1.00	1.00
Parks, Golf and Open Space Division - Legacy Ridge Golf Course Club House Section Total	3.50	4.00	4.00
22050720	Parks, Golf and Open Space Division - Legacy Ridge Golf Course Maintenance Section		
Assistant Golf Course Superintendent	1.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00
Golf Irrigator	1.00	1.00	1.00
Golf Worker I/II	1.00	1.00	1.00
Mechanic I	1.00	1.00	1.00
Parks, Golf and Open Space Division - Legacy Ridge Golf Course Maintenance Section Total	5.00	5.00	5.00
	8.50	9.00	9.00
230507200249	Parks, Golf and Open Space Division - Walnut Creek Golf Preserve Club House Section		
Assistant Golf Professional	1.00	1.00	1.00
Golf Professional	1.00	1.00	1.00
Golf Shop Associate	0.50	0.50	0.50
Player Development Programs Coordinator	0.00	0.50	0.50
Second Assistant Golf Professional	1.00	1.00	1.00
Parks, Golf and Open Space Division - Walnut Creek Golf Preserve Club House Section Total	3.50	4.00	4.00
23050720	Parks, Golf and Open Space Division - Walnut Creek Golf Preserve Maintenance Section		
Assistant Golf Course Superintendent	1.00	1.00	1.00
Golf Course Superintendent	1.00	1.00	1.00
Golf Irrigator	1.00	1.00	1.00
Golf Worker I/II	1.00	1.00	1.00
Mechanic I	1.00	1.00	1.00
Parks, Golf and Open Space Division - Walnut Creek Golf Preserve Maintenance Section Total	5.00	5.00	5.00
	8.50	9.00	9.00

City of Westminster
2023 Authorized Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2021 Mid-Year	2022 Amended	2023 Authorized
Other Funds			
Parks, Recreation and Libraries Department			
540505500542	Parks, Golf and Open Space Division		
Crewleader	2.00	2.00	2.00
Foreperson	1.00	1.00	1.00
Landscape Designer/Senior Landscape Architect	1.00	1.00	1.00
Mechanic I	0.00	1.00	1.00
Parks and Horticulture Superintendent	1.00	1.00	1.00
Parks Specialist	4.00	4.00	4.00
Parksworker I/II	5.00	5.00	5.00
Parks, Golf and Open Space Division Section Total	14.00	15.00	15.00
54050550	Parks, Golf and Open Space Division - Open Space Section		
Arborist Technician	2.00	2.00	2.00
Assistant City Forester	1.00	1.00	1.00
City Forester	1.00	1.00	1.00
Foreperson	1.00	1.00	1.00
GIS Specialist	0.00	1.00	1.00
Open Space Manager	1.00	0.00	0.00
Open Space Specialist	2.00	3.00	3.00
Open Space Specialist - Natural Resources	1.00	1.00	1.00
Open Space Steward I/II	3.00	3.00	3.00
Open Space Superintendent	1.00	1.00	1.00
Open Space Supervisor	1.00	1.00	1.00
Open Space Technician	1.00	0.00	0.00
Park Naturalist	1.00	0.00	0.00
Parks, Golf and Open Space Division - Open Space Section Total	16.00	15.00	15.00
Parks, Golf and Open Space Division Total	30.00	30.00	30.00
Parks, Recreation and Libraries Department Total	47.00	48.00	48.00
Other Fund Total	65.00	70.00	71.00
Grand Total	1074.77	1,092.60	1,109.50



WESTMINSTER

GLOSSARY

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 2023, 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.

Balanced Budget - The budget is considered balanced when expenditures and transfers-out will not exceed reasonable projections of the sum of current year revenues, transfers-in, and available fund balances.

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 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.

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, "Westminster's purpose is to provide core services and foster economic resilience to give our community the opportunity to thrive".

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' 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, "Westminster is a city of beautiful, safe, well-maintained neighborhoods and destinations with a vibrant, diverse economy, rich and resilient environment, and a strong sense of community and belonging."

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.

ACRONYM Key

ACFR-Annual Comprehensive Financial Report
ACOS-Adams County Open Space
ACR-Annual Compliance Report
ADA-Americans with Disabilities Act
ADCO-Adams County
AD&D-Accidental Death & Dismemberment
AMI-Area Median Income
ANS-Aquatic Nuisance Species
ASE-Automotive Service Excellence
BDC-Big Dry Creek
BDCWWTF-Big Dry Creek Wastewater Treatment Facility
BMP-Best Management Practices
BNSF-Burlington Northern Santa Fe Railway
CAD-Computer Aided/Automated Dispatch
CAFM-Certified Automotive Fleet Manager
CAO-City Attorney's Office
CARES-Coronavirus Aid, Relief, and Economic Security Act
CASA-Court Appointed Special Advocates
CBA-Collective Bargaining Agreement
CCO-City Clerk's Office
CD-Community Development
CDBG-Community Development Block Grant
CDBG-CV- Community Development Block Grant CARES Act
CDOT-Colorado Department Of Transportation
CDPHE-Colorado Department of Public Health and Environment
CEP-Community Enhancement Program
CFAI-Commission on Fire Accreditation International
CIP-Capital Improvement Program (or Plan)
CIS-Proprietary software used by the City for utility billing
CMC-Colorado Municipal Clerk
CML-Colorado Municipal League
COP-Certificates of Participation
CORA-Colorado Open Records Act
COVID-Corona Virus Disease
CPR-Capital Projects Reserve
CRA-Community Risk Assessment
CRS-Colorado Revised Statutes
CTF-Conservation Trust Fund
DC-Defined Contribution (retirement plan)
DEI-Diversity, Equity and Inclusion
DOLA-(Colorado) Department of Local Affairs
DRCOG-Denver Regional Council of Governments
EDA-Economic Development Agreement
EDR-Endpoint Detection Response
ELT-Executive Leadership Team
EMS-Emergency Medical Services
EPA-Environmental Protection Agency
ERP-Enterprise Resource Planning
FASTER-Proprietary fleet asset management software system used by the City
FEMA-Federal Emergency Management Administration
FIN-Finance Department
FM-Facilities Management

FRA-Federal Railroad Administration
FRCC-Front Range Community College
FRICO-Farmers Reservoir and Irrigation Company
FTE-Full Time Equivalent
FTR-For the Record proprietary software used by the City's municipal court
GAAP-Generally Accepted Accounting Principles
GCIF-General Capital Improvement Fund
GCORF-General Capital Outlay Replacement Fund
GFOA-Government Finance Officers Association of United States and Canada
GFR-General Fund Reserve
GFSR-General Fund Stabilization Reserve
GID-General Improvement District
GIS-Geographic Information Systems
GOCO-Great Outdoors Colorado
GPS-Global Positioning System
HMA-Hot Mixed Asphalt
HOA-Home Owners Association
HR-Human Resources
HSB-Human Services Board
HUTF-Highway Users Trust Fund
HVAC-Heating, Ventilation and Air Conditioning
ICD-Innovation and Communication Division
IGA-Intergovernmental Agreement
IT-Information Technology
JCECA-Jefferson County Emergency Communications Authority
JCOS-Jefferson County Open Space
LED-Light Emitting Diode
MAC-Mature Adult Center
MHFD-Mile High Flood District
MOCA-Proprietary facility asset management software system used by the City
MOU-Memorandum Of Understanding
MSC-Municipal Services Center
MTI-Multimodal Transportation Improvement
MUTCD-Manual on Uniform Traffic Control Devices
NAFA-NAFA Fleet Management Association
NPEDS-National Pollutant Discharge Elimination System
ODP-Official Development Plan
PALS-Pediatric Advanced Life Support
PC-Personal Computer
PD-Police Department
PDP-Preliminary Development Plan
PILUT-Payment In Lieu of Use Tax
PLC-Programmable Logic Controllers
PLD-Public Land Dedication
PM-Project Manager
POST-Parks, Open Space & Trails
PRL-Parks, Recreation and Libraries
PRLOS-Parks, Recreation, Libraries Open Space (advisory board)
PSC-Public Safety Center
PST-Public Safety Tax
PW&U/PWU-Public Works & Utilities
R&R-Repair & Replacement (or Renovation)
RFP-Request for Proposals
RMS-Records Management System

ROW-Right of Way
RSR-Rate Stabilization Reserve
RTD-Regional Transportation District
RTV-Rough Terrain Vehicle
SAGE-Save.Act.Grow.Learn
SAN-Storage Area Network
SCADA-Supervisory Control and Data Acquisition
SCBA-Self-Contained Breathing Apparatus
SECURE-Setting Every Community Up for Retirement Enhancement Act of 2019
SIEM-Security Information Event Management system
SOC-Standards of Cover
SOP-Standard Operating Procedures
STAR-Safe, Trustworthy, Aligned, Respectful
SWAT-Strategic Weapons and Tactics
TBD-To Be Determined
TENORM-Technologically Enhanced Naturally Occurring Radioactive Material
TMP-Transportation and Mobility Plan
TOD-Transit Oriented Development
UDFCD-Urban Drainage and Flood Control District
URA-Urban Renewal Area
VFD-Variable Frequency Drive
WEDA-Westminster Economic Development Authority
WPL-Westminster Public Libraries
WTF-Water Treatment Facility
WURP-Westminster Center Urban Reinvestment Project
WW-Wastewater
YTD-Year to Date

City Economic Profile 2022



WESTMINSTER

COLORADO

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

The metro Denver area has seen a great influx of new residents over the last decade, and we're taking a thoughtful approach to all of this growth. Westminster Station, located in the southern core of the city and a major stop on the B-Line commuter rail, is focused on transit-oriented growth. And while our new Downtown Westminster is bringing an urban blend of mixed-use development, we are still maintaining more than 30% of our land for open space, parks, and recreation, and working to preserve and revitalize our historic areas.

By car, bus, bicycle rail, or international airliner, Westminster moves easily. We have a superior multi-modal transportation network including an enhanced public transportation system, two-well maintained highway systems, and a superior regional trail system that connects to over 150 miles of trails.

Just ask companies like Ball Aerospace, Digital Globe, Zimmer Biomet and Alliance Data. They're either putting down roots or stretching out. All of this growth and expansion is attracting more amenities like local and national restaurants, hotels, and shopping and entertainment experiences.

WESTMINSTER AT A GLANCE

118,929

POPULATION

46,686

HOUSEHOLDS

37.2

MEDIAN AGE

39.5%

**BACHELOR'S DEGREE
OR HIGHER**

14.5%

**MASTER'S,
PROFESSIONAL, OR
DOCTORATE DEGREE**

\$77,138

**AVG. DISPOSABLE
INCOME**

1,018,619

**WORKFORCE WITHIN
10 MILES**

Source: US Census Bureau, Community Analyst, December 2020



Real Estate

With 30 business parks, 68 retail centers, and almost 18 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	3,372,077	3.1%	375,460
Retail	8,812,937	7.1%	690,033
Office Class A	2,586,882	9.2%	378,195
Office Class B	3,210,738	8.5%	486,875
Office Class C	379,420	0.4%	5,673

Source: Costar, May 2021

*Includes available space that may not be vacant.



PRIVATE
PROPERTY
WARNING
No Trespassing
Unauthorized entry
is strictly prohibited
and violators will
be prosecuted to the
full extent of the
law.

ALEXANDREA
PANGBURN
@alexandrea_pang

Evan Semón Mural by Alexandra Pangburn at 71st Avenue and Federal Boulevard.

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

RANK	EMPLOYER	EMPLOYMENT
1	Ball Corporation* Aerospace and Packaging	2,205
2	Maxar* Geospatial Technologies	1,293
3	St. Anthony's North Hospital Healthcare Provider	1,164
4	Trimble Geopositioning Technologies	628
5	Tri-State Generation* Electric Energy Wholesaler	518
6	MTech Mechanical Technologies Group* HVAC Systems	507
7	Epsilon Marketing Agency	506
8	Alliance Data Systems Network Credit Authorization	472
9	CACI International Research & Technology	341
10	ReedGroup* Human Resources Management	314

Note: Chart does not include retail businesses. Source: City of Westminster Department of Economic Development, June 2021.

* Corporate Headquarters

Key Employers by Industry

AEROSPACE

- ▶ Ball Aerospace
- ▶ Maxar*
- ▶ Trimble
- ▶ Advanced Space

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 HQ

MANUFACTURING

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

RESEARCH AND DEVELOPMENT

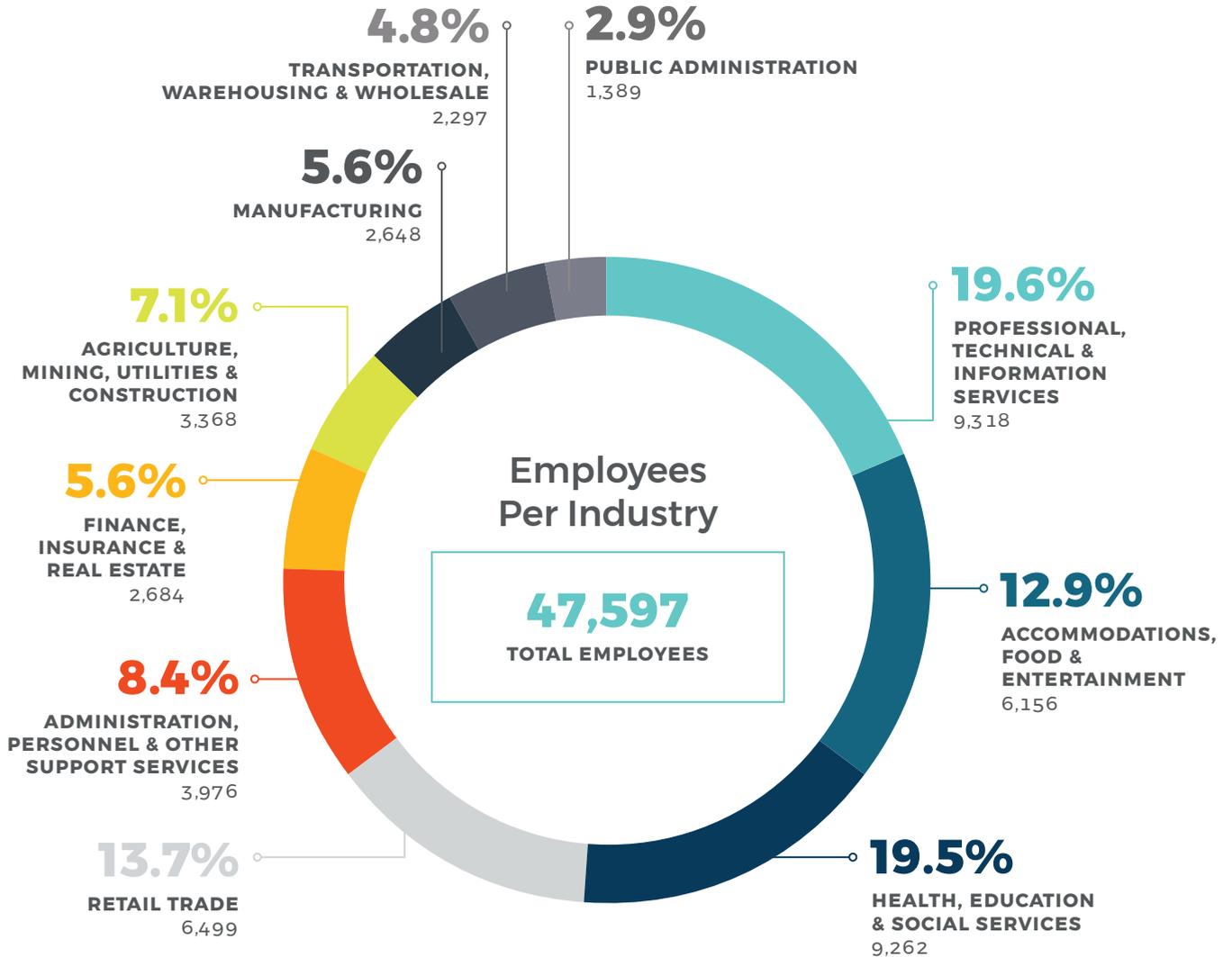
- ▶ Cintron Medical*
- ▶ Plato BioPharma*
- ▶ Protogenic
- ▶ Synchroness*

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, 2020



Transportation

Westminster's strategic location provides easy and convenient access to the metro Denver and Boulder areas through an extensive multi-modal 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 streets network, not including CDOT highway.

DIRECT ACCESS TO

- ▶ U.S. 36
- ▶ Interstate 25

CONVENIENT ACCESS TO

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

ENHANCED TRANSIT NETWORK

B LINE

Commuter rail line runs between Westminster Station (Westminster Station Drive and Grove Street) and Union Station in downtown Denver. Train runs every hour, and travel time is 15 minutes.

FLATIRON FLYER

The Flatiron Flyer is RTD's bus rapid transit service connecting Denver, Boulder and all points in-between. Transit service runs 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

RTD runs 17 bus lines that serve Westminster neighborhoods and Park-N-Rides. Service varies between 30 to 60 minutes depending on bus route. For all RTD schedules, visit: [RTD SCHEDULES](#)

AIRPORTS

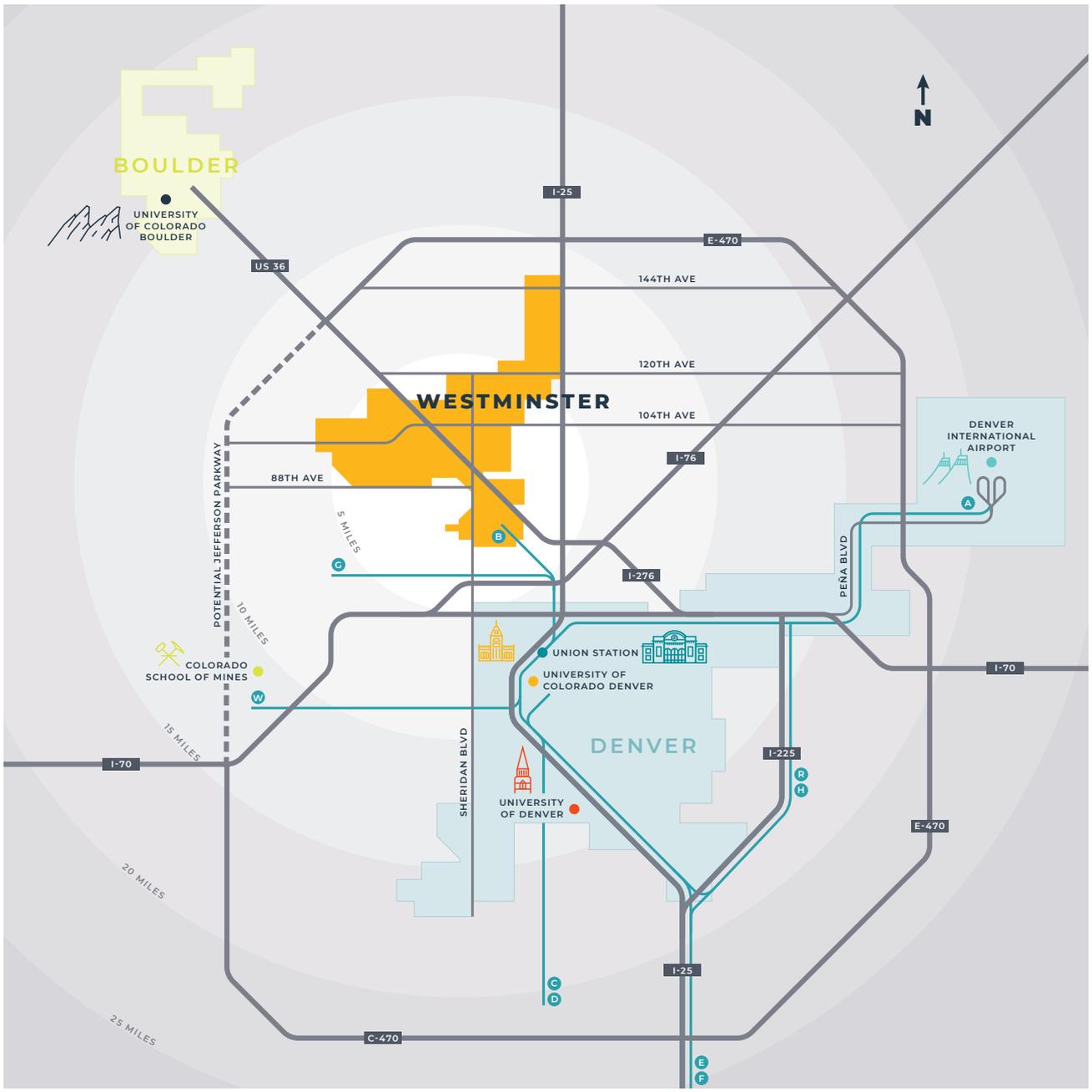
DENVER INTERNATIONAL AIRPORT is a 30-minute drive from Westminster. It offers non-stop service to 180 destinations including London, Paris, Frankfurt, Zurich and Tokyo.

ROCKY MOUNTAIN METROPOLITAN AIRPORT is adjacent to Westminster. It is Colorado's fourth busiest airport and offers complete U.S. Customs and ground services.

REGIONAL TRAIL SYSTEM

The city's 145 miles of trails provide an active lifestyle option to getting around Westminster and having fun. The U.S. 36 Bikeway connects Boulder and Denver, and is on the cycling community's radar as a unique 16-mile connection from Boulder to Denver, safely separated from the highway and accessible to all levels of riders.

Commuting Solutions has an [INTERACTIVE BICYCLE MAP](#) to help you get around the Front Range area by bike and bus.



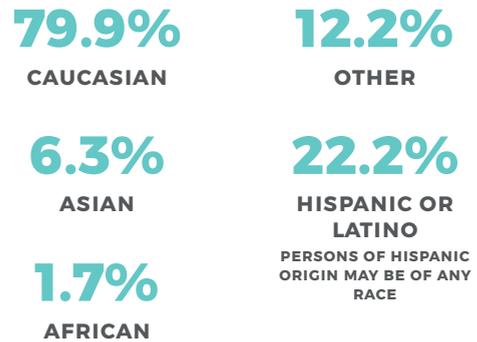
Community

Westminster is a first-ring suburb of the Metro Denver area, with a population of approximately 118,000 – 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 plenty of parks, Westminster is creating several urban-focused spaces, including its new city hub, Downtown Westminster.

With the arrival of commuter rail, the Westminster Station area is quickly growing as an urban core of the community with great connectivity to Denver. Add in magnificent retail and entertainment districts and a historic section that is the original heart of the city, and Westminster has a place for everyone.

CHARACTERISTICS OF THE POPULATION

POPULATION (RACE)



AGE DISTRIBUTION



EMPLOYED RESIDENT POPULATION BY OCCUPATION



Source: US Census Bureau, Community Analyst, December 2020



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

4.55%

The income tax rate for corporations and individuals is 4.55%.

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, 2021

Sources: City of Westminster Information Technology Department, June 2021



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* and Comcast

* Century Link has become Lumen Technologies Inc.

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 the 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 or 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.

FOR SALE HOUSING	WESTMINSTER	DENVER	BOULDER COUNTY
Median Sale Price Year-over-year change	\$540,000 29.5%	\$640,000 28%	\$768,000 27.4%
Total Sales Year-over-year change	139 -9.2%	931 5.1%	153 -39%
Median Days on Market Year-over-year change	5 -64%	7 -65%	15 -40%

Source: Denver Metro Association of Realtors, June 2021 Market Trends Report

MULTIFAMILY RENTAL HOUSING TYPE	AVG. ASKING RENT	PERCENT OF TOTAL UNITS
Studio	N/A	2%
One Bedroom	\$1,425	48%
Two Bedroom	\$1,709	43%
Three Bedroom	\$2,091	6%

MULTIFAMILY RENTAL MARKET OVERVIEW	
Average Asking Rent	\$1,598
Average Asking Rent per Square Foot	\$1.89
Vacancy Rate (June 2021)	7.5%

Source: CoStar 2021

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

DEPARTMENT OF ECONOMIC DEVELOPMENT

4800 WEST 92ND AVENUE, WESTMINSTER, CO 80031

P | 303.658.2108 W | WESTMINSTERECONOMICDEVELOPMENT.ORG  | @WESTMINSTERBIZ



2023 Budget-in-Brief

Beginning Fund Balance:	\$163,100,000
Projected Revenues:	+\$348,000,000
Budgeted Expenditures:	-\$350,800,000
Ending Fund Balance:	\$160,300,000

This budget is aligned with the City's Strategic Plan and Vision as directed by City Council. It strengthens core city services for residents and businesses, and sets our community up to thrive for years to come.



Strategic Priority 1: Preparedness and Resilience

Build a system of intentional support for residents, businesses and the environment that mitigates risks and proactively seeks out ways to ensure the community not only endures, but thrives.



Strategic Priority 2: Proactive Public Safety

Enhance public safety to emphasize both prevention and enforcement, engage the community through education and outreach and provide the resources necessary to ensure safety and well-being throughout Westminster.



Strategic Priority 3: Shared Sense of Community

Foster equitable opportunities that help residents feel at home and connected in their community and empowered to live their best lives.



Strategic Priority 4: Quality of Life

Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city's history and support the arts, parks, recreation, open spaces, and libraries.



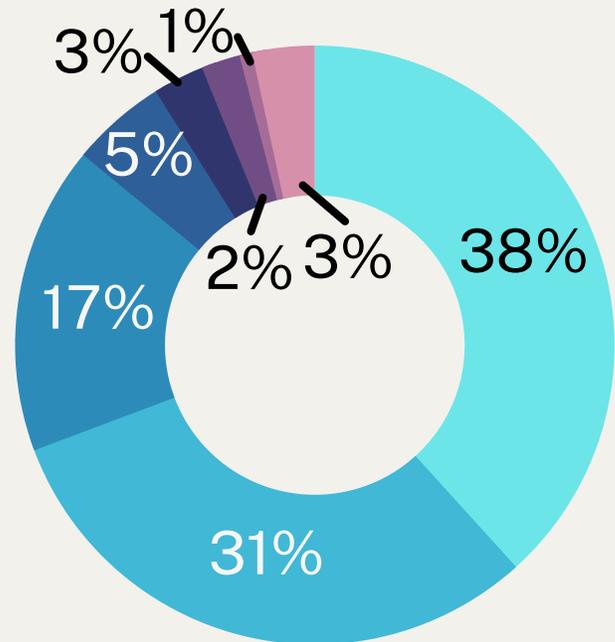
Strategic Priority 5: Robust Infrastructure

Provide safe and equitable access to core services and amenities by safeguarding, maintaining and improving the city's water, wastewater, stormwater, mobility and roadway systems.

2023 Sources by Type

SOURCES

Sales and Use Tax	\$133.2M	■
Charges for Services	\$107.9M	■
Interfund Transfers	\$58.0M	■
Intergovernmental	\$17.9M	■
Internal Billings	\$9.6M	■
Property Taxes	\$7.3M	■
Licenses and Permits	\$2.4M	■
Other	\$11.7M	■



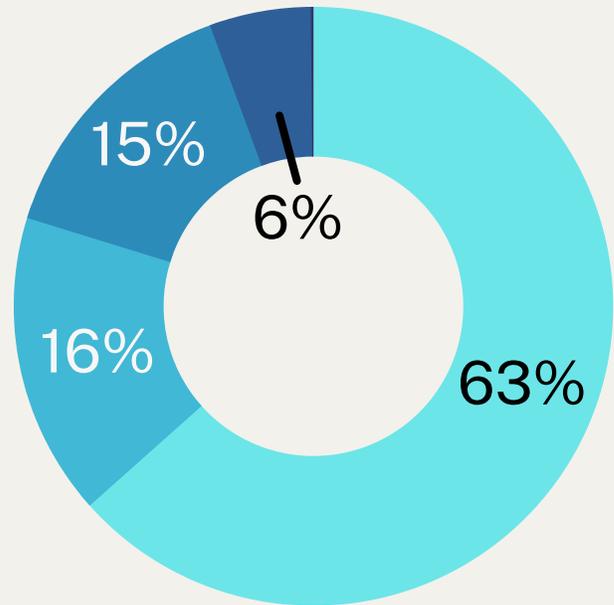
- **Sales and Use Tax:** this is the largest source of revenue (66%) for the General Fund. It's made up of the 3% general sales & use tax and the .6% Public Safety Tax.
- **Charges for Services:** these are the primary sources of 'Enterprise' funds such as the Utility, Golf and Storm Drainage Funds. They are made up of water sales, tap fees, greens fees and stormwater fees.
- **Interfund Transfers:** different transfers of funds within the City to show true allocation of costs and sources between departments and funds
- **Intergovernmental:** includes revenues from other governmental entities such as county open space tax revenues and state transportation funds.
- **Internal Billings:** 'chargebacks' for replacement of equipment such as vehicles, radios, and computers.
- **Property Taxes*:** Westminster's local property tax mill levy is 3.65
- **Licenses and Permits:** fees for commercial businesses, sales tax-only licenses, new home occupation business licenses, etc.
- **Other:** miscellaneous income such as interest payments or payments in-lieu of taxes (PILUT).

**Westminster's 3.65 mill levy is one of the lowest in the Front Range. A house valued at \$540,000 (average sale price) pays only \$197 a year in property taxes to the City.*

2023 Uses by Type

USES

Operating Expenses	\$222.5M	
Interfund Transfers	\$57.4M	
Capital Improvement	\$51.2M	
Debt Service	\$19.2M	
Contingency	\$0.5M	



- **Operating Expenses:** the day-to-day expenditures of all City departments, including \$140M for personnel (salaries, benefits, overtime, etc.), \$69M for contractual services, \$11M for commodities, and \$2M for capital outlay.
- **Interfund Transfers:** different transfers of funds within the City to show true allocation of costs and sources between departments and funds
- **Capital Improvement:** pay-as-you-go funds for ongoing and major projects in 2023 that result in the creation or improvements of assets such as parks, bridges, fire stations, water lines, etc.
- **Debt Service:** principle and interest payments on capital projects financed through issuance of debt
- **Contingency:** the City appropriates contingency into the General Fund each year to address relatively minor budget issues



Full Service City

The City of Westminister provides full service to its Citizens, including fire protection, police services, parks, recreation & libraries, as well as street maintenance, water and wastewater services.

Operating and Capital by Department

	OPERATING	CAPITAL	TOTAL
<i>City Attorney's Office</i>	\$2.8M	\$0M	\$2.8M
<i>City Council</i>	\$0.4M	\$0M	\$0.4M
<i>City Manager's Office</i>	\$4.9M	\$0.1M	\$5.0M
<i>Community Development</i>	\$11.8M	\$13.1M	\$24.9M
<i>Economic Development</i>	\$2.5M	\$2.6M	\$5.1M
<i>Finance</i>	\$5.8M	\$0M	\$5.8M
<i>Fire</i>	\$23.8M	\$2.1M	\$25.9M
<i>General Services</i>	\$14.0M	\$2.7M	\$16.7M
<i>Human Resources</i>	\$3.8M	\$0M	\$3.8M
<i>Information Technology</i>	\$8.8M	\$0.8M	\$9.6M
<i>Parks, Recreation and Libraries</i>	\$38.0M	\$8.8M	\$46.8M
<i>Police</i>	\$43.3M	\$0.5M	\$43.8M
<i>Public Works & Utilities</i>	\$50.2M	\$15.1M	\$65.3M
<i>Central Charges/General Govt.</i>	\$12.4M	\$5.4M	\$17.8M
	\$222.5M	\$51.2M	\$273.7M

Featured Current Project: Sheridan Underpass



The Sheridan Boulevard Multimodal Transportation Improvement project is constructing a concrete pre-cast arch underpass beneath Sheridan at W. 89th Ave. which will connect Downtown Westminster to RTD's U.S. 36 & Sheridan Station and expand Sheridan to a six-lane road from Turnpike Drive to W. 88th Place. This \$9.3M project, \$6.6M of which is from Federal Funds, is planned to be completed in the Spring of 2023.

2023 Capital Plan Highlights

Large investments in roadway quality, including \$2.2 million for Arterial Roadways, and major street and transit improvements such as the Federal Parkway between W. 120th and W. 122nd Avenues, Quiet Zone at 72nd Avenue and Lowell, and intersection improvements to W. 100th Avenue and Simms.



1,135
lane miles
maintained
by the City

44 million
gallons per
day capacity



A \$150 million
placeholder for future
replacement or
rehabilitation of the
City's aging Semper
Water Treatment Plant



Parks, Recreation & Libraries projects such as maintenance of facilities, additional trail development, and playground replacements.