



2024

City of Westminster

**ADOPTED
BUDGET**



WESTMINSTER

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WESTMINSTER

Adopted Budget

Fiscal Year:

January 1, 2024 to December 31, 2024

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 •
- David Frankel, City Attorney • Jason Lantagne, Municipal Judge •
- Jody Andrews, Deputy City Manager • Barbara Opie, Deputy City Manager •
- Larry Dorr, Deputy City Manager/Chief Financial Officer •
- Chris Lindsey, Assistant City Manager/Chief of Staff •
- Dave Downing, Community Development Director •
- Lindsey Kimball, Economic Development Director •
- Derik Minard, Fire Chief • Davy Godfrey, Human Resources Director •
- Art Rea, Interim Information Technology Director •
- Tomas Herrera-Mishler, Parks, Recreation and Libraries Director •
- Norm Haubert, Police Chief •
- Sarah Borgers, Interim Public Works and Utilities Director •

Policy & Budget Staff

- John Prejzner, Policy & Budget Manager •
- Erin Ferriter, Interim Policy & Budget Administrator •
- Theresa Booco, Policy & Budget Coordinator •
- Mikeal Parlow, Policy & Budget Coordinator •
- James Van Bruggen, Policy & Budget Coordinator •
- Brian Donahue, Business Operations Administrator •
- Mandy Lemig, Senior Management Analyst •

Thank You!

The Policy & Budget Office would like to thank the countless City Staff across all departments for their help in putting together the budget and this budget document.

Cover Design:

- Mikeal Parlow, Policy & Budget Office •

CITY ORGANIZATIONAL CHART



WESTMINSTER
COLORADO

Community





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Westminster
Colorado**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Morill

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, 2023. 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 2024 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 budgeted funds other than the General or Utility Funds that are identified in the Revenues & Expenditures Summary Section. Most of the funds in this section are supported by revenues that are dedicated or restricted for a specific purpose.

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, divisions, and offices 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 2024 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 2024 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

Mayor McNally, Mayor Pro Tem DeMott, and City Council:

The City Council, City Manager's Office, and all City Staff have worked diligently these past six months to deliver the Adopted 2024 City Budget. This year has been my first budget process with the City and I have used this time to meet with all of our key department leaders to assess their current and future needs, worked with the City Council to develop short-term and long-term goals for the City, and invited stakeholders from various organizations in the City to listen about the needs of the community. This holistic approach to assessing the state of our City has led me to develop this adopted 2024 budget with one purpose in mind: **to ensure that Westminster thrives in 2024**. To accomplish this purpose, this adopted budget:

- delivers exceptional core municipal services while maintaining high standard service levels (no service reductions);
- establishes a capital improvement plan that serves as an annual contract with Council and community; and
- cares for our City Team by recruiting and retaining exceptional employees through generous market-driven pay and benefits, development and well-being opportunities, and positive Team culture.

The City of Westminster is truly living within its means and practicing responsible, appropriate, and prudent budgeting. Revenues remain strong in 2024 and sales and use taxes are projected to grow 3.6% over 2023. This allows the City to provide exceptionally high service levels across the community. The adopted 2024 budget is balanced and complies with all requirements set forth in the City Charter. In 2024 we are projected to draw \$2.8 million from carryover which is less than the \$3.5 million draw in 2023. This draw is strictly for capital improvements, and despite this decrease, we are increasing our funding to the General Capital Improvement Fund by nearly \$2.5 million. Although we would like to add new employees and increase service levels, it is prudent to rebalance our work force numbers after our City-wide reorganization that took place mid-year in 2023. Department Directors have looked internally to determine if positions can be recoded or realigned for new mission sets. I cannot reiterate enough how proud I am of the staff's "team approach" and efforts this year to develop this year's budget.

This adopted budget is part of a longer process in evaluating the City and guiding our work for years to come. The next steps include a staff work plan which will set priorities across our work groups for the next several years. This work plan will then guide the development of our 2025-2029 Capital Improvement Program led by our newly formulated City Engineer position.

Strategic Plan

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

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

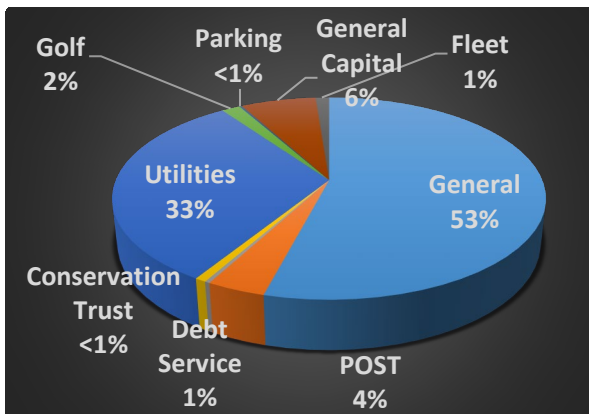
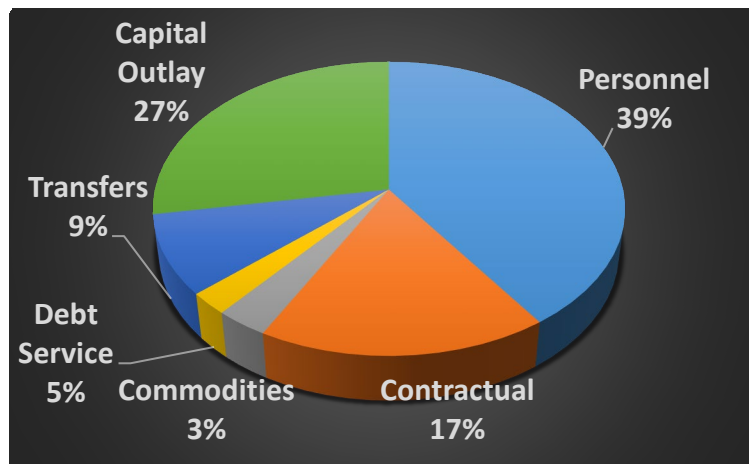
Ensure that Westminster offers a diverse range of amenities and activities for residents, businesses and visitors that honor the city’s history and support the arts, parks, recreation, open spaces, and libraries.

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.

Budget Overview

The adopted 2024 budget for all funds totals approximately \$397 million which represents an increase of nearly \$47 million, or 13% compared to the 2023 budget. As shown in the chart to the right, personnel represent the largest portion of expenditures at 39%, followed by capital outlay at 27% and contractual at 17%.

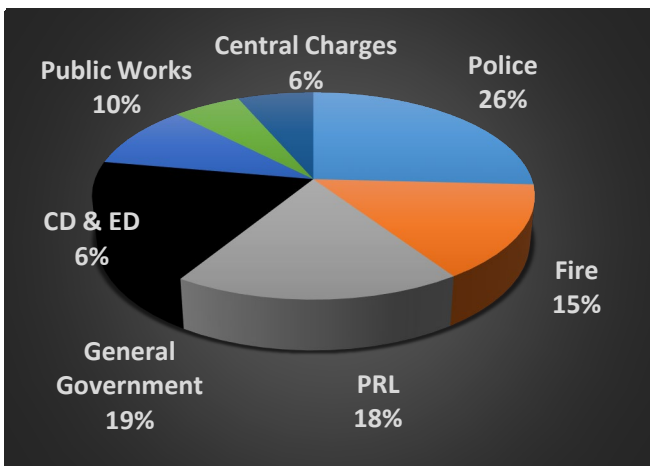
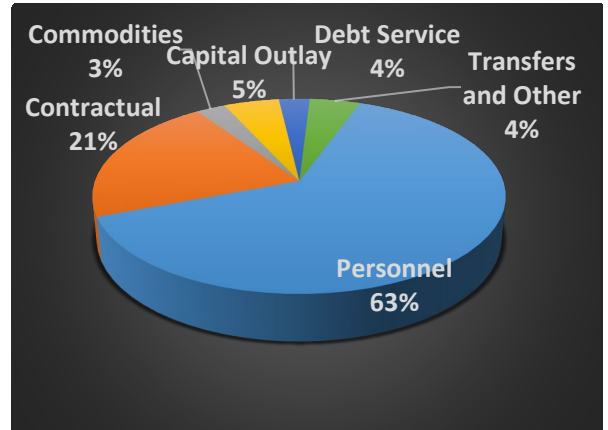


The adopted 2024 budget is comprised of several funds as represented in the chart to the left. The largest of these funds in terms of expenditures is the General Fund at 53% of the overall budget, followed by the Utility Funds (water, wastewater, and stormwater) (33%), General Capital (6%), and Parks, Open Space, and Trails (POST) (4%).

General Fund

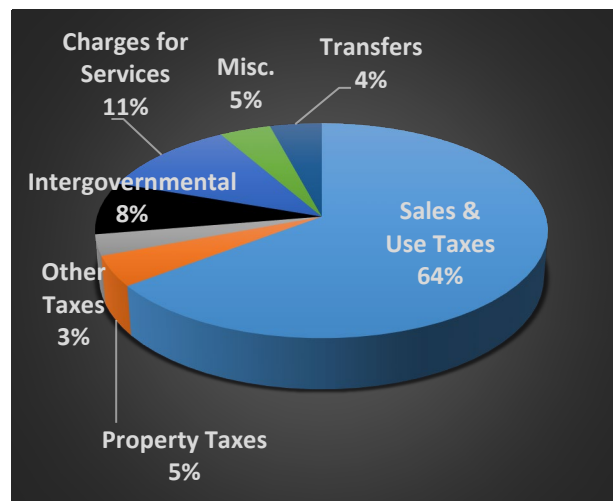
The General Fund is the City’s primary operating fund for most City departments, including Police, Fire, Public Works, and Parks, Recreation, and Libraries. The adopted 2024 General Fund budget anticipates expenditures totaling approximately \$210 million which represents an increase of \$17 million, or 9%, compared to the 2023 General Fund budget. The adopted 2024 General Fund operating budget totals \$182 million, which is an increase of \$12 million or 8%, from the 2023 General Fund operating budget.

The following pie charts break down the adopted 2024 General Fund budget by use of funds and by programs. Most of the programs and services provided from the General Fund are heavily dependent upon human capital. Personnel represent the largest category of expenditures at 63% of the adopted 2024 General Fund budget, followed by Contractual (21%) and Capital (5%).



The pie chart to the left illustrates the variety of programs and services funded through the General Fund. Public Safety services (Police and Fire) represent the majority of adopted expenditures at 41%, followed by General Government (City Manager’s Office, Finance, HR, and IT) at 19%, Parks, Recreation, and Libraries (18%) and Public Works (10%).

The pie chart to the right illustrates the variety of revenue sources in the General Fund. Sales and Use Taxes represent the majority of adopted General Fund revenues at 64% followed by Charges for Services (11%) and Intergovernmental (8%).



Infrastructure

This 2024 Budget proposes a capital plan that is achievable. It includes an additional \$55 million in funds for general capital projects, in conscious effort to work towards additional projects that provide the base to build the future of the Westminster community.

Across all City funds, this capital plan includes funding for:

- Streets and transportation - \$15.1 million;
- Public safety - \$7.2 million;
- Utilities - \$71.1 million;
- Economic development - \$4 million; and
- Parks, recreation, and libraries - \$10.7 million.

The City continues to have a gap of funding to address long-term infrastructure repair and replacement. The City Council has taken tremendous initiative to build a new drinking water plant and replace the City's aging Municipal Court building in the years to come. As City Staff described during City Council budget meetings, there is much more to be done. Staff continue to analyze every opportunity within the City's existing revenue streams to address these, like increasing by \$1 million the amount of sales & use taxes spent on streets maintenance. We look forward to continuing our work with City Council and the Westminster community to address infrastructure repair and replacement so we can continue to provide great services.

Closing

The Adopted 2024 City Budget contains no service level reductions, maintains high exceptional core services, and maintains our investment in maintenance of our infrastructure. The City of Westminster exists to serve our residents as well as facilitate a thriving economy for our local businesses.

Lastly, I would like to thank all staff involved in the preparation of this budget. A great deal of thought and time went into each Department's, Division's, and Office's budget requests, not to mention, the subsequent vetting of those requests. I am extremely proud of what the City of Westminster Team has accomplished in this budget submission.

Respectfully Submitted,



Mark A. Freitag
City Manager

BUDGET PROCESS

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

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 & Hearings - 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 being made through intentional efforts to coordinate planning efforts and ensure goal alignment.

Budget Development Calendar

The budget process spans the majority of the year. The following summarizes the 2024 Budget development schedule.

- March 20, 2023 – Personnel Budget Process Started
- April 24, 2023 – CIP Process Started
- May 22, 2023 – Budget Process Opened to Departments
- July 17, 2023 – City Council Budget Retreat – Revenue Review
- August 5, 2023 – City Council 2024 Budget Retreat
- August 30, 2023 – Release of Proposed 2024 Budget
- September 11, 2023 – Public Hearing on the Proposed 2024 Budget
- September 18, 2023 – Council Review of Proposed 2024 Budget
- October 9, 2023 – Public Hearing, Pay Plan Adoption and First Reading of Councillor's Bills Adopting 2024 Budget, Appropriating Funds for the 2024 Budget, and Establishing the 2024 Water and Sewer Rates
- October 23, 2023 – Second Reading of Councillor's Bills Adopting 2024 Budget, Appropriating Funds for the 2024 Budget, and Establishing the 2024 Water and Sewer Rates



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

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

Financial Policies

basis of accounting, or the economic resources measurement focus.

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 an as needed 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. The City has moved away from regular quarterly supplementals to one supplemental (done with the adoption of the subsequent budget).

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 Parking Management Fund	General Capital Improvement Fund Parking Management Fund
Economic Development	General Fund Community Development Block Grant Fund (2)	General Capital Improvement Fund
Finance	General Fund	General Capital Improvement Fund
Fire	General Fund	General Capital Improvement 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 (Water)	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 - 2024 Adopted Budget

Fund	Beginning			Ending		
	Available	Estimated		Available		
	Fund Balance +	2024 Sources =	Total Sources -	Total Uses =	Fund Balance	
General	\$ 17,149,092 +	\$ 202,065,880 =	\$ 219,214,972 -	\$ 210,366,475 =	\$ 8,848,497	
General Reserve	\$ 19,331,382 +	\$ 291,000 =	\$ 19,622,382 -	\$ - =	\$ 19,622,382	
General Stabilization Reserve	\$ 6,819,139 +	\$ 141,500 =	\$ 6,960,639 -	\$ - =	\$ 6,960,639	
General Cap Improvement	\$ 5,960,688 +	\$ 17,048,100 =	\$ 23,008,788 -	\$ 21,317,557 =	\$ 1,691,231	
Parks, Open Space & Trails (POST)	\$ 904,829 +	\$ 13,923,637 =	\$ 14,828,466 -	\$ 14,421,845 =	\$ 406,621	
Conservation Trust	\$ 99,214 +	\$ 1,298,369 =	\$ 1,397,583 -	\$ 1,250,000 =	\$ 147,583	
Debt Service	\$ 206,751 +	\$ 2,708,000 =	\$ 2,914,751 -	\$ 2,756,223 =	\$ 158,528	
Utility Fund						
Water Fund	\$ 30,127,775 +	\$ 63,239,539 =	\$ 93,367,314 -	\$ 87,221,414 =	\$ 6,145,900	
Wastewater Fund	\$ 2,136,311 +	\$ 54,982,030 =	\$ 57,118,341 -	\$ 39,103,428 =	\$ 18,014,913	
Storm Drainage Fund	\$ 493,821 +	\$ 4,831,339 =	\$ 5,325,160 -	\$ 4,694,966 =	\$ 630,194	
Utility Rate Stabilization Rsv	\$ 15,667,271 +	\$ 276,000 =	\$ 15,943,271 -	\$ - =	\$ 15,943,271	
Utility Capital Projects Rsv	\$ 71,481,586 +	\$ 1,135,800 =	\$ 72,617,386 -	\$ - =	\$ 72,617,386	
Golf	\$ 253,439 +	\$ 6,299,515 =	\$ 6,552,954 -	\$ 6,310,202 =	\$ 242,752	
Parking Management	\$ 278,147 +	\$ 747,500 =	\$ 1,025,647 -	\$ 795,379 =	\$ 230,268	
Gen Cap Outlay Replacement	\$ 584,980 +	\$ 4,574,000 =	\$ 5,158,980 -	\$ 4,574,000 =	\$ 584,980	
Fleet Maintenance	\$ 946,009 +	\$ 4,411,344 =	\$ 5,357,353 -	\$ 4,622,251 =	\$ 735,102	
SUBTOTAL	\$ 172,440,433 +	\$ 377,973,553 =	\$ 550,413,986 -	\$ 397,433,740 =	\$ 152,980,246	
(Less Transfers) (1)	\$ - +	\$ (42,559,530) =	\$ (42,559,530) -	\$ (42,559,530) =	\$ -	
GRAND TOTAL 2024	\$ 172,440,433 +	\$ 335,414,023 =	\$ 507,854,456 -	\$ 354,874,210 =	\$ 152,980,246	

(1) Grand total adjusted to remove interfund transfer appropriations in order to avoid overstating the City's budget.

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 (2023), 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 (2022) 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 (2022), 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

All Budgeted Funds(1)	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Sales & Use Taxes	\$ 127,408,368	\$ 133,216,640	\$ 79,104,430	\$ 136,516,547	\$ 138,062,656	\$ 143,345,726	\$ 148,031,360	\$ 152,416,843	\$ 156,642,216
Charges for Services	101,647,527	107,972,031	52,314,332	106,999,580	113,573,896	116,703,342	120,987,870	125,366,880	129,870,068
Intergovernmental Revenue	35,896,786	18,181,166	13,787,373	20,315,878	23,638,237	24,254,809	25,145,575	22,993,956	21,317,918
Property Taxes	7,270,431	7,291,168	6,978,465	7,280,000	9,100,000	9,191,000	10,753,470	10,861,005	12,490,155
Other Taxes	5,602,152	4,717,340	3,082,771	5,913,106	6,297,500	6,472,015	6,651,637	6,783,052	6,978,878
Other Grants	3,250	-	-	-	-	-	-	-	-
Park Development Fee	40,713	-	-	2,202	-	-	-	-	-
Cash in Lieu	847,478	-	9,996	9,996	-	-	-	-	-
Licenses & Permits	2,581,228	2,424,402	1,466,252	2,490,364	2,676,850	2,526,850	2,526,850	2,526,850	2,526,850
Fines	708,338	804,750	516,788	986,017	1,195,500	1,195,500	1,195,500	1,195,500	1,195,500
Interest Income	4,327,778	2,741,151	3,754,411	7,224,044	5,550,000	4,626,300	4,626,300	4,626,300	3,594,300
Miscellaneous	9,454,479	3,341,146	6,082,641	7,875,430	7,622,308	20,859,808	1,697,947	1,697,947	1,696,384
Leases	138,064	88,000	131,736	168,918	168,900	171,900	174,900	177,900	-
Internal Billings	7,156,537	9,599,576	6,651,241	9,599,576	8,975,744	9,973,719	8,357,546	8,485,658	9,239,184
<i>Interfund Transfers (2)</i>	191,220,818	50,312,017	54,034,607	72,845,222	33,111,962	26,952,473	77,432,927	26,269,013	15,491,685
<i>Other Financing Sources (Debt)</i>	17,909,737	-	-	-	28,000,000	144,000,000	20,000,000	-	43,000,000
Total Sources	\$ 512,213,684	\$ 340,689,387	\$ 227,915,042	\$ 378,226,879	\$ 377,973,553	\$ 510,273,441	\$ 427,581,882	\$ 363,400,904	\$ 404,043,138

Consolidated Summary of Sources & Uses

All Budgeted Funds(1)	2022 Actuals	2023 Revised	2023 YTD Actual	2023 Projected	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Uses									
<u>Operating Expenditures</u>									
City Attorney's Office	\$ 2,361,660	\$ 2,767,750	\$ 1,634,629	\$ 2,767,750	\$ 2,810,565	\$ 2,894,882	\$ 2,981,728	\$ 3,071,180	\$ 3,163,316
City Council	233,088	369,933	159,809	369,933	375,950	387,229	398,845	410,811	423,135
City Manager's Office (4)	6,038,001	4,878,414	2,942,195	4,878,414	10,832,090	11,157,053	11,491,764	11,836,517	12,191,613
Community Development	10,429,943	11,845,172	6,716,653	11,845,172	8,156,529	8,396,075	8,647,957	8,907,396	9,174,618
Economic Development	2,290,208	2,481,220	1,382,077	2,481,220	3,173,030	3,268,221	3,366,268	3,467,256	3,571,273
Finance (4)	4,932,697	5,808,874	3,788,181	5,808,874	4,684,920	4,825,468	4,970,232	5,119,339	5,272,919
Fire	24,116,792	23,819,006	15,017,010	23,819,006	26,939,440	27,747,623	28,580,052	29,437,453	30,320,577
General Services (3)	10,293,273	13,975,156	7,926,035	13,975,156	-	-	-	-	-
Human Resources	3,452,289	3,830,422	2,516,931	3,830,422	4,695,190	4,836,046	4,981,127	5,130,561	5,284,478
Information Technology	6,637,656	8,829,727	5,395,291	8,829,727	11,175,270	11,510,528	11,855,844	12,211,519	12,577,865
Parks, Recreation and Libraries	31,884,664	37,989,011	22,631,113	37,989,011	42,600,838	43,870,613	45,178,482	46,525,586	47,913,104
Police	38,114,510	43,610,150	26,536,982	43,610,150	46,976,005	48,385,285	49,836,844	51,331,949	52,871,907
Policy & Budget (3)	1,483,019	-	-	-	-	-	-	-	-
Public Works & Utilities (4)	41,463,634	50,200,161	26,552,306	50,200,161	62,785,140	64,668,694	66,608,755	68,607,018	70,665,228
Central Charges	13,111,048	12,429,867	7,979,507	18,224,658	11,862,210	12,206,528	12,561,175	8,926,461	9,182,707
Sub-Total Operating	\$ 196,842,482	\$ 222,834,863	\$ 131,178,719	\$ 228,629,654	\$ 237,067,177	\$ 244,154,244	\$ 251,459,072	\$ 254,983,046	\$ 262,612,739
<u>Debt Service</u>	21,837,036	19,162,994	4,604,620	19,175,778	\$ 21,128,594	\$ 18,396,284	\$ 18,287,958	\$ 18,014,889	\$ 18,010,339
<u>Interfund Transfers (2)</u>	184,029,257	48,393,331	54,582,725	70,713,834	33,588,412	27,461,110	78,041,470	26,924,352	27,340,973
<u>Additions to CIP</u>	83,158,400	51,204,000	36,845,000	51,204,000	105,149,557	160,487,000	123,422,000	83,698,000	57,120,000
<u>Contingency</u>	-	500,000	-	500,000	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 485,867,176	\$ 342,095,188	\$ 227,211,064	\$ 370,223,266	\$ 397,433,740	\$ 450,998,638	\$ 471,710,500	\$ 384,120,287	\$ 365,584,051

(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.

(3) In 2023, the Policy & Budget Department merged into the General Services Department.

(4) In 2024, the General Services Department was dissolved as part of a citywide reorganization; work units transitioned into the City Manager's Office, Finance Department, and Public Works & Utilities.

Consolidated Summary of Sources & Uses - Expenditure Type View

All Budgeted Funds(1)	2022 Actuals	2023 Revised	2023 YTD Actual	2023 Projected	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Uses									
<u>Operating Expenditures</u>									
Personnel	\$ 126,310,659	\$ 140,160,853	\$ 87,698,944	\$ 140,160,853	\$ 152,916,944	\$ 157,494,308	\$ 162,208,991	\$ 167,065,116	\$ 172,066,924
Contractual	59,602,297	68,935,979	36,301,706	68,935,979	66,928,929	68,927,143	70,985,304	69,105,210	71,168,713
Commodities	9,066,527	11,347,893	6,158,193	11,347,893	12,164,098	12,529,021	12,904,892	13,292,038	13,690,799
Capital Outlay	1,863,000	2,390,138	1,019,876	8,184,929	5,057,206	5,203,772	5,359,885	5,520,682	5,686,302
Other Expenditures	-	-	-	-	-	-	-	-	-
Sub-Total Operating	\$ 196,842,482	\$ 222,834,863	\$ 131,178,719	\$ 228,629,654	\$ 237,067,177	\$ 244,154,244	\$ 251,459,072	\$ 254,983,046	\$ 262,612,739
<u>Debt Service</u>	21,837,036	19,162,994	4,604,620	19,175,778	21,128,594	18,396,284	18,287,958	18,014,889	18,010,339
<u>Interfund Transfers (2)</u>	184,029,257	48,393,331	54,582,725	70,713,834	33,588,412	27,461,110	78,041,470	26,924,352	27,340,973
<u>Additions to CIP</u>	83,158,400	51,204,000	36,845,000	51,204,000	105,149,557	160,487,000	123,422,000	83,698,000	57,120,000
<u>Contingency</u>	-	500,000	-	500,000	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 485,867,176	\$ 342,095,188	\$ 227,211,064	\$ 370,223,266	\$ 397,433,740	\$ 450,998,638	\$ 471,710,500	\$ 384,120,287	\$ 365,584,051

(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.

Budget by 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 2023 at \$104 million, or 5% higher than 2022; sales tax returns are projected to increase 2% in 2024 to \$107 million, with 2024-2027 projected to increase approximately 3% annually. All categories of sales & use taxes are expected to end 2023 at approximately 7.5% above 2022 or \$127 million, and increase 1% to \$129 million in 2024 over 2023, 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 a 25% increase in 2024 over 2023, followed by 1% and 15% in odd and even years, respectively, 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 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 since then. Across all recreation charges, 2023 is expected to end the year at over \$6.7M, showing no growth over 2022. Continued recovery is expected to occur into 2024, with an increase

of nearly 7%, to \$7.1M. Recreation fees are expected to stabilize after 2024 with annual increases anticipated at approximately 4% 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 2024-2028, 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 and increased significantly in 2022. Collections by year-end 2023 are projected to exceed 2019 levels, approximately \$5M, and are projected to increase another 7% in 2024 to \$5.6M and increase 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 2024, HUTF is expected to increase over 9%, with additional increases expected to occur through 2032.

Expenditures/Uses

Department operational budgets are expected to increase substantially in 2024 over 2023 due to inflationary pressures and increase in personnel costs Each subsequent year is projected to increase 3% annually.

2024 shows an \$11 million transfer into the General Capital Improvement Fund to reflect the expectation of 2023 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 2024 year-end fund balance is projected at \$8.8 million, which is \$8.3 million lower than the 2023 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 2024, this spend down is shown in an higher than historical transfer to the General Capital Improvement Fund. Additionally, the City has approximately \$5 million in fund balance attributed to the ARPA act which will be transferred to the Water Fund to provide funding for rehabilitation or replacement of the Semper Water Treatment Facility.

General Fund Revenues

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Sales & Use Taxes (1)	\$ -	\$ 124,569,022	\$ 73,970,555	\$ 127,650,198	\$ 129,100,900	\$ 134,041,044	\$ 138,422,530	\$ 142,523,347	\$ 146,474,448
Property Taxes	7,270,431	7,291,168	6,978,465	7,280,000	9,100,000	9,191,000	10,753,470	10,861,005	12,490,155
Other Taxes	5,602,152	4,717,340	3,082,771	5,913,106	6,297,500	6,472,015	6,651,637	6,783,052	6,978,878
Licenses & Permits	2,485,670	2,317,402	1,408,717	2,394,785	2,575,100	2,425,100	2,425,100	2,425,100	2,425,100
Intergovernmental Revenue	26,320,404	12,163,866	8,178,853	12,157,993	15,788,700	16,162,795	16,798,960	14,380,011	14,423,276
Charges for Services	20,220,976	21,150,838	12,308,595	21,741,557	22,706,100	22,933,565	23,428,568	23,775,115	24,076,586
Fines	688,516	759,750	451,667	792,796	1,010,500	1,010,500	1,010,500	1,010,500	1,010,500
Interest Income	324,649	325,000	371,141	657,680	677,400	470,000	470,000	470,000	470,000
Miscellaneous	6,410,833	2,265,536	2,196,387	3,860,838	6,052,750	2,350,250	1,085,000	1,085,000	1,085,000
Leases	138,064	88,000	131,736	168,918	168,900	171,900	174,900	177,900	-
<u>Interfund Transfers</u>									
Downtown General Improvement District	575,000	600,000	-	600,000	650,000	700,000	750,000	800,000	850,000
Cost Allocations	4,913,059	4,554,076	2,656,544	4,554,076	6,747,280	6,949,698	7,158,189	7,372,935	7,594,123
Payments In-Lieu of Use Taxes	-	1,067,868	622,923	1,067,868	1,089,300	1,939,301	1,675,250	752,293	712,196
Sales & Use Tax fund	105,299,697	-	-	-	-	-	-	-	-
144th General Improvement Dist. Fund	118,000	95,000	-	102,080	101,450	90,600	90,600	90,600	90,600
WEDA Fund	-	650,000	-	650,000	-	-	-	-	-
Sub-Total Transfers	\$ 115,818,815	\$ 6,966,944	\$ 3,279,467	\$ 6,974,024	\$ 8,588,030	\$ 9,679,599	\$ 9,674,039	\$ 9,015,828	\$ 9,246,919
<u>Other Financing Sources</u>									
Total Sources	\$ 185,280,510	\$ 182,614,866	\$ 112,358,354	\$ 189,591,894	\$ 202,065,880	\$ 204,907,768	\$ 210,894,704	\$ 212,506,857	\$ 218,680,863

General Fund Uses

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<u>Operating Expenditures</u>									
City Council	\$ 233,088	\$ 369,933	\$ 159,809	\$ 369,933	\$ 375,950	\$ 387,229	\$ 398,845	\$ 410,811	\$ 423,135
City Attorney's Office	2,361,660	2,767,750	1,634,629	2,767,750	2,810,565	2,894,882	2,981,728	3,071,180	3,163,316
City Manager's Office (3)	6,038,001	4,878,414	2,942,195	4,878,414	10,832,090	11,157,053	11,491,764	11,836,517	12,191,613
Community Development	8,832,319	9,517,165	5,779,344	9,517,165	7,361,150	7,581,985	7,809,444	8,043,727	8,285,039
Economic Development	2,290,208	2,481,220	1,382,077	2,481,220	3,173,030	3,268,221	3,366,268	3,467,256	3,571,273
Finance (3)(4)	3,531,160	4,014,607	2,815,133	4,014,607	4,684,920	4,825,468	4,970,232	5,119,339	5,272,919
Fire	24,116,792	23,819,006	15,017,010	23,819,006	26,939,440	27,747,623	28,580,052	29,437,453	30,320,577
General Services (2)(3)	6,962,177	9,757,580	5,647,157	9,757,580	-	-	-	-	-
Human Resources (4)	3,452,289	3,830,422	2,516,931	3,830,422	4,695,190	4,836,046	4,981,127	5,130,561	5,284,478
Information Technology	6,637,656	8,829,727	5,395,291	8,829,727	11,175,270	11,510,528	11,855,844	12,211,519	12,577,865
Parks, Recreation and Libraries	23,209,246	29,195,873	17,181,363	29,195,873	33,046,890	34,038,297	35,059,446	36,111,229	37,194,566
Police	38,114,510	43,610,150	26,536,982	43,610,150	46,976,005	48,385,285	49,836,844	51,331,949	52,871,907
Policy & Budget (2)	1,483,019	-	-	-	-	-	-	-	-
Public Works & Utilities (3)	11,653,065	13,962,669	7,432,825	13,962,669	18,284,335	18,832,865	19,397,851	19,979,787	20,579,180
Central Charges	6,047,168	12,377,746	7,940,514	18,172,537	11,793,125	12,136,774	12,490,731	8,855,308	9,110,822
Sub-Total Operating	\$ 144,962,359	\$ 169,412,262	\$ 102,381,260	\$ 175,207,053	\$ 182,147,960	\$ 187,602,254	\$ 193,220,176	\$ 195,006,636	\$ 200,846,690
<u>Debt Service (COPs)</u>	9,106,468	5,656,885	912,002	5,656,885	7,863,515	5,652,010	6,067,850	6,067,100	6,064,850
<u>Interfund Transfers</u>									
General Capital Improvement Fund	14,384,308	8,631,000	5,754,000	8,631,000	11,000,000	8,300,000	8,500,000	8,000,000	8,000,000
General Capital Outlay Repl. Fund	1,370,000	-	-	-	-	-	-	-	-
General Reserve Fund	-	-	-	-	-	-	-	-	-
Water Fund	5,000,000	5,000,000	3,333,333	5,000,000	5,000,000	-	-	-	-
Parking Management Fund	520,183	615,000	410,000	615,000	400,000	460,000	480,000	500,000	520,000
Property/Liability Self Insurance Fund	2,304,822	2,550,000	1,700,000	2,550,000	2,945,000	3,033,350	3,124,351	3,218,081	3,314,623
Worker's Comp. Self Insurance Fund	362,341	425,000	283,333	425,000	510,000	552,500	663,000	729,300	750,000
Sub-Total Transfers	\$ 23,941,654	\$ 17,221,000	\$ 11,480,666	\$ 17,221,000	\$ 19,855,000	\$ 12,345,850	\$ 12,767,351	\$ 12,447,381	\$ 12,584,623
<u>Contingency</u>	-	500,000	-	500,000	500,000	500,000	500,000	500,000	500,000
Total Uses	\$ 178,010,481	\$ 192,790,147	\$ 114,773,928	\$ 198,584,938	\$ 210,366,475	\$ 206,100,114	\$ 212,555,376	\$ 214,021,117	\$ 219,996,163
Beginning Spendable Fund Balance	\$ 26,142,136		\$ 26,142,136	\$ 17,149,092	\$ 8,848,497	\$ 7,656,151	\$ 5,995,479	\$ 4,481,219	
Additions to (Use of) Fund Balance	\$ (10,175,281)		\$ (8,993,044)	\$ (8,300,595)	\$ (1,192,346)	\$ (1,660,672)	\$ (1,514,260)	\$ (1,315,300)	
Ending Fund Balance	\$ 15,966,855		\$ 17,149,092	\$ 8,848,497	\$ 7,656,151	\$ 5,995,479	\$ 4,481,219	\$ 3,165,918	

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

(2) In 2023, the former Policy & Budget Department merged into the General Services Department.

(3) In 2024, the General Services Department was dissolved as part of a citywide reorganization; the Municipal Court, City Hall Operations, and Policy & Budget transitioned into the City Manager's Office, Procurement transitioned into the Finance Department, and Facilities Management transitioned into Public Works & Utilities.

(4) In 2024, Retirement Administration transitioned from the Finance Department into the Human Resources Department.

Budget by Fund

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 2028 as this fund serves as emergency reserves and the City only prepares for, and does not project emergencies.

General Reserve Fund

	2022	2023	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)								
<i>Revenues</i>								
Interest Income	\$ 186,052	\$ 150,000	\$ 454,186	\$ 291,000	\$ 248,000	\$ 248,000	\$ 248,000	\$ 248,000
<i>Interfund Transfers</i>								
General Fund	-	-	-	-	-	-	-	-
General Fund Stabilization Reserve	1,800,000	-	950,000	-	-	-	-	-
Sales & Use Tax Fund	1,373,097	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 3,173,097	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 3,359,149	\$ 150,000	\$ 1,404,186	\$ 291,000	\$ 248,000	\$ 248,000	\$ 248,000	\$ 248,000
Uses								
<i>Interfund Transfers</i>								
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$ 17,927,196	\$ 17,927,196	\$ 19,331,382	\$ 19,622,382	\$ 19,870,382	\$ 20,118,382	\$ 20,366,382	\$ 20,614,382
Additions to (Use of) Fund Balance	\$ 150,000	\$ 1,404,186	\$ 291,000	\$ 248,000	\$ 248,000	\$ 248,000	\$ 248,000	\$ 248,000
Ending Fund Balance	\$ 18,077,196	\$ 19,331,382	\$ 19,622,382	\$ 19,870,382	\$ 20,118,382	\$ 20,366,382	\$ 20,614,382	\$ 20,862,382

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 2024-2028 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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 108,674	\$ 85,000	\$ 76,472	\$ 192,126	\$ 141,500	\$ 120,500	\$ 120,500	\$ 120,500	\$ 120,500
<i>Interfund Transfers</i>									
General Fund	-	-	-	-	-	-	-	-	-
Total Sources	\$ 108,674	\$ 85,000	\$ 76,472	\$ 192,126	\$ 141,500	\$ 120,500	\$ 120,500	\$ 120,500	\$ 120,500
Uses									
<i>Interfund Transfers</i>									
General Fund Reserve	\$ 1,800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ 1,800,000	\$ -	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance	\$ 7,577,013		\$ 7,577,013	\$ 6,819,139	\$ 6,960,639	\$ 7,081,139	\$ 7,201,639	\$ 7,322,139	\$ 7,442,639
Additions to (Use of) Fund Balance	\$ 85,000		\$ (757,874)	\$ 141,500	\$ 120,500	\$ 120,500	\$ 120,500	\$ 120,500	\$ 120,500
Ending Fund Balance	\$ 7,662,013		\$ 6,819,139	\$ 6,960,639	\$ 7,081,139	\$ 7,201,639	\$ 7,322,139	\$ 7,442,639	\$ 7,442,639

Budget by Fund

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 2033 at \$876 thousand, growing to \$1 million in 2024, 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.

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 2024 reflect projected 2023 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.

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 approximately \$1.7 million, which is a partial spend down of the 2023 projected fund balance of \$5.9 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 (CCIF)

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Park Development Fee	\$ 40,713	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -
Cash in Lieu	847,478	-	9,996	9,996	-	-	-	-	-
Intergovernmental	5,077,184	1,530,114	3,480,821	3,539,278	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Interest Income	831,801	600,000	721,834	1,200,069	1,211,000	1,032,000	1,032,000	1,032,000	1,032,000
Miscellaneous	837,270	-	132,057	132,057	-	-	-	-	-
<u>Interfund Transfers</u>									
General Fund	14,384,308	8,631,000	5,754,000	8,631,000	11,000,000	8,300,000	8,500,000	8,000,000	8,000,000
Sales & Use Tax Fund	11,543,594	-	-	-	-	-	-	-	-
Parks, Open Space & Trails Fund	180,000	-	-	-	-	-	-	-	-
Orchard Park Place North General									
Improvement District Fund	107,207	-	-	-	-	-	-	-	-
136th Avenue General Improvement District									
Fund	-	300,000	-	330,782	378,100	389,443	401,126	413,160	425,555
Westminster Economic Development									
Authority Fund	4,639,305	3,773,686	2,998,526	2,998,526	2,459,000	2,532,770	2,608,750	2,687,000	2,767,600
Sub-Total Transfers	\$ 30,854,414	\$ 12,704,686	\$ 8,752,526	\$ 11,960,308	\$ 13,837,100	\$ 11,222,213	\$ 11,509,876	\$ 11,100,160	\$ 11,193,155
<u>Other Financing Sources</u>	2,171,662	-	-	-	-	-	-	-	-
Total Sources	\$ 40,660,521	\$ 14,834,800	\$ 13,097,234	\$ 16,843,911	\$ 17,048,100	\$ 14,254,213	\$ 14,541,876	\$ 14,132,160	\$ 14,225,155
Uses									
<u>Operating Expenditures</u>									
Central Charges	\$ 1,617,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Interfund Transfers</u>									
Westminster Economic Development Author	950,000	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 2,567,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Additions to Continuous CIP Appropriations</u>	16,163,168	25,400,000	25,400,000	25,400,000	21,317,557	14,207,000	14,250,000	14,500,000	14,000,000
Total Uses	\$ 20,347,938	\$ 25,400,000	\$ 25,400,000	\$ 25,400,000	\$ 21,317,557	\$ 14,207,000	\$ 14,250,000	\$ 14,500,000	\$ 14,000,000
Beginning Spendable Fund Balance	\$ 14,516,777		\$ 14,516,777	\$ 5,960,688	\$ 1,691,231	\$ 1,738,444	\$ 2,030,320	\$ 1,662,480	\$ 1,662,480
Additions to (Use of) Fund Balance	\$ (10,565,200)		\$ (8,556,089)	\$ (4,269,457)	\$ 47,213	\$ 291,876	\$ (367,840)	\$ 225,155	\$ 225,155
Ending Fund Balance	\$ 3,951,577		\$ 5,960,688	\$ 1,691,231	\$ 1,738,444	\$ 2,030,320	\$ 1,662,480	\$ 1,887,635	\$ 1,887,635

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 \$8.8 million by the end of 2023, increasing 1% to \$8.9 million by the end of 2024, with annual increases in 2025-2028 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 \$3.4 million by the end of 2023. The 2024 Adopted Budget anticipates these revenues to reach \$3.5 million, with 4% increases each fiscal year through 2028. The 2024-2028 projections also include \$1 million in annual grant revenue.

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 decrease slightly in 2024 as the Golf Fund revenue increases.

Fund Balance

The 2024 year-end fund balance is budgeted at approximately \$400 thousand, \$500 thousand less than the 2023 year-end balance. This fund does not intend 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 2024, the spend-down of \$500 thousand is towards capital appropriations. 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)

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Sales & Use Taxes	\$ 8,268,819	\$ 8,647,618	\$ 5,133,875	\$ 8,866,349	\$ 8,961,756	\$ 9,304,682	\$ 9,608,831	\$ 9,893,496	\$ 10,167,768
Intergovernmental	3,391,374	3,343,548	1,488,846	3,417,875	4,588,768	4,768,207	4,956,617	5,154,448	5,362,170
Interest Income	309,210	150,000	558,405	698,979	292,000	248,900	248,900	248,900	248,900
Miscellaneous	39,795	5,000	89,650	89,650	5,000	5,000	5,000	5,000	5,000
<u>Interfund Transfers</u>									
General Capital Outlay Replacement Fund	176,255	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 282,544	\$ 74,128	\$ -	\$ 74,128	\$ 76,113	\$ 134,620	\$ 116,290	\$ 52,222	\$ 49,438
<u>Other Financing Sources</u>	13,796,290	-	-	-	-	-	-	-	-
Total Sources	\$ 12,291,740	\$ 12,220,294	\$ 7,270,777	\$ 13,146,980	\$ 13,923,637	\$ 14,461,409	\$ 14,935,638	\$ 15,354,065	\$ 15,833,277
Uses									
<u>Operating Expenditures</u>									
Parks, Recreation & Libraries	\$ 3,216,631	\$ 3,855,543	\$ 2,098,673	\$ 3,855,543	\$ 4,175,065	\$ 4,300,317	\$ 4,429,326	\$ 4,562,206	\$ 4,699,072
Central Charges	150,816	30,465	21,480	30,465	46,780	46,780	46,780	46,780	46,780
Sub-Total Operating	\$ 3,367,446	\$ 3,886,008	\$ 2,120,153	\$ 3,886,008	\$ 4,221,845	\$ 4,347,096	\$ 4,476,106	\$ 4,608,986	\$ 4,745,852
<u>Interfund Transfers</u>									
Transfer-Debt Service Fund	1,745,169	2,737,837	1,825,225	2,737,837	2,700,000	2,700,000	2,750,000	2,750,000	2,750,000
Transfer-General Capital Improvement Fund	180,000	-	-	-	-	-	-	-	-
Transfer-Golf Fund	425,000	1,130,000	753,334	1,130,000	1,000,000	1,200,000	1,300,000	1,200,000	1,225,000
Sub-Total Transfers	\$ 2,170,169	\$ 3,867,837	\$ 2,578,559	\$ 3,867,837	\$ 3,700,000	\$ 3,900,000	\$ 4,050,000	\$ 3,950,000	\$ 3,975,000
<u>Additions to Continuous CIP Appropriations</u>	\$22,819,562	4,743,000	4,743,000	4,743,000	6,500,000	6,000,000	6,500,000	6,800,000	7,000,000
Total Uses	\$ 28,357,177	\$ 12,496,845	\$ 9,441,712	\$ 12,496,845	\$ 14,421,845	\$ 14,247,096	\$ 15,026,106	\$ 15,358,986	\$ 15,720,852
Beginning Spendable Fund Balance	\$ 1,300,528		\$ 254,694	\$ 904,829	\$ 406,621	\$ 620,934	\$ 530,466	\$ 525,545	\$ 637,970
Additions to (Use of) Fund Balance	\$ (276,551)		\$ 650,135	\$ (498,208)	\$ 214,313	\$ (90,468)	\$ (4,921)	\$ 112,425	
Ending Fund Balance	\$ 1,023,977		\$ 904,829	\$ 406,621	\$ 620,934	\$ 530,466	\$ 525,545	\$ 637,970	

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 2023 payments are yet to be received as of the time of this writing, collections of these revenues are expected to reach approximately \$1.2 million by the end of 2023. The 2024 Adopted Budget assumes a 5% growth assumption expected each year in fiscal years 2024-2028, 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 2024 year-end fund balance is budgeted at approximately \$150 thousand, \$50 thousand more than the 2023 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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 23,905	\$ 17,000	\$ 19,998	\$ 44,416	\$ 37,600	\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000
Intergovernmental	1,107,824	1,143,638	638,854	1,200,732	1,260,769	1,323,807	1,389,997	1,459,497	1,532,472
Total Sources	\$ 1,131,730	\$ 1,160,638	\$ 658,852	\$ 1,245,148	\$ 1,298,369	\$ 1,355,807	\$ 1,421,997	\$ 1,491,497	\$ 1,564,472
Uses									
<i>Additions to Continuous CIP Appropriations</i>	\$1,375,001	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,250,000	\$ 1,350,000	\$ 1,450,000	\$ 1,500,000	\$ 1,500,000
Total Uses	\$ 1,375,001	\$ 1,320,000	\$ 1,320,000	\$ 1,320,000	\$ 1,250,000	\$ 1,350,000	\$ 1,450,000	\$ 1,500,000	\$ 1,500,000
Beginning Spendable Fund Balance	\$ 174,066		\$ 174,066	\$ 99,214	\$ 147,583	\$ 153,390	\$ 125,387	\$ 116,884	\$ 116,884
Additions to (Use of) Fund Balance	\$ (159,362)		\$ (74,852)	\$ 48,369	\$ 5,807	\$ (28,003)	\$ (8,503)	\$ 64,472	\$ 64,472
Ending Fund Balance	\$ 14,704		\$ 99,214	\$ 147,583	\$ 153,390	\$ 125,387	\$ 116,884	\$ 181,356	\$ 181,356

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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 12,590	\$ 14,051	\$ 8,051	\$ 19,424	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
<i>Interfund Transfers</i>									
Sales & Use Tax Fund	950,000	-	-	-	-	-	-	-	-
Parks, Open Space & Trails Fund	1,745,169	2,737,837	1,825,224	2,737,837	2,700,000	2,700,000	2,750,000	2,750,000	2,750,000
136th Avenue General Improvement District Fund	303,675	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 2,998,844	\$ 2,737,837	\$ 1,825,224	\$ 2,737,837	\$ 2,700,000	\$ 2,700,000	\$ 2,750,000	\$ 2,750,000	\$ 2,750,000
Total Sources	\$ 3,011,434	\$ 2,751,888	\$ 1,833,275	\$ 2,757,261	\$ 2,708,000	\$ 2,708,000	\$ 2,758,000	\$ 2,758,000	\$ 2,758,000
Uses									
<i>Debt Service (Sales Tax Bonds)</i>	\$ 3,021,819	\$ 2,752,388	\$ 632,779	\$ 2,754,438	\$ 2,756,223	\$ 2,762,413	\$ 2,755,169	\$ 2,756,162	\$ 2,758,050
Total Uses	\$ 3,021,819	\$ 2,752,388	\$ 632,779	\$ 2,754,438	\$ 2,756,223	\$ 2,762,413	\$ 2,755,169	\$ 2,756,162	\$ 2,758,050
Beginning Spendable Fund Balance	\$ 203,928		\$ 203,928	\$ 206,751	\$ 158,528	\$ 104,115	\$ 106,946	\$ 108,784	
Additions to (Use of) Fund Balance	\$ (500)		\$ 2,823	\$ (48,223)	\$ (54,413)	\$ 2,831	\$ 1,838	\$ (50)	
Ending Fund Balance	\$ 203,428		\$ 206,751	\$ 158,528	\$ 104,115	\$ 106,946	\$ 108,784	\$ 108,734	

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

The 2024 budget reflects a planned 4.5% increase to the water rates, as well as ongoing increases of 4.5% 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 2024 adopted budget shows a 4.5% increase over the 2023 budget in water sale revenue. Tap fees are reliant on construction activity which has slowed recently, thus this revenue is not projected to grow.

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 with 2024 being the last year of this transfer.

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%.

Fund Balance

The 2024 year-end fund balance is budgeted at approximately \$24 million less than the 2023 year-end fund balance. This fund does not intend 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. In 2024 approximately \$24 million in fund balance is being used towards capital.

Water Fund Revenues

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Licenses & Permits	\$ 95,558	\$ 107,000	\$ 57,535	\$ 95,579	\$ 101,750	\$ 101,750	\$ 101,750	\$ 101,750	\$ 101,750
Intergovernmental Revenue		-		-		-		-	
Charges for Services - Sales	47,990,997	47,417,081	19,725,281	45,644,351	49,550,848	51,708,846	53,961,802	56,313,922	58,769,601
Charges for Services - Tap Fees	2,246,213	5,000,000	1,042,796	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Charges for Services - Other	692,591	636,874	374,394	621,789	640,525	640,525	640,525	640,525	640,525
Interest Income	701,324	275,000	683,079	1,027,695	829,000	706,700	706,700	706,700	706,700
Miscellaneous	1,519,193	603,173	3,200,520	3,325,582	606,697	13,306,697	606,697	606,697	605,134
<u>Interfund Transfers</u>									
General Fund	5,000,000	5,000,000	2,916,667	5,000,000	5,000,000	-	-	-	-
Wastewater Fund	1,553,133	1,599,727	933,174	1,599,727	1,510,719	1,556,041	1,602,722	1,650,803	1,700,328
Utility Fund Rate Stabilization Fund	7,000,000	-		-		-		-	
Utility Fund Capital Project Reserve Fund	3,302,521	-	22,320,503	22,320,503			50,000,000		
Sub-Total Transfers	\$ 16,855,654	\$ 6,599,727	\$ 26,170,344	\$ 28,920,230	\$ 6,510,719	\$ 1,556,041	\$ 51,602,722	\$ 1,650,803	\$ 1,700,328
<u>Other Financing Sources</u>	19,961					144,000,000			30,000,000
Total Sources	\$ 70,121,492	\$ 60,638,855	\$ 51,253,949	\$ 84,635,227	\$ 63,239,539	\$ 217,020,558	\$ 112,620,196	\$ 65,020,398	\$ 97,524,037

Water Fund Uses

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<i>Operating Expenditures</i>									
Finance (1)	\$ 1,401,538	\$ 1,794,267	\$ 973,048	\$ 1,794,267	\$ -	\$ -	\$ -	\$ -	\$ -
Parks, Recreation and Libraries	180,323	180,276	106,011	180,276	229,494	236,379	243,470	250,774	258,298
Public Works & Utilities (1)	21,096,122	24,715,754	13,890,028	24,715,754	26,708,614	27,509,872	28,335,169	29,185,224	30,060,780
Central Charges	27,521	18,437	17,513	18,437	18,990	19,560	20,147	20,751	21,374
Sub-Total Operating	\$ 22,705,504	\$ 26,708,734	\$ 14,986,600	\$ 26,708,734	\$ 26,957,098	\$ 27,765,811	\$ 28,598,785	\$ 29,456,749	\$ 30,340,451
<i>Debt Service</i>	5,183,590	5,188,038	1,358,174	5,188,038	5,163,860	5,161,294	5,156,265	5,157,692	5,152,505
<i>Interfund Transfers</i>									
General Fund Cost Allocation	3,764,227	3,312,886	2,202,347	3,312,886	5,127,780	5,281,613	5,440,062	5,603,264	5,771,362
General Fund PILUT	-	977,400	657,844	977,400	713,800	1,495,944	1,405,640	556,104	484,800
Sales & Use Tax Fund PILUT	1,323,766	-	-	-	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	91,891	67,848	45,232	67,848	49,876	103,843	97,575	38,603	33,653
Property/Liability Self Insurance Fund	247,970	360,000	240,000	360,000	420,000	432,600	445,578	458,945	472,714
Worker's Compensation Self Insurance Fund	38,983	60,000	40,000	60,000	72,000	80,000	95,000	103,000	110,000
Utility Fund Rate Stabilization Fund	-	-	-	-	-	-	-	-	-
Utility Fund Capital Project Reserve Fund	10,914,602	18,633,949	12,422,633	18,633,949	-	-	-	-	-
Sub-Total Transfers	\$ 16,381,439	\$ 23,412,083	\$ 15,608,056	\$ 23,412,083	\$ 6,383,456	\$ 7,394,001	\$ 7,483,855	\$ 6,759,916	\$ 6,872,528
<i>Additions to Continuous CIP Appropriations</i>	\$23,062,332	5,330,000		5,330,000	48,717,000	106,232,000	82,175,000	39,499,000	29,387,000
Total Uses	\$ 67,332,864	\$ 60,638,855	\$ 31,952,830	\$ 60,638,855	\$ 87,221,414	\$ 146,553,106	\$ 123,413,905	\$ 80,873,357	\$ 71,752,485
Beginning Spendable Fund Balance		\$6,131,403		\$ 6,131,403	\$ 30,127,775	\$ 6,145,900	\$ 76,613,352	\$ 65,819,644	\$ 49,966,684
Additions to (Use of) Fund Balance	\$	-		\$ 23,996,372	\$ (23,981,875)	\$ 70,467,452	\$ (10,793,709)	\$ (15,852,959)	\$ 25,771,552
Ending Fund Balance	\$	6,131,403		\$ 30,127,775	\$ 6,145,900	\$ 76,613,352	\$ 65,819,644	\$ 49,966,684	\$ 75,738,237

(1) In 2024, Utility Billing transitioned out of the Finance Department and into Public Works & Utilities as part of a citywide reorganization.

Budget by Fund

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 2024 adopted budget assumes a 6% rate increase along with \$28 million revenue from a capital related debt issuance.

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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Charges for Services - Sales	\$ 21,468,749	\$ 22,043,266	\$ 13,230,786	\$ 22,622,863	\$ 23,990,000	\$ 24,767,813	\$ 26,253,882	\$ 27,829,114	\$ 29,498,862
Charges for Services - Tap Fees	542,960	2,000,000	201,694	\$ 1,821,886	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Charges for Services - Other	12,366	12,078	7,209	\$ 12,354	12,030	12,030	12,030	12,030	12,030
Interest Income	372,799	225,000	375,811	\$ 615,320	480,000	409,000	409,000	409,000	409,000
Miscellaneous	5,850	9,576	6,300	\$ 9,576	500,000	4,740,000	-	-	-
<u>Interfund Transfers</u>									
Utility Fund Capital Project Reserve Fund	4,354,394	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 4,354,394	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Other Financing Sources</u>	890				28,000,000	-	20,000,000	-	13,000,000
Total Sources	\$ 26,758,008	\$ 24,289,920	\$ 13,821,800	\$ 25,081,999	\$ 54,982,030	\$ 31,928,843	\$ 48,674,912	\$ 30,250,144	\$ 44,919,892

Wastewater Fund Uses

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Uses									
<i>Operating Expenditures</i>									
Public Works & Utilities	\$ 8,505,863	\$ 11,175,938	\$ 5,129,253	\$ 11,175,938	\$ 11,624,499	\$ 11,973,234	\$ 12,332,431	\$ 12,702,404	\$ 13,083,476
Central Charges	890	3,219	-	3,219	3,315	3,415	3,517	3,623	3,731
Sub-Total Operating	\$ 8,506,753	\$ 11,179,157	\$ 5,129,253	\$ 11,179,157	\$ 11,627,814	\$ 11,976,649	\$ 12,335,948	\$ 12,706,027	\$ 13,087,207
<i>Debt Service</i>	4,525,160	4,525,183	1,701,665	4,535,917	4,525,183	4,005,848	3,489,415	3,491,895	3,491,265
<i>Interfund Transfers</i>									
General Fund Cost Allocation	1,016,675	996,726	713,575	996,726	1,219,100	1,255,673	1,293,343	1,332,143	1,372,108
General Fund PILUT	-	73,637	-	73,637	273,500	354,857	194,610	169,189	200,396
Sales & Use Tax Fund PILUT	172,406	-	-	-	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	11,968	5,112	3,408	5,112	19,112	24,633	13,509	11,745	13,911
Property/Liability Self Insurance Fund	85,930	90,000	60,000	90,000	100,000	103,000	106,090	109,273	112,551
Worker's Compensation Self Insurance Fund	13,509	15,000	10,000	15,000	18,000	20,000	25,000	27,500	30,000
Water Fund	1,553,133	1,599,727	1,066,485	1,599,727	1,510,719	1,556,041	1,602,722	1,650,803	1,700,328
Utility Fund Rate Stabilization Fund	-	-	-	-	-	-	-	-	-
Utility Fund Capital Project Reserve Fund	2,122,099	849,746	566,497	849,746	-	-	-	-	-
Sub-Total Transfers	\$ 4,975,720	\$ 3,629,948	\$ 2,419,965	\$ 3,629,948	\$ 3,140,431	\$ 3,314,204	\$ 3,235,274	\$ 3,300,653	\$ 3,429,293
<i>Additions to Continuous CIP Appropriations</i>	\$9,401,000	4,945,000		4,945,000	19,810,000	24,537,000	13,245,000	15,716,000	613,000
Total Uses	\$27,408,633	\$ 24,279,288	\$ 9,250,883	\$ 24,290,022	\$ 39,103,428	\$ 43,833,700	\$ 32,305,637	\$ 35,214,575	\$ 20,620,766
Beginning Spendable Fund Balance		\$1,344,334		\$ 1,344,334	\$ 2,136,311	\$ 18,014,913	\$ 6,110,056	\$ 22,479,331	\$ 17,514,900
Additions to (Use of) Fund Balance	\$	10,632	\$	791,977	\$ 15,878,602	\$ (11,904,857)	\$ 16,369,275	\$ (4,964,431)	\$ 24,299,126
Ending Fund Balance	\$	1,354,966	\$	2,136,311	\$ 18,014,913	\$ 6,110,056	\$ 22,479,331	\$ 17,514,900	\$ 41,814,026

Budget by Fund

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 88% of all fund revenues in 2024 at \$4.2 million, and assume no rate increase in 2024. The stormwater drainage fees are imposed on the owners of each lot or parcel of land within the City containing an impervious surface.

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 2024 and future years (approximately 50% 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 2024-2028.

Fund Balance

The 2024 year-end fund balance is budgeted at approximately \$630 thousand, \$136 thousand more than the 2023 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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Charges for Services	\$ 4,229,727	\$ 4,434,081	\$ 2,113,106	\$ 4,225,600	\$ 4,229,728	\$ 4,219,238	\$ 4,219,238	\$ 4,272,128	\$ 4,293,488
Interest Income	104,880	77,000	68,758	\$ 142,805	145,000	124,000	124,000	124,000	124,000
Miscellaneous (1)	456,611	456,611	456,611	\$ 456,611	456,611	456,611	-	-	-
Total Sources	\$ 4,791,218	\$ 4,967,692	\$ 2,638,475	\$ 4,825,016	\$ 4,831,339	\$ 4,799,849	\$ 4,343,238	\$ 4,396,128	\$ 4,417,488
Uses									
<i>Operating Expenditures</i>									
Community Development (2)	\$ 952,357	\$ 1,488,827	\$ 549,346	\$ 1,488,827	\$ -	\$ -	\$ -	\$ -	\$ -
Parks, Recreation and Libraries	209,257	275,000	105,723	275,000	275,000	275,000	275,000	275,000	275,000
Public Works & Utilities (2)	208,583	345,800	100,200	345,800	1,545,441	1,591,804	1,639,558	1,688,745	1,739,407
Sub-Total Operating	\$ 1,370,197	\$ 2,109,627	\$ 755,269	\$ 2,109,627	\$ 1,820,441	\$ 1,866,804	\$ 1,914,558	\$ 1,963,745	\$ 2,014,407
<i>Interfund Transfers</i>									
General Fund Cost Allocation	132,157	244,464	174,197	244,464	400,400	412,412	424,784	437,528	450,654
General Fund PILUT	-	16,831	-	16,831	102,000	88,500	75,000	27,000	27,000
Sales & Use Tax Fund PILUT	35,000	-	-	-	-	-	-	-	-
Parks, Open Space & Trails Fund PILUT	2,430	1,168	779	1,168	7,125	6,143	5,206	1,874	1,874
Sub-Total Transfers	\$ 169,587	\$ 262,463	\$ 174,976	\$ 262,463	\$ 509,525	\$ 507,055	\$ 504,991	\$ 466,402	\$ 479,528
<i>Additions to Continuous CIP Appropriations</i>	\$3,422,000	3,365,000		3,365,000	2,365,000	2,365,000	1,765,000	1,665,000	
Total Uses	\$ 4,961,784	\$ 5,737,090	\$ 930,245	\$ 5,737,090	\$ 4,694,966	\$ 4,738,860	\$ 4,184,549	\$ 4,095,147	\$ 2,493,935
Beginning Spendable Fund Balance	\$ 1,405,895			\$ 1,405,895	\$ 493,821	\$ 630,194	\$ 691,183	\$ 849,872	\$ 1,150,853
Additions to (Use of) Fund Balance	\$ (769,398)			\$ (912,074)	\$ 136,373	\$ 60,989	\$ 158,689	\$ 300,981	\$ 1,923,553
Ending Fund Balance	\$ 636,497			\$ 493,821	\$ 630,194	\$ 691,183	\$ 849,872	\$ 1,150,853	\$ 3,074,406

(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.

(2) In 2024, Stormwater Operations and Engineering transitioned from the Community Development Department into Public Works & Utilities as part of a citywide reorganization.

Budget by Fund

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 2024 includes interest earnings generated on existing fund balances.

Expenditures/Uses

The 2024 Adopted Budget does not anticipate the use of any funds.

Utility Fund Rate Stabilization Reserve Fund

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Interest Income	\$ 217,816	\$ 195,000	\$ 154,103	\$ 386,999	\$ 276,000	\$ 235,200	\$ 235,200	\$ 235,200	\$ 235,200
<u>Interfund Transfers</u>									
Water Fund	-	-	-	-	-	-	-	-	-
Wastewater Fund	-	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 217,816	\$ 195,000	\$ 154,103	\$ 386,999	\$ 276,000	\$ 235,200	\$ 235,200	\$ 235,200	\$ 235,200
Uses									
<u>Interfund Transfers</u>									
Water Fund	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Fund	-	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Uses	\$ 7,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Spendable Fund Balance		\$14,677,877		\$ 15,280,272	\$ 15,667,271	\$ 15,943,271	\$ 16,178,471	\$ 16,413,671	\$ 16,648,871
Additions to (Use of) Fund Balance	\$ 195,000			\$ 386,999	\$ 276,000	\$ 235,200	\$ 235,200	\$ 235,200	\$ 235,200
Ending Fund Balance		\$ 14,872,877		\$ 15,667,271	\$ 15,943,271	\$ 16,178,471	\$ 16,413,671	\$ 16,648,871	\$ 16,884,071

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 2024 include interest earnings generated on existing fund balances.

Expenditures/Uses

The 2024 Adopted Budget anticipates does not anticipate uses of the Utility Fund Capital Projects Reserve Fund.

Fund Balance

The 2024 year-end fund balance is budgeted at approximately \$72 million, \$1 million than the 2023 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 2024, 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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<u>Revenues</u>									
Interest Income	\$ 843,025	\$ 605,000	\$ 608,826	\$ 1,532,515	\$ 1,135,800	\$ 968,000	\$ 968,000	\$ 968,000	\$ 968,000
<u>Interfund Transfers</u>									
Water Fund	10,914,602	18,633,949	12,422,632	18,633,949	-	-	-	-	-
Wastewater Fund	2,122,099	849,746	566,497	849,746	-	-	-	-	-
Sub-Total Transfers	\$ 13,036,701	\$ 19,483,695	\$ 12,989,129	\$ 19,483,695	\$ -	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 13,879,726	\$ 20,088,695	\$ 13,597,955	\$ 21,016,210	\$ 1,135,800	\$ 968,000	\$ 968,000	\$ 968,000	\$ 968,000
Uses									
<u>Interfund Transfers</u>									
Water Fund	\$ 3,302,521	\$ -	\$ 22,320,503	\$ 22,320,503	\$ -	\$ -	\$ 50,000,000	\$ -	\$ -
Wastewater Fund	4,354,394	-	-	-	-	-	-	-	-
Sub-Total Transfers	\$ 7,656,915	\$ -	\$ 22,320,503	\$ 22,320,503	\$ -	\$ -	\$ 50,000,000	\$ -	\$ -
Total Uses	\$ 7,656,915	\$ -	\$ 22,320,503	\$ 22,320,503	\$ -	\$ -	\$ 50,000,000	\$ -	\$ -
Beginning Spendable Fund Balance		\$69,914,705		\$ 72,785,879	\$ 71,481,586	\$ 72,617,386	\$ 73,585,386	\$ 24,553,386	\$ 25,521,386
Additions to (Use of) Fund Balance	\$ 20,088,695			\$ (1,304,293)	\$ 1,135,800	\$ 968,000	\$ (49,032,000)	\$ 968,000	\$ 968,000
Ending Fund Balance		\$ 90,003,400		\$ 71,481,586	\$ 72,617,386	\$ 73,585,386	\$ 24,553,386	\$ 25,521,386	\$ 26,489,386

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 \$5.1 million in 2023, a significant increase from 2022 due to a partial closure of a golf course for irrigation improvements. 2024 revenue is projected to significantly increase up to \$5.2 million.

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.

Expenditures/Uses

The Golf Fund pays for operational and capital improvement costs associated with the Golf Fund.

Golf Fund

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Other Grants	\$ 3,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	4,140,228	5,167,813	3,231,495	5,149,790	5,284,665	5,248,825	5,296,825	5,345,047	5,393,975
Interest Income	41,631	12,500	25,139	43,747	13,600	13,600	13,600	13,600	13,600
Miscellaneous	35,551	1,250	1,116	1,116	1,250	1,250	1,250	1,250	1,250
<i>Interfund Transfers</i>									
Parks, Open Space & Trails Fund	425,000	1,130,000	659,167	1,130,000	1,000,000	1,200,000	1,300,000	1,200,000	1,225,000
<i>Other Financing Sources</i>	2,900	-	-	-	-	-	-	-	-
Total Sources	\$ 4,648,560	\$ 6,311,563	\$ 3,916,917	\$ 6,324,653	\$ 6,299,515	\$ 6,463,675	\$ 6,611,675	\$ 6,559,897	\$ 6,633,825
Uses									
<i>Operating Expenditures</i>									
Parks, Recreation & Libraries	\$ 5,069,207	\$ 4,482,319	\$ 3,139,343	\$ 4,482,319	\$ 4,874,389	\$ 5,020,621	\$ 5,171,239	\$ 5,326,376	\$ 5,486,168
Central Charges	-	-	-	-	-	-	-	-	-
Sub-Total Operating	5,069,207	4,482,319	3,139,343	4,482,319	4,874,389	5,020,621	5,171,239	5,326,376	5,486,168
<i>Debt Service (COPs, Leases)</i>	-	1,040,500	-	1,040,500	819,813	814,720	819,259	542,040	543,669
<i>Additions to Continuous CIP Appropriations</i>	524,000	719,000	-	719,000	616,000	575,000	575,000	575,000	575,000
Total Uses	\$ 5,593,207	\$ 6,241,819	\$ 3,139,343	\$ 6,241,819	\$ 6,310,202	\$ 6,410,340	\$ 6,565,498	\$ 6,443,416	\$ 6,604,837
Beginning Spendable Fund Balance	\$ 170,605		\$ 170,605	\$ 253,439	\$ 242,752	\$ 296,087	\$ 342,264	\$ 458,745	
Additions to (Use of) Fund Balance	\$ 69,744		\$ 82,834	\$ (10,687)	\$ 53,335	\$ 46,177	\$ 116,481	\$ 28,988	
Ending Fund Balance	\$ 240,349		\$ 253,439	\$ 242,752	\$ 296,087	\$ 342,264	\$ 458,745	\$ 487,733	

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 46% of fund revenues in 2024, an increase from 36% in 2023.

Expenditures/Uses

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

Fund Balance

The 2024 year-end fund balance is budgeted at approximately \$230 thousand, \$50 thousand less than the 2023 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

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Charges for Services	\$ 102,718	\$ 110,000	\$ 78,975	\$ 159,389	\$ 160,000	\$ 172,500	\$ 175,000	\$ 179,000	\$ 185,000
Fines	19,822	45,000	65,121	193,221	185,000	185,000	185,000	185,000	185,000
Interest Income	1,726	1,600	1,911	3,635	2,500	2,200	2,200	2,200	2,200
<i>Interfund Transfers</i>									
General Fund	520,183	615,000	358,750	615,000	400,000	460,000	480,000	500,000	520,000
Total Sources	\$ 644,449	\$ 771,600	\$ 504,758	\$ 971,245	\$ 747,500	\$ 819,700	\$ 842,200	\$ 866,200	\$ 892,200
Uses									
<i>Operating Expenditures</i>									
Community Development	\$ 645,267	\$ 839,180	\$ 387,963	\$ 839,180	\$ 795,379	\$ 814,090	\$ 838,513	\$ 863,668	\$ 889,579
<i>Additions to Continuous CIP Appropriations</i>									
Total Uses	\$ 645,267	\$ 839,180	\$ 387,963	\$ 839,180	\$ 795,379	\$ 814,090	\$ 838,513	\$ 863,668	\$ 889,579
Beginning Spendable Fund Balance	\$	146,082		\$ 146,082	\$ 278,147	\$ 230,268	\$ 235,878	\$ 239,565	\$ 242,097
Additions to (Use of) Fund Balance	\$	(67,580)		\$ 132,065	\$ (47,879)	\$ 5,610	\$ 3,687	\$ 2,532	\$ 2,621
Ending Fund Balance	\$	78,502		\$ 278,147	\$ 230,268	\$ 235,878	\$ 239,565	\$ 242,097	\$ 244,718

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)

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income (I)	\$ 79,581	\$ -	\$ 72,165	\$ 183,025	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	143,612	-							
Internal Billings	4,174,872	5,382,000	3,834,000	5,382,000	4,574,000	5,221,000	3,462,000	3,443,000	4,045,000
<i>Interfund Transfers</i>									
General Fund	1,370,000	-	-	-	-	-	-	-	-
<i>Other Financing Sources</i>	1,294,217	-							
Total Sources	\$ 7,062,282	\$ 5,382,000	\$ 3,906,165	\$ 5,565,025	\$ 4,574,000	\$ 5,221,000	\$ 3,462,000	\$ 3,443,000	\$ 4,045,000
Uses									
<i>Interfund Transfers</i>									
Parks, Open Space & Trails Fund	176,255	-	-	-	-	-	-	-	-
<i>Additions to Continuous CIP Appropriations</i>	\$6,391,337	\$ 5,382,000	\$ 5,382,000	\$ 5,382,000	\$ 4,574,000	\$ 5,221,000	\$ 3,462,000	\$ 3,443,000	\$ 4,045,000
Total Uses	\$ 6,567,592	\$ 5,382,000	\$ 5,382,000	\$ 5,382,000	\$ 4,574,000	\$ 5,221,000	\$ 3,462,000	\$ 3,443,000	\$ 4,045,000
Beginning Spendable Fund Balance	\$ 401,955		\$ 401,955	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980
Additions to (Use of) Fund Balance	\$ -		\$ 183,025	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 401,955		\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980	\$ 584,980

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.

Fleet Maintenance Fund

	2022	2023	2023 YTD	2023	2024	2025	2026	2027	2028
	Actuals	Revised	Actual	Projected	Adopted	Projected	Projected	Projected	Projected
Sources (other than fund balance)									
<i>Revenues</i>									
Interest Income	\$ 10,887	\$ 9,000	\$ 8,717	\$ 21,424	\$ 9,600	\$ 8,200	\$ 8,200	\$ 8,200	\$ 8,200
Miscellaneous	5,821	-	-	-	-	-	-	-	-
Internal Billings	2,981,665	4,217,576	2,817,241	4,217,576	4,401,744	4,752,719	4,895,546	5,042,658	5,194,184
<i>Other Financing Sources</i>	623,817								
Total Sources	\$ 3,622,190	\$ 4,226,576	\$ 2,825,958	\$ 4,239,000	\$ 4,411,344	\$ 4,760,919	\$ 4,903,746	\$ 5,050,858	\$ 5,202,384
Uses									
<i>Operating Expenditures</i>									
Central Charges	\$ 623,817	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Services (2)	\$ 3,331,096	\$ 4,217,576	\$ 2,278,878	\$ 4,217,576	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works & Utilities (2)	\$ -	\$ -	\$ -	\$ -	\$ 4,622,251	\$ 4,760,919	\$ 4,903,746	\$ 5,050,858	\$ 5,202,384
Total Uses	\$ 3,331,096	\$ 4,217,576	\$ 2,278,878	\$ 4,217,576	\$ 4,622,251	\$ 4,760,919	\$ 4,903,746	\$ 5,050,858	\$ 5,202,384
Beginning Spendable Fund Balance	\$ 924,585		\$ 924,585	\$ 946,009	\$ 735,102	\$ 735,102	\$ 735,102	\$ 735,102	\$ 735,102
Additions to (Use of) Fund Balance	\$ 9,000		\$ 21,424	\$ (210,907)	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance (1)	\$ 933,585		\$ 946,009	\$ 735,102	\$ 735,102	\$ 735,102	\$ 735,102	\$ 735,102	\$ 735,102

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

(2) In 2024, the General Services Department was dissolved as part of a citywide reorganization and Fleet Management transitioned into Public Works & Utilities.

Interfund Transfers - 2024 Adopted Budget

From:	To:	For:	2024 Adopted Interfund Transfers	2024 Adopted Internal Service Charges
General Fund	Parking Management Fund	Subsidy	\$ 400,000	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$ 2,945,000	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$ 510,000	
	General Capital Improvement Fund	General Capital Improvement Projects	\$ 11,000,000	
	Water Fund	Subsidy	\$ 5,000,000	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 3,394,010
	General Capital Outlay Replacement Fund	General Fund Radio Replacements		\$ 500,000
	General Capital Outlay Replacement Fund	SCBA Replacement		\$ 150,000
	General Capital Outlay Replacement Fund	Fleet Replacements		\$ 95,000
	General Capital Outlay Replacement Fund	Fire Apparatus Leases		\$ 3,829,000
Water Fund	General Fund	General Fund Indirect Cost Allocation	\$ 5,127,780	
	General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 713,800	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 49,876	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$ 420,000	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$ 72,000	
	Utility Fund Capital Project Reserve	Future Year Capital Projects	\$ -	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 484,698
Wastewater Fund	General Fund	General Fund Indirect Cost Allocation	\$ 1,219,100	
	General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 273,500	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 19,112	
	Property/Liability Self-Insurance Fund	Property/Liability Fund Contributions	\$ 100,000	
	Worker's Compensation Self Insurance Fund	Worker's Compensation Fund Contributions	\$ 18,000	
	Water Fund	Cost Share of Admin, Engineering, & Utility Billing	\$ 1,510,719	
	Utility Fund Capital Project Reserve	Future Year Capital Projects	\$ -	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 240,610
Storm Drainage Fund	General Fund	General Fund Indirect Cost Allocation	\$ 400,400	
	General Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 102,000	
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$ 7,125	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 1,796
Golf Course Fund (Legacy)	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 25,000
Golf Course Fund (Preserve at Walnut Creek)	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 25,000
Fleet Maintenance Fund	General Capital Outlay Replacement Fund	PC Replacement Contributions		\$ -
Parks, Open Space & Trails (POST) Fund	Golf Course Fund	Subsidy for Operations & Debt Service	\$ 1,000,000	
	Debt Service Fund	POST Fund Bonded Debt Service	\$ 2,700,000	
	Fleet Maintenance Fund	Fleet Maintenance & Fuel Billings		\$ 226,004
Total			\$33,588,412	\$8,971,118
Combined Total				\$42,559,530



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 2022 Annual Comprehensive Financial Report (report as of December 31, 2022), the total actual value of taxable property in the City was calculated at \$21,456,524,913, resulting in a debt limit of \$643,695,747. The City’s debt applicable to the limit at the time was \$65,649,454, leaving a legal debt margin of \$578,046,293.

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	2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)	
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds									
Sales & Use Tax	Refunding certain of the series 2007 sales and	Principal	\$ 1,250,000	\$ 1,315,000	\$ 1,380,000	\$ 1,445,000	\$ 1,520,000	\$ 11,845,000	
Revenue Refunding Bonds - POST	use tax revenue refunding and improvement	Interest	495,669	433,169	367,419	298,419	226,169	2,126,300	
\$18,500,000; Issued 12/2015	bonds, originally issued to finance open space	Total	1,745,669	1,748,169	1,747,419	1,743,419	1,746,169	13,971,300	
	and parkland								
Parks, Open Space & Trails (POST) Fund .25% Sales & Use Tax Revenue Bonds									
Speical Purpose Sales & Use Tax		Principal	550,000	570,000	585,000	610,000	630,000	13,370,000	
Loan - POST		Interest	457,254	438,444	418,950	398,943	378,081	4,755,168	
\$13,785,000; Issued 08/2022		Total	1,007,254	1,008,444	1,003,950	1,008,943	1,008,081	18,125,168	
Total Sales & Use Tax Revenue Bonds			Principal	1,800,000	1,885,000	1,965,000	2,055,000	2,150,000	25,215,000
			Interest	952,923	871,613	786,369	697,362	604,250	6,881,468
			Total	\$ 2,752,923	\$ 2,756,613	\$ 2,751,369	\$ 2,752,362	\$ 2,754,250	\$ 32,096,468

(1) Certain obligations extend beyond 2028; 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		2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)
Refunding of 2005 COPs	Refunding of COPs issued for the construction of the 144th & I-25 Interchange	Principal	\$ 1,215,000	\$ 1,260,000	\$ -	\$ -	\$ -	\$ 2,475,000
2013 COPs Issued 1/13		Interest	99,000	50,400	-	-	-	149,400
\$11,095,000		Total	1,314,000	1,310,400	-	-	-	2,624,400
2015 COPs Issued 7/15	Downtown Westminster parking garage, roadway infrastructure and parks/streetscape.	Principal	1,450,000	1,510,000	1,585,000	1,665,000	1,745,000	30,935,000
\$40,000,000		Interest	1,449,101	1,393,700	1,318,200	1,238,950	1,155,700	12,593,851
		Total	2,899,101	2,903,700	2,903,200	2,903,950	2,900,700	43,528,851
Refunding of 2007 COPs	Refunding of COPs issued for general capital facilities & street improvements	Principal	1,315,000	1,360,000	-	-	-	2,675,000
2016 COPs Issued 9/16		Interest	120,600	68,000	-	-	-	188,600
\$14,995,000		Total	1,435,600	1,428,000	-	-	-	2,863,600
Total General Fund Certificates of Participation		Principal	3,980,000	4,130,000	1,585,000	1,665,000	1,745,000	36,085,000
		Interest	1,668,701	1,512,100	1,318,200	1,238,950	1,155,700	12,931,851
		Total	\$ 5,648,701	\$ 5,642,100	\$ 2,903,200	\$ 2,903,950	\$ 2,900,700	\$ 49,016,851
Less Related External Funding:								
Thornton's Reimbursement for 2005 COPs	IGA with City of Thornton to jointly fund the 144th Interchange	Principal	\$ 1,150,000	\$ 1,205,000	\$ -	\$ -	\$ -	\$ 2,355,000
		Interest	117,750	60,250	-	-	-	178,000
		Total	1,267,750	1,265,250	-	-	-	2,533,000
Net General Fund Certificates of Participation		Principal	2,830,000	2,925,000	1,585,000	1,665,000	1,745,000	33,730,000
		Interest	1,550,951	1,451,850	1,318,200	1,238,950	1,155,700	12,753,851
		Total	\$ 4,380,951	\$ 4,376,850	\$ 2,903,200	\$ 2,903,950	\$ 2,900,700	\$ 46,483,851

(1) Certain obligations extend beyond 2028; amounts in this column represent outstanding amounts through the final maturity.

General Fund lease purchases are a form of borrowing for the acquisition of capital equipment. 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		2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)
Fire Truck 107' Ladder 2019	Fire truck acquisition	Principal	\$ 152,489	\$ 156,988	\$ 161,619	\$ -	\$ -	471,096
\$1,139,835		Interest	13,897	9,399	4,768	-	-	28,064
Purchased 2/2019		Total	166,386	166,387	166,387	-	-	499,160
Fire Truck Dash Skyboom 2020	Fire truck acquisition	Principal	87,223	88,356	89,504	90,667	-	355,750
\$613,388		Interest	4,621	3,488	2,340	1,178	-	11,628
Purchased 5/2020		Total	91,844	91,844	91,844	91,844	-	367,378
Pierce Dash Engine 2021	Fire truck acquisition	Principal	86,473	87,647	88,837	90,044	91,267	444,268
\$613,388		Interest	6,033	4,859	3,669	2,462	1,239	18,262
Purchased 1/2021		Total	92,506	92,506	92,506	92,506	92,506	462,530
Fire Truck 2022 - Aerial	Fire truck acquisition	Principal	177,305	180,981	184,733	188,562	192,471	1,120,513
\$1,300,000		Interest	23,228	19,553	15,801	11,971	8,063	82,689
		Total	200,534	200,534	200,534	200,534	200,534	1,203,201
Parks Maintenance Equipment	Parks maintenance	Principal	178,996	181,252	183,898	-	-	544,145
\$900,070	equipment acquisition	Interest	7,781	5,222	2,630	-	-	15,633
Purchased 2021		Total	186,777	186,473	186,528	-	-	559,778
Total General Fund Leases		Principal	682,487	695,224	708,591	369,273	283,738	2,935,772
		Interest	55,561	42,520	29,207	15,611	9,302	156,275
		Total	\$ 738,048	\$ 737,744	\$ 737,798	\$ 384,884	\$ 293,040	\$ 3,092,047

(1) Certain obligations extend beyond 2028; amounts in this column represent outstanding amounts through the final maturity.

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		2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)
2021 COPS Issued 9/1	Financing of golf course irrigation	Principal	\$ 430,000	\$ 435,000	\$ 445,000	\$ 450,000	\$ 460,000	\$ 6,230,000
\$6,650,000	replacements at Legacy Ridge Golf	Interest	113,266	105,311	97,171	88,939	80,568	807,756
	Course and Preserve at Walnut Creek	Total	543,266	540,311	542,171	538,939	540,568	7,037,756
	Golf Course							
Golf Maintenance Equipment	Golf maintenance equipment	Principal	260,428	263,710	267,560	-	-	791,697
\$1,309,546	acquisition	Interest	11,321	7,597	3,826	-	-	22,745
Purchased 2021		Total	271,749	271,307	271,386	-	-	814,442
Total Golf Course Fund COPs & Leases		Principal	690,428	698,710	712,560	450,000	460,000	7,021,697
		Interest	124,588	112,908	100,997	88,939	80,568	830,501
		Total	\$ 815,016	\$ 811,618	\$ 813,557	\$ 538,939	\$ 540,568	\$ 7,852,198

(1) Certain obligations extend beyond 2028; 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		2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)
Water System Debt								
Water 2016 \$26,040,640 Issued 05/16	Pressure Zone 3 Expansion and Sheridan Water Main replacement	Principal Interest Total	\$ 743,135 580,273 1,323,409	\$ 772,547 550,548 1,323,095	\$ 803,920 519,646 1,323,565	\$ 837,253 487,489 1,324,742	\$ 878,429 445,626 1,324,056	\$ 12,803,890 4,405,048 17,208,938
Water 2019 \$36,150,368 Issued 12/2019	Water system improvements: Water 2025, High Service Pump Station Repair & Replacement, Wattenberg Reservoir	Principal Interest Total	- 1,415,450 1,415,450	- 1,415,450 1,415,450	- 1,415,450 1,415,450	- 1,415,450 1,415,450	- 1,415,450 1,415,450	36,150,368 17,759,029 53,909,396
Water 2020-Refunding of 2010 BABs \$17,380,000 Issued 06/2020	Original bonds paid for the reclamation plant, expansion of the Northwest Water Treatment Facility and other capital projects.	Principal Interest Total	1,755,000 665,400 2,420,400	1,810,000 612,750 2,422,750	1,895,000 522,250 2,417,250	1,990,000 427,500 2,417,500	2,085,000 328,000 2,413,000	14,010,000 2,894,150 16,904,150
Total Water System Debt		Principal Interest Total	2,498,135 2,661,123 \$ 5,159,258	2,582,547 2,578,747 \$ 5,161,294	2,698,920 2,457,345 \$ 5,156,265	2,827,253 2,330,439 \$ 5,157,692	2,963,429 2,189,076 \$ 5,152,505	62,964,257 25,058,226 \$ 88,022,484

(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.

Debt Service



Utility Fund Debt⁽²⁾

Borrowing	Purpose		2024	2025	2026	2027	2028	Outstanding Balance as of 12/31/23 (1)
Wastewater System Debt								
Wastewater Plant 2005	Expansion and repairs Big Dry Creek (BDC)	Principal	\$ 1,022,500	\$ 517,335	\$ -	\$ -	\$ -	\$ 1,539,835
\$15,440,000	Wastewater Treatment Facility	Service Fees	10,055	-	-	-	-	10,055
Issued 05/05		Total	1,032,555	517,335	-	-	-	1,549,890
Big Dry Creek Sewer Interceptor	Repair and improvement of the BDC	Principal	1,063,953	1,081,252	1,099,174	1,116,705	1,133,014	19,778,314
\$23,331,532	interceptor sewer	Interest	150,026	131,401	113,651	96,776	80,901	893,136
Issued 05/2020		Service Fees	151,655	151,655	151,655	151,655	151,655	1,849,024
		Total	1,365,634	1,364,308	1,364,480	1,365,136	1,365,570	22,520,473
Wastewater 2016	BDC Biosolids/Dewatering, Little Dry Creek	Principal	1,151,865	1,197,453	1,246,080	1,297,747	1,361,571	19,846,110
\$16,789,360	interceptor repairs, Lift Stations	Interest	899,427	853,352	805,454	755,611	690,724	6,827,852
Issued 05/16		Total	2,051,292	2,050,805	2,051,535	2,053,358	2,052,294	26,673,962
Wastewater 2019	BDC interceptor repair and replacement and	Principal	-	-	-	-	-	1,874,633
\$1,874,633	capacity increase, south and east sewer	Interest	73,400	73,400	73,400	73,400	73,400	920,921
Issued 12/2019	interceptor	Total	73,400	73,400	73,400	73,400	73,400	2,795,554
Total Wastewater System Debt		Principal	3,238,317	2,796,039	2,345,254	2,414,452	2,494,585	43,038,891
		Interest	1,122,853	1,058,154	992,506	925,788	845,025	8,641,909
		Service Fees	161,710	151,655	151,655	151,655	151,655	1,859,079
		Total	\$ 4,522,881	\$ 4,005,848	\$ 3,489,415	\$ 3,491,895	\$ 3,491,265	\$ 53,539,879
Total Utility Fund Debt		Principal	5,736,453	5,378,587	5,044,174	5,241,705	5,458,014	106,003,149
		Interest	3,783,976	3,636,901	3,449,851	3,256,226	3,034,101	33,700,136
		Service Fees	161,710	151,655	151,655	151,655	151,655	1,859,079
		Total	\$ 9,682,139	\$ 9,167,143	\$ 8,645,680	\$ 8,649,586	\$ 8,643,770	\$ 141,562,363

(1) Certain obligations extend beyond 2028; 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							Outstanding
			2024	2025	2026	2027	2028	Balance as of 12/31/23
WEDA 2012 (N Huron)	Construction of public infrastructure	Principal	\$ 4,109,000	\$ 4,253,000	\$ 4,402,000	\$ 4,557,000	\$ 4,715,000	\$ 22,036,000
\$59,000,000	improvements in the North Huron	Interest	773,464	629,238	479,958	325,448	165,496	2,373,604
Issued 8/12	Urban Renewal Area	Total	4,882,464	4,882,238	4,881,958	4,882,448	4,880,496	24,409,604
WEDA 2012 (Mandalay)	Land acquisition and infrastructure	Principal	1,910,000	1,970,000	2,050,000	2,150,000	2,250,000	10,330,000
\$35,830,000	improvements for the Mandalay	Interest	419,225	361,925	283,125	180,625	73,125	1,318,025
Issued 8/12	Gardens project	Total	2,329,225	2,331,925	2,333,125	2,330,625	2,323,125	11,648,025
WEDA 2022 (S Sheridan)	The construction of public	Principal	317,833	326,097	-	-	-	643,930
\$954,716	infrastructure improvements in the	Interest	16,742	8,479	-	-	-	25,221
Issued 9/22	South Sheridan Urban Renewal Area (Refunding)	Total	334,575	334,575	-	-	-	669,150
Total WEDA Debt		Principal	6,336,833	6,549,097	6,452,000	6,707,000	6,965,000	33,009,930
		Interest	1,209,431	999,642	763,083	506,073	238,621	3,716,850
		Total	\$ 7,546,264	\$ 7,548,738	\$ 7,215,083	\$ 7,213,073	\$ 7,203,621	\$ 36,726,779



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. This plan was reviewed and revised in March of 2023. 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 “2024 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
2.1: Continue to institute public safety practices that promote customer service, transparency and trust with the community	2.1.a: Foster safe and livable housing through proactive code enforcement and rental housing inspections	2.1.a (i): 15% increase in officer-initiated cases in 2022	Community Development
		2.1.a (ii): Using 2019 as the benchmark, increase voluntary compliance with code from 82% to 90% by December 31, 2023	
	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	2.1.b (i): Decrease the number of reports taken by sworn personnel by 10% by December 31, 2023	Police Department
	2.1.c: Ensure recruitment, training, and retention strategies for the Police Department to ensure that Westminster is a desired place of employment	2.1.c (i): Establish public safety workforce engagement benchmarks by department based upon the results of the Gallup Q ¹² Employee Engagement Survey by December 2022	Human Resources + Police Department
2.1.c (ii): Achieve police officer full strength in staffing by December 31, 2023			
2.2: Leverage partnerships with local, regional and state organizations to provide a broad framework of policies, programs and support	2.2.a: Built for Zero-Focusing on Ending Homelessness for Veterans	2.2.a (i): 50% decrease in homelessness within the Veteran population in the City by June 30, 2026	Parks, Recreation and Libraries
2.3: Connect the City's populations with local, regional, state and national resources	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	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	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	Actual	Budget	Budget
	FY 2021	FY 2022	FY 2023	FY 2024
Personnel	127,733	155,063	229,781	251,950
Contractual	51,816	53,350	129,502	113,350
Commodities	6,973	24,675	10,650	10,650
Other	-	-	-	-
Program Total	186,522	233,088	369,933	375,950

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.

2022-23 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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,712,739	2,222,695	2,660,633	2,715,255
Contractual	36,269	128,441	97,738	85,910
Commodities	5,630	6,155	9,379	9,400
Other	380	4,370	-	-
Program Total	1,755,018	2,361,661	2,767,750	2,810,565

Staffing Overview

	2021	2022	2023	2024
FTE Staff	16.8	16.8	16.8	16.8

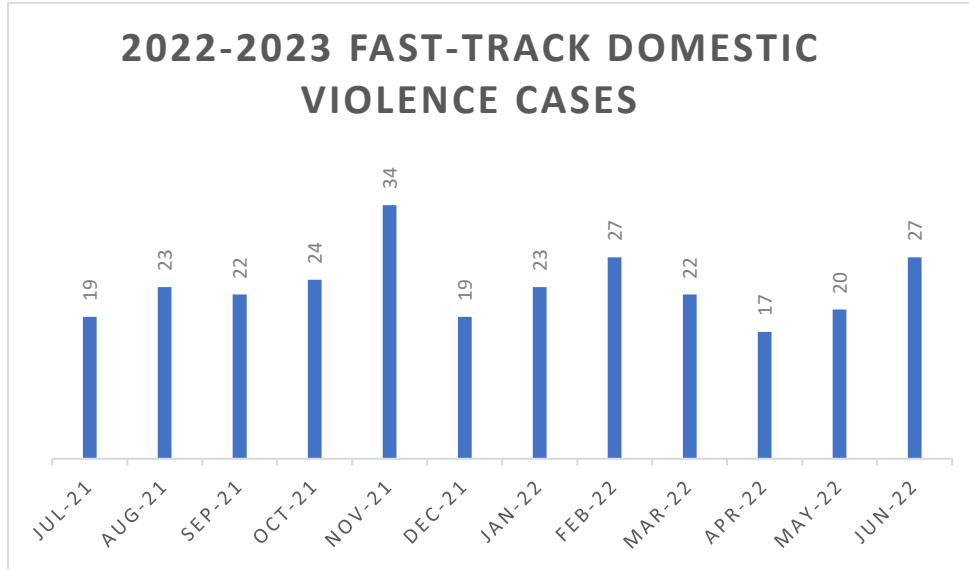
2024 Objectives

- Support the Procurement team's 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 review of development applications, 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

2023 Accomplishments

- Worked with HR to update Cobblestone user training in video clip format with segment-specific single process instructions
- Participated in and supported the City's new efforts around centralized procurement
- Supported City efforts to negotiate collective bargaining agreement with Police employees
- Supported Police Department with training and policy revisions due to newly-enacted legislation
- Supported the Westminster Economic Development Authority on multiple real estate transactions
- Reviewed, revised and negotiated amendments to proposed Consolidated Service Plans, Amended and Restated Service Plans for Metropolitan Districts
- Prepared a legal memorandum to City Council concerning rent stabilization and rent control options under state law
- Supported city efforts to remediate code enforcement and nuisance abatement on multiple sites throughout City
- Updated City Council Rules and Regulations and Code of Conduct
- Presentation to City Council on Qualified Immunity/Senate Bill 217
- Advised Community Development on proposed Comprehensive Plan
- Presentation/training Westminster Police Officers on search and seizure law
- Advised on City-Hyland Hills IGAs - City's rights and obligations
- Convening executive sessions on eminent domain litigation; City facility security measures; sales tax litigation; police litigation; legal issues and next steps regarding nuisance abatement; Potential Acquisition of Real Property Related to Future Transit Projects and Strategy Related Thereto; and Collective Bargaining
- Drafted Concept Plan Review Code Language
- Researched short-term rental regulations, and comprehensive plan
- Drafted a sign language interpreter policy
- Worked on the Harris Park Community Vision Plan
- Developed Code amendments, as needed, including Summary Abatement Authority for Graffiti Violations; Establishment of a Violations Bureau; Pleas and Payment by Mail; Fine Schedules and Default Judgments; Criminal Mischief; Unauthorized Use of a Motor Vehicle; Restitution, Impoundment of Vehicles; Public Nuisance Closure of Motor Vehicles; Public Hearings for Land Development Approvals of the Westminster Municipal Code Concerning the Posting of Public Hearing Signs, and the Mailing of Public Hearing Notices; Adopting the 2040 Comprehensive Plan; and animal management code updates among others

Performance Measures:



July 2022 = 16	January 2023 = 29
August 2022 = 18	February 2023 = 14
September 2022 = 18	March 2023 = 23
October 2022 = 24	April 2023 = 25
November 2022 = 15	May 2023 = 16
December 2022 = 17	June 2023 = 23

CITY MANAGER'S OFFICE

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 transparent local government, the teams provide administrative support and direction to City departments.

Budget Overview

Fund: 100 - General Fund

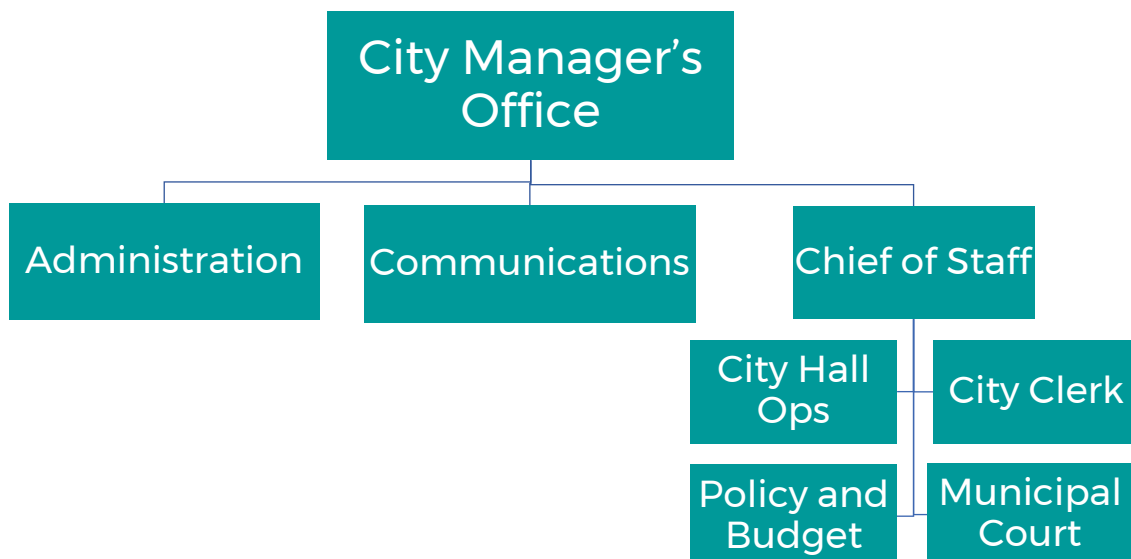
Dept.: 05 - City Manager's Office

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	3,120,305	4,749,210	4,021,576	8,659,860
Contractual	795,275	1,260,877	786,438	1,892,555
Commodities	20,594	27,693	44,000	106,275
Other	3,756	221	26,400	173,400
Program Total	3,939,930	6,038,001	4,878,414	10,832,090

Staffing Overview

	2021	2022	2023	2024
FTE Staff	28.55	37.55	25.00	59.60*

*City staff was reorganized with several groups of the retired General Services Department moving into the City Manager's Office



City Manager’s Office - Administration

Overview

The Administration team 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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,854,987	1,689,729	1,839,956	2,094,540
Contractual	23,679	25,232	43,331	23,475
Commodities	8,472	11,793	19,500	9,500
Other	3,756	-	1,400	101,400
Program Total	1,890,894	1,726,754	1,904,187	2,228,915

2024 Objectives

- Lead the organization’s implementation of the City Council’s Strategic Plan.
- Continue to research, review, and make thoughtful policy recommendations to City Council.
- Continue to investigate and implement practices to provide the most timely and effective communications with City Council, community stakeholders, and staff.
- Continue to pursue diversity, equity, and inclusivity initiatives throughout the workforce and in the community.
- Support the efforts of the Inclusivity Board.
- Continue to implement practices to provide the most timely and effective communications with City Council, residents, and staff.

2023 Accomplishments

- Supported and promoted the updated 2022 – 2023 Strategic Plan and the vision of the City Council.
- Facilitated the revision of the City Council’s 2022 – 2023 Strategic Plan.
- Supported and promoted the newly defined vision of the City Council.
- Supported the onboarding of the newly hired City Manager.
- Implemented a streamlined reorganization of the City’s department and division structure.

- Continued to investigate and implement practices to provide the most timely and effective communications with City Council, residents, and staff.
- Supported the work of diversity, inclusivity and equity initiatives in the organization and community.
- Effectively supported the efforts of the Inclusivity Board.
- Supported the Language Access Plan program work with the organization at large including updating the signage at the Municipal Court building.
- Continued to research, review, and make thoughtful policy recommendations to City Council.
- Continued to implement practices to provide the most timely and effective communications with City Council, residents, and staff.

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 through 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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	581,878	2,261,302	1,243,920	1,287,900
Contractual	266,923	920,364	285,380	308,480
Commodities	10,570	13,386	20,000	25,000
Other	-	221	25,000	25,000
Program Total	859,371	3,195,273	1,574,300	1,646,380

2024 Objectives

- Develop formal systems and processes for community engagement to help strengthen City staff’s capacity to engage the community.
- Develop formal systems and processes to ensure strong community engagement and awareness of the water treatment facility and the municipal court.
- Expand communication and storytelling through written, visual, and video content.
- Increase transparency and access to information.
- Continue to develop and expand opportunities for City Council engagement with the community.
- Develop new strategies and tools for improving connectivity between Westminster’s diverse neighborhoods.

2023 Accomplishments

- Awarded National Association of Government Communicators’ (NAGC) 2023 Blue Pencil and Gold Screen Award for a police recruitment video.
- Produced four high-quality Westy Connection Magazines and delivered over 250,000 copies to Westminster residents and businesses.
- Continued growth of the City’s social media engagement by more than 10% and continued to be a leader in the governmental digital engagement space.
- Improved the user experience of the City Council’s livestreamed meetings and town halls.

- Expanded internal communication with staff livestreams and notifications, and created new channels to highlight staff accomplishments.
- Began infrastructure engagement initiatives centered around high-impact projects including Northridge Water Tanks and water main replacement projects along Sheridan Boulevard and Shadow Ridge neighborhood.
- Delivered fliers to over 1,000 homes about street improvement projects.
- Mailed over 50,000 postcards about the 2023 Water Quality Report.

City Manager's Office – Chief of Staff

The Chief of Staff supports, assists, and advises the City Manager. The Chief of Staff synchronizes, integrates, and directs cross-departmental initiatives, efforts, and activities within the organization. The Chief of Staff provides professional assistance, expertise, and recommendations to department heads, Deputy City Managers, and the City Manager. The Chief of Staff performs highly responsible administrative work covering a broad range of municipal systems, services, and programs, in addition to daily supervision of the Municipal Court Division, the City Clerk's Office, the City Hall Operations Office, and the Policy & Budget Office. The Chief of Staff integrates the Strategic Plan, the Capital Plan, the Staff Work Plan, and the City Budget to ensure unity of effort and fiscal discipline across the organization.

City Manager’s Office – City Clerk

Office Overview

The Clerk’s Office 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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	683,440	798,179	937,700	984,550
Contractual	504,673	315,281	457,727	418,065
Commodities	1,552	2,514	4,500	4,500
Other	-	-	-	-
Program Total	1,189,665	1,115,974	1,399,927	1,407,115

2024 Objectives

- Update the City of Westminster records retention schedule.
- Fully implement meeting module of the agenda software with City Council.
- Develop an organization-wide training plan for the new agenda management software.
- Develop a new system for specialty licenses and renewals.
- 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.
- Conduct a new Boards and Commissions onboarding.
- Implement a new recruitment process for Boards and Commissions members.

2023 Accomplishments

- Processed approximately 1531 license applications (500 new business license applications and 1031 business license renewal requests), issued 131 new commercial business licenses, 440 sales tax-only licenses; 62 new home occupation business licenses, 2 new amusement machine license, and 3 new security guard licenses.

- Assisted with running the City's Civic Engagement Academy.
- Processed 1,809 records (contracts, affidavits, grants, etc.) electronically through DocuSign, saving 7,452 pounds of carbon emissions, 9461 gallons of water, 3213 pounds of wood and 522 pounds of waste.
- Automated the Police Department intel form process.
- Responded to 213 Colorado Open Records Act requests.
- Records Manager completed Laserfiche Gold certification.
- Wrote new policy on email retention.
- Coordinated municipal election with Adams and Jefferson Counties.

City Manager’s Office – City Hall Operations

Office Overview

The City Hall Operations Office houses the City’s environmental compliance program, facilities security program, print shop, messenger, community assistant and passport acceptance services. This function also leads various citywide projects and coordinates department budget and strategic planning that is consistent with the City’s mission, vision and strategic objectives.

Budget Overview

Fund: 100 - General Fund

Dept.: 05 - City Manager's Office

Division: 140 - City Hall Operations

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	908,400
Contractual	-	-	-	242,600
Commodities	-	-	-	28,835
Other	-	-	-	40,000
Program Total	-	-	-	1,219,835

2024 Objectives

- Establish steering committees and customer engagement meetings in each workgroup.
- Develop customer feedback channels to engage stakeholders and meet customer needs.
- Develop key metrics to gauge performance.
- Improve efforts at data-driven decision making.
- Identify opportunities to improve 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.
- Improve communication to be more purposeful, strategic and consistent.
- Continue to add workgroups to 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 answer resident questions on recycling and disposal within two business days.
- Train 100% of applicable staff on Spill Prevention and Hazard Communication
- Continue to train and coach employees on standard response protocol, de-escalation techniques, and threat assessment.
- Conduct lockdown drills in numerous City facilities.
- Conduct annual facilities security assessment according to schedule.
- Conduct a request for qualifications on mass notification systems for City facilities.
- Continue to fulfill the vast majority of print jobs in-house.
- Accept at least 100 passport applications each month.

2023 Accomplishments

- Implemented a citywide flag replacement program coordinated by the Print Shop.
- Completed environmental compliance facility assessments according to schedule.
- Completed radon testing according to schedule at City-owned facilities.
- Developed a citywide Health and Safety Plan
- Introduced all new employees to environmental compliance and facilities security during onboarding.
- Continued to lead multiple citywide security task forces to coordinate security efforts in City-owned facilities.
- Trained and coached employees and workgroups on safety and security, including standard response protocol, verbal de-escalation and threat assessment.
- Finalized threat assessment screener and database, accessible to all City employees.
- Trained threat assessment team on basic threat assessment practices and evaluated threats as they were received.
- Continued working with IT staff to build a more comprehensive threat assessment tool.
- In a partnership with IT cybersecurity staff, began conducting full security assessments on City-owned buildings and enhancing security features.
- Conducted first lockdown drill at City Hall to familiarize employees with protocols during a true building lockdown.
- Implemented a team to review the City's card access system, identify gaps, and make improvements, as well as train additional staff on the system.
- Implemented a new visitor management policy to enhance security in facilities.
- Implemented a new approach to customer service with customer interactions that are unsafe or unproductive.

Performance Snapshot

Environmental Compliance Training

	Goal	2021 Actual	2022 Actual	2023 Projected
Spill Prevention and HAZCOM Training	100%	94%	98%	100%

Federal and state regulations mandate annual spill prevention training for facilities requiring a Spill Prevention Control and Countermeasure Plan. Metrics are tracked annually.

CIRSA requires Hazard Communication (HAZCOM) training every two years for any staff who handle hazardous materials in the workplace. Metrics are tracked during years when training occurs.

Verbal De-escalation Training

Goal	2021 Actual	2022 Actual	2023 Projected
50 employees/year	n/a	80	50

One of the best-identified tactics to prevent workplace violence and to build resiliency in the workforce is to implement comprehensive prevention strategies and training. Maintaining a culture of awareness in the workforce is the single best safety and security measure.

City Manager’s Office – 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.: 05 - City Manager's Office
Division: 130- Municipal Court

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	2,366,970
Contractual	-	-	-	741,775
Commodities	-	-	-	30,940
Other	-	-	-	-
Program Total	-	-	-	3,139,685

2024 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 continue to provide an option to operate virtually for appropriate cases.
- Continue to implement improvements in the case management system that will move the Court toward a paperless system.
- Ensure compliance with all requirements in domestic violence cases in response to HB 23-1222.
- Assess current technology used for virtual hearings and make improvements and a potential shift as recommended.
- Continue quarterly meetings with partners and stakeholders who serve the Municipal Court.
- Explore additional services that the Wellness Court Navigator can provide to serve specific populations of need coming to the Court.
- Recognize, support, and implement citywide efforts toward Diversity, Equity &

Inclusion.

- Expand the number of documents offered in English and Spanish.
- Explore alternatives for the Police Department to issue personal recognizance bonds to individuals at point of contact to avoid the need for arrest and processing.

2023 Accomplishments

- Implemented Saturday Court (held virtually) to comply with legislative mandates. This included additional cross training of clerks to handle the docket and sentencing, as well as partnering with Adams and Jefferson County jails to virtually see in-custody defendants.
- Continued to work with the Adams County and Jefferson County jails to conduct video appearances, reducing safety risks and costs associated with inmate transportation.
- Completed electronic citation import in cooperation with the Police Department and trained staff on the process.
- Hired a Deputy Court Administrator, Probation Supervisor, and Deputy Court Clerks to build out the Court team.
- The Judge and Court Administrator testified at the State Capitol in support of the City's position on proposed legislation.
- Probation continued the Rehabilitation Assistance and Support Program, a voucher system to assist clients in meeting the requirements of their court sentence. In addition, the Court provided incentives and support to Wellness Court participants.
- Relaunched Wellness Court as an alternative sentencing option and expanded participation, with the first graduate in June.
- Secured a grant funded Wellness Court Navigator position and onboarded that team member.
- Probation continued cross-departmental communication through staffing sessions with the Victim Advocates for domestic violence revocation cases.
- Partnered with Police Department Records to job shadow and understand the overlap in our job duties and identify areas of increased efficiencies.
- Continued to expand imaging efforts and work toward an electronic process through the automation of motions processing and electronic signatures.
- 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.
- Reestablished quarterly "brown bag" luncheons to bring together all departments represented at the Court.
- Established quarterly process improvement meetings with the Judges, Court, ADC, and Prosecution.
- Improved electronic access to the records management system for internal partners, providing access to public defenders and Police Department Records.
- Collaborated with Police Department, Prosecutors, and the Adams County Diversion Board for new referral sources for Adams County diversion eligible cases when The Link abruptly closed in April.

- Established an online juror disqualification or postponement request form and a dedicated email box for juror communication.
- Hosted one night of the City's Civic Academy.
- Streamlined check in process for defendants and attorneys to eliminate redundancies.
- In conjunction with Facilities Security Analyst, updated the Court's Emergency Procedure Guide and conducted emergency drills with the team.
- Updated staff emergency radios in conjunction with the Police Department.
- Hired and onboarded four new Pro Tem Judges to backfill for Pro Tem Judges who have left the rotation.
- Installed iPads in the lobby to create self-service kiosks for customers to complete online payments.
- Partnered with the Police Department to expand warrant extradition to statewide on domestic violence cases.
- Modified Unsupervised Probation to become more consistent with the State Court equivalent.
- 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 Clearance Rate

Goal	2021 Actual	2022 Actual	2023 Projected
100%	125%	151%	144%

Court clearance rate measures whether the Court is keeping up with its incoming caseload. If cases are not disposed in a timely manner, a backlog of cases awaiting disposition will grow. Court aspires to a clearance rate of 100% or higher.

Successful Completion of Probation

Goal	2021 Actual	2022 Actual	2023 Projected
60%	59%	56%	61%

Successful Completion of Probation measures the number of probation cases that close with all conditions and requirements being met. This reflects that the individual is compliant with the orders of the Court and remains law abiding throughout the term of probation. This is important to determine the success of clients while on probation.

Note: Successful completion does not include cases that are sentenced to an In-Home Detention sentence as a sanction for a Probation Revocation and are placed on probation to complete that sentence and do so successfully.

City Manager's Office – Policy and Budget

Office Overview

The Policy and Budget Office oversees and coordinates the City's budget processes, legislative efforts, as well as long-term strategic and financial planning. The office 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.: 05 - City Manager's Office
Division: 080 - Policy and Budget

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,017,500
Contractual	-	-	-	158,160
Commodities	-	-	-	7,500
Other	-	-	-	7,000
Program Total	-	-	-	1,190,160

2024 Objectives

- Obtain Government Finance Officers Association (GFOA) Distinguished Budget Presentation and Popular Annual Financial Reporting Awards.
- 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.

2023 Accomplishments

- Received the Distinguished Budget Presentation Award through the Government Finance Officers Association (GFOA).
- Reviewed hundreds of pieces of proposed legislation and successfully lobbied for State legislation on behalf of the City.
- Participated in 25+ boards/teams/committees, both internal and external.
- Led collective bargaining process to reach a successor agreement with the Fraternal Order of Police.
- Facilitated the grant process administered by the Human Services Board.
- Put forth multiple infrastructure projects for consideration in the Federal appropriations process.
- Implemented new budget and financial transparency related software.
- Completed a review of the City's roadway improvement fee and recommended a new fee structure for commercial properties.

- Developed recommendations and an associated action plan for addressing deferred maintenance on infrastructure roads, facilities, and equipment throughout the City.

Performance Measures

	2021	2022	2023	2024 Goal
Obtain GFOA Budget Award	Yes	Yes	Yes	Yes

COMMUNITY DEVELOPMENT

Department Overview

The Community Development Department is comprised of three divisions: Building, Operations, and Planning. The department has the overall responsibility of assuring the proper planning and development of safe, habitable, high quality residential and business neighborhoods, as well as the ongoing maintenance of private improvements within those neighborhoods. 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. The decrease in budget and FTE in 2024 reflects the relocation of all Engineering functions to Public Works and Utilities.

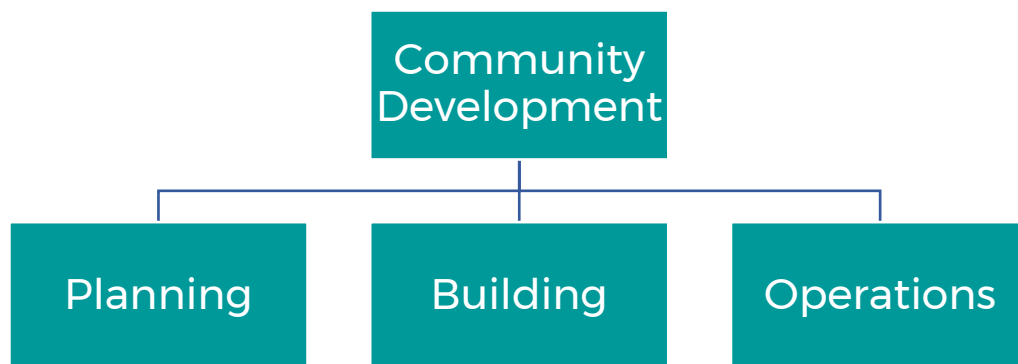
Budget Overview

Dept.: 30 - Community Development

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	6,335,777	8,702,827	9,611,342	7,056,960
Contractual	1,600,829	1,635,626	1,987,230	1,036,569
Commodities	40,545	47,879	81,950	55,000
Other	6,428	47,787	164,650	8,000
Program Total	7,983,579	10,434,119	11,845,172	8,156,529

Staffing Overview

	2021	2022	2023	2024
FTE Staff	73.1	75.1	77.5	56.5



Community Development – Planning Division

Overview

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

Budget Overview

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

	Actual	Actual	Budget	Budget
Expenditure Category	FY 2021	FY 2022	FY 2023	FY 2024
Personnel	1,201,427	1,455,937	1,627,110	1,560,050
Contractual	19,412	45,709	105,006	88,560
Commodities	3,530	4,929	4,000	4,000
Other	-	-	-	-
Program Total	1,224,369	1,506,575	1,736,116	1,652,610

2024 Objectives

- Implement the recently adopted 2040 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.
- Implement the City Council Concept Plan Review process.
- 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.
- Centralize a community resource for landscape and water conversation efforts through a new Landscape and Sustainability Planner. 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.

2023 Accomplishments

- Continued work on significant long-range planning efforts including the development of a Unified Development Code (with design standards).
- Completed 2040 Comprehensive Plan.
- Expanded notification requirements for development projects and standardized signage for development projects.
- Created Concept Plan Review process to provide the opportunity for City Council and the greater community to review major development projects at an early stage.
- Continued to support efficient development review for major employers including Trimble and Ball Corporation.
- Completed annexations of two key sites in Unincorporated Adams County to support the City's development process for Westminster Station and the Uplands in 2022 and completed annexations of four additional sites in Adams and Jefferson Counties for parks and open space lands in 2023.
- Modernized the By-laws for the Planning Commission.
- Facilitated interdepartmental coordination for the entitlement of major development projects in Focus Areas as well as Citywide.

Performance Snapshot

Projects Approved (Major and Minor Official Development Plans)

- 2018 - 83
- 2019 - 66
- 2020 - 79
- 2021 - 80
- 2022 - 115

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.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 370 - Building

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,561,669	2,082,266	2,095,690	1,702,460
Contractual	54,938	64,845	123,326	110,440
Commodities	6,208	5,574	10,300	9,700
Other	-	-	-	-
Program Total	1,622,815	2,152,685	2,229,316	1,822,600

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 050 - Admin

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	413,901	680,426	709,980	1,042,250
Contractual	47,835	33,176	83,126	56,060
Commodities	11,791	12,368	15,200	12,700
Other	2,136	1,758	3,000	3,000
Program Total	475,663	727,728	811,306	1,114,010

2024 Objectives

- Refine standard operating procedures (SOPs) for building front office and Plans Examiners.
- 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.

2023 Accomplishments

- Maintained turn-around time with plan review within established standards.
- Partnered with applicants on significant projects such as the Downtown projects, including the Aspire and Westminster Row projects, Avalon Bay at the Promenade, and Westglenn Apartments to achieve desirable outcomes for all parties.
- Completed six years of fully electronic permit and inspection processes.
- Processed close to 6,600 building permits.

Performance Snapshot

BUILDING PERMITS PROCESSED

2018 - 7,671

2019 - 8,444

2020 - 6,389

2021 - 7,027

2022 - 6,572

Community Development – Operations Division

Overview

The Operations 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. Promotes neighborhood sustainability and code compliance through a Property Standards Unit, Parking Management Unit, and a Zoning Unit. Provides Official Development Plan (ODP) inspection and compliance services. Administers a Rental Property Maintenance Program to ensure life safety and sustainability of multi-family properties. Administers a Short-Term Rental Licensing and Compliance Program. This division also includes the parking management team which strategically manages parking citywide, and operates and maintains two public parking garages and seven public parking lots. The team is also responsible for operating on-street parking in multiple managed parking zones in the Downtown and Westminster Station areas, as well as Citywide parking enforcement.

Budget Overview

Fund: 100 - General Fund

Dept.: 30 - Community Development

Division: 400 - Operations and Community Preservation

Expenditure Category	Actual	Actual	Budget	Budget
	FY 2021	FY 2022	FY 2023	FY 2024
Personnel	954,329	1,343,724	1,903,350	2,364,950
Contractual	138,543	551,249	493,462	402,380
Commodities	1,697	7,067	3,250	4,600
Other	-	-	-	-
Program Total	1,094,569	1,902,040	2,400,062	2,771,930

Fund: 270 - Parking Fund

Dept.: 30 - Community Development

Division: 400 - Operations and Community Preservation

Expenditure Category	Actual	Actual	Budget	Budget
	FY 2021	FY 2022	FY 2023	FY 2024
Personnel	87,984	302,067	431,220	387,250
Contractual	597,996	343,897	328,960	379,129
Commodities	-	2,773	22,000	24,000
Other	-	703	57,000	5,000
Program Total	685,980	649,440	839,180	795,379

2024 Objectives

- Achieve a 90% compliance rate on all code enforcement cases.
- Maintain a 50% rate of officer-initiated property standards cases.
- Implement a short-term rental licensing program.
- Continue to streamline permitting and code compliance software.
- Engage stakeholders to modernize and update the Rental Property Maintenance Code to ensure a sustainable and equitable program into the future.
- Enhance “neighbor assistance program” to include a hazardous tree removal grant program and partnership efforts with Adams County for graffiti removal.
- Maintain proactive parking enforcement efforts to promote quality of life in neighborhoods and proper maintenance of parking structures and surface lots.
- Actively educate the public on the City of Westminster parking ordinances
- Enforce parking regulations Citywide
- Manage parking in the City to balance the needs of businesses, residents, and commuters.
- Maintain infrastructure investments in parking garages and surface lots.
- Manage time restrictions based on occupancy, customer experience, and activity.
- Continue to administer a parking citation system in accordance with the adopted parking fee structure.
- Support service to the community by providing access to safe parking throughout the City.

2023 Accomplishments

- From May 31, 2022 through May 31, 2023, worked 2,140 code cases and successfully achieved compliance on 1,990 of those cases, resulting in a 93% compliance rate and achieving the City’s Strategic Plan Goal of 90%.
- From January 1, 2023 through May 31, 2023, worked 533 proactive cases (52%) and 483 complaint cases (48%), achieving and exceeding the City’s Strategic Plan Goal of a 15% increase in officer-initiated cases.
- Increased number of property standards abatements performed by 210% from 2021 to 2022 (66 to 205).
- Successfully upgraded and improved electronic project and permit review system.
- Enhanced electronic recording abilities with county partners.
- 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.
- Led a City Council-adopted Short-Term Rental Ordinance process following significant stakeholder engagement and outreach.
- Successfully conducted several high-profile civil nuisance abatements and achieved a 100% success rate with cases in Municipal Court.
- Conducted over 854 ODP inspections in 2022.
- Placed 21 liens on properties with chronic violations in 2022.
- Performed eight projects as part of a “neighbor assistance” program to assist

vulnerable and challenged property owners in achieving compliance with property standards violations.

- From May 2022 to May 2023 issued 2,365 parking citations, 4,728 warnings, and resolved 354 parking citation appeals.
- Parking citations based on customer complaints accounted for 10% of the total number of citations issued while proactive citations were 90% from February 14 to June 30, 2023.
- Transitioned primary on-street parking enforcement responsibilities from the Westminster Police Department to Community Development.
- Updated all public-facing websites with new parking enforcement information
- Hired one Parking Enforcement Officer to support Citywide parking enforcement activities.
- Transitioned one fleet vehicle from Westminster PD and outfitted it for parking enforcement.
- Branded enforcement vehicles with new “Parking Enforcement” logos to make them easily recognizable while officers patrol in the community.
- Adopted a resolution setting fine amounts for parking Citywide.

Performance Snapshot

May 2022 to May 2023

2,140	Total Code Cases
1,990	Cases Where Compliance Achieved
93%	Compliance Rate

January 2023 to June 2023

52%	Officer-Initiated (Proactive) Cases (533)
48%	Complaint-Based Cases (483)



WESTMINSTER

ECONOMIC DEVELOPMENT DEPARTMENT

Department Overview

The Economic Development Department provides multiple lines of service including business development and developer recruitment citywide, as well as redevelopment project management and strategy implementation in Downtown Westminster, Westminster Station, Historic Westminster, and Urban Renewal Areas. The department markets the City and its assets to potential employers and retailers; develops and implements workforce and affordable housing polices and strategies; promotes sustainability initiatives to residents, businesses and within the city organization; and manages the inventory of city-owned developable properties. The department serves as key staff to the Westminster Economic Development Authority (WEDA) and Westminster Housing Authority (WHA).

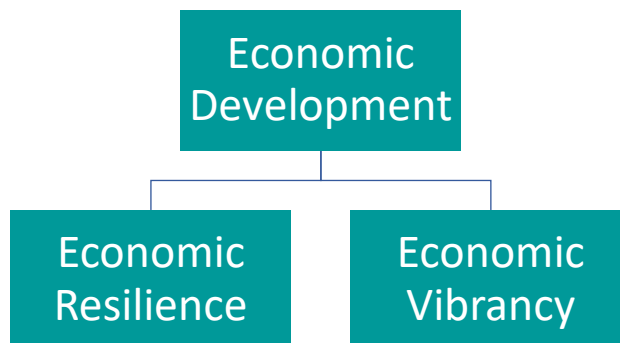
Budget Overview

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,078,414	1,420,705	1,909,100	2,282,980
Contractual	487,342	851,093	553,620	774,050
Commodities	7,475	11,296	18,500	16,000
Other	-	7,114	-	100,000
Program Total	1,573,231	2,290,208	2,481,220	3,173,030

Staffing Overview

	2021	2022	2023	2024
FTE Staff	14.5	13.5	13.5	14.5



Economic Development – Administration

Overview

Administration provides organizational leadership and collaborates across departments, as well as with external partners, translating the city's strategic plan into action. This function is responsible for establishing major departmental policies, planning long-term programs, and making executive-level decisions. It also leads redevelopment activities, marketing, developer recruitment, contract negotiations, project management, and maintaining vision alignment and coordination of activities. Sustainability strives to provide residents and businesses with programs and resources that will make the City more resilient. This work includes promoting renewable energy, electric vehicles, building and home electrification, sustainable city operations and commuting solutions.

2024 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.
 - Expand the cross-functionality of the staff and enhance data and geographic information systems (GIS) capabilities to benefit all department activities.
- 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:
 - Refresh photography, promotional collateral, and website contents across the entire department.
 - Market Westminster to businesses, investors, developers, affordable housing partners and in-demand workforce.
- Sustainability:
 - Expand the SAGE sustainable business program to include more businesses and partnerships with Xcel Energy.
 - Create opportunities for homeowner's associations (HOAs) and neighborhoods to implement sustainability practices.
 - Develop a community resilience framework to help residents and businesses deal with poor air quality, heat, flooding, and other impacts.
 - Develop energy efficiency assistance efforts in partnership with Xcel Energy for residents, including middle- to lower-income residents.
 - Continue a communications and outreach strategy to encourage sustainable behaviors and actions in the community.
 - Encourage and provide assistance with the reduction of pollution emissions from single-occupancy vehicles related to the City's and local businesses' operations and employee commuting.
 - Continue to promote and streamline the adoption of solar, renewable, and all-electric energy sources for residents and businesses.

- 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.

2023 Accomplishments

Marketing

- Supported and promoted programs such as the Housing LIFT program, Bike to Work Day, EV Showcase, Sheridan Green Elementary Ice Cream Social and the Bisnow Northwest Corridor Event featuring Downtown Westminster.
- Produced the 2023 City Economic Profile.

Sustainability

- Launched the “Departmental Innovation and Sustainable City Operations” (DISCO) Grant program and funded three internal city projects, with plans to host another funding opportunity in the fall of 2023.
- Launched a 2023 Solar Co-op in partnership with Adams County, Thornton, Wheat Ridge, Edgewater, Denver, and Northglenn.
- Securing ~\$160,000 in funding from the Department of Energy to provide energy efficiency assistance to residents and businesses.
- Continued the City’s sustainable business program, SAGE. Over 225 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 11 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.
- Held an Electric Vehicle Showcase event at the Orchard Town Center Farmers Market in July.
- Updated the Sustainability webpage for residents to provide easy access to sustainability resources from the City and external partners, including waste and recycling, air quality, electric vehicles, and home heat pumps.
- Contracting with Energy Outreach Colorado to provide free home energy efficiency upgrades to low-income residents.
- Launched the Neighborhood Sustainability Services Program which provides neighborhood common areas and residents with a menu of resources to reduce their utility bills and environmental footprint.
- In June, hosted a Bike To Work Day station to encourage community members and staff to utilize active modes of transportation. +200 cyclists stopped by our station.
- Secured a \$180,000 grant from the U.S. Environmental Protection Agency (EPA) to provide energy efficiency assistance to large commercial buildings.
- Leading an effort with Park, Recreation and Library’s Forestry Team to secure funding for Emerald Ash Borer assistance to residents.

Performance Measures	2022 Actuals	2023 Projected	2024 Goals
Sustainability: # of businesses provided with technical assistance	225	275	325
Sustainability: # of residents provided with technical assistance	350	500	600
Sustainability: # and dollar amount of SAGE grants and rebates	\$38,000	\$40,000	\$50,000

Economic Development – Economic Resilience 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.

2024 Objectives

- Attraction & Retention:
 - Further business recruitment efforts to strengthen and diversify the local economy.
 - Continue retention efforts and support expansion of local businesses to enhance the local economy.
 - Maintain efforts to support entrepreneurs and small business start-ups.
 - Continue to work with the business community to support development and job creation efforts.
 - Continue to implement the retail strategic plan.
- Historic Westminster:
 - Encourage ongoing revitalization and redevelopment in Harris Park.
 - Move toward the redevelopment of the Rodeo Market Building for a restaurant use.
 - Continue efforts to activate 73rd and Lowell for a community space.
- Small Business:
 - Provide ongoing assistance and advocacy for local small businesses and develop new initiatives to support businesses.
 - Maintain and increase funding for Small Business Programs.
 - Maintain ongoing communication with regards to resources and opportunities.
 - Continue business data and customer management.
- Housing:
 - Implement the Housing Needs Assessment.
 - Provide additional housing preservation grants.
- CDBG:
 - Continue to adhere to HUD reporting and requirements.
 - Continue to provide resources for residents through EEHR program.

2023 Accomplishments

Attraction and Retention

- Conducted 12 retention visits to small and large businesses and provided advocacy and technical assistance to over 150 businesses.
- Provided services to 20 prospective primary businesses and small businesses.
- Year-to-date conducted:
 - “Biz Walks” to 296 businesses.
 - business and communication outreach by sending 14 eblasts to over 43,000 recipients, and 12 social media posts.
- Created and maintained relationships with real estate professionals and brokers.
- Continued facilitation for Foster’s Farm business improvement district (BID) and development.
- Continued work on the city-wide retail strategy draft with expected completion in late summer – early fall.
- Continued to connect businesses to workforce resources as needed.
- Continued oversight of partner organizations and contracts to include Westminster Chamber of Commerce, Adams County – Regional Economic Partnership (AC-REP), Jefferson County Economic Development Corporation (JeffCo EDC), Metro Denver Economic Development Corporation (MDED), and Small Business Development Center (SBDC).

Small Business

- Year-to-date, facilitated seven new business trainings and an additional six trainings are planned.
- Received:
 - 37 Capital Improvement Grant applications, which will award nearly \$130,000 to Westminster small businesses, leveraging \$3.4 million in private investment and supporting almost 400 jobs.
 - one Façade Improvement Grant applications, which will award \$5,000 to a Westminster small business, leveraging \$18,000 in private investment.
 - 10 Small Business Scholarship applications, which will award almost \$5,200 to Westminster small businesses, leveraging over \$16,300 in private investment.
 - two Job Training Incentive Grant (JTIG) applications, which will award \$10,000 to Westminster small businesses, leveraging over \$40,000 in private investment and the creation of two new jobs.
 - five Westminster Station Area Grants applications, which will award \$145,000 to Westminster small businesses, leverage \$420,000 in private investment.
- Maintained and improved the Customer Relationship Management database.
- Organized and sponsored the Business Legacy Award luncheon and Business Appreciation Month, recognizing the contributions made by local businesses to the local economy.

Historic Westminster

- Continued facilitation of the Historic Westminster Oversight Committee to improve coordination between Departments working in Historic Westminster.
- Provided on-going technical assistance to Harris Park businesses.

- Supported the 72nd Corridor study by conducting business outreach and communication.
- Partnered with Growing Home to address food access.
- Ongoing developer relationship management.

Affordable Housing:

- Issued request-for-proposal, and in the process of, selecting a consultant for the Housing Needs Assessment.
- Launched the Housing Lift program which helps with the preservation of affordable housing owned by nonprofits, creating a \$1 million dollar investment towards the preservation of 120 affordable housing units.
- Received approval to apply for Proposition 123 - Colorado Affordable Housing Financing Fund.

CDBG

- Completed 2023 Annual Action Plan.
- Conducted a CDBG policy and procedure program review.
- Administered the Emergency & Essential Home Repair Program, and year-to-date, supported 12 income eligible households by providing \$60,596 in grant funds.

Performance Measures	2022 Actuals	2023 Projected	2024 Goals
# of businesses provided with technical assistance & outreach	609	600	600
# and dollar amount of all small business grant & scholarship programs	67 \$245,402	60 \$294,000	60 \$275,000
# of emergency & essential home repair grants	23 \$90,004	25 \$100,000	27 \$110,000

Economic Development – Economic Vibrancy Division

Overview

The Economic Vibrancy Division focuses on development and redevelopment strategies across the City. This Division leads redevelopment of Downtown Westminster, Westminster Station Transit-Oriented-Development (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.

2024 Objectives

- Oversee completion of construction on development projects in Downtown Westminster, including the Townhomes on Block A-4 and C-7, the condominiums on Block A-4, and the adaptive reuse of the former US Bank building to open a Marczyk's Fine Foods.
- Facilitate the planning and commencement of construction for the active adult mixed-use development on Block B-5 in Downtown and begin site planning for the second condominium project located on Block A-1.
- Attract and negotiate terms for midrise mixed-use development on Block C-5 and pursue office development opportunities.
- Focus on retail leasing activity, supporting current tenants, and coordination of public projects to maintain momentum and generate new investment.
- Facilitate the planning and commencement of construction on new development by Lux Living that wraps the Westminster Station garage; Westminster Station Apartments at 3551 W. 71st Avenue; and 6935 N. Federal Boulevard.
- 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.
- Determine the disposition of the Sheridan Green Elementary School.
- Maintain forward progress on access to arts and cultural opportunities through partnerships with organizations that focus on community outreach and scholarship assistance.
- Cultivate opportunities to entitle or develop land in the form of public-private partnerships, ground leases, community land trusts, and other collaborative arrangements.

2023 Accomplishments

Downtown Westminster

- Downtown Westminster Residences, LLC. (DWR) completed construction on the first ownership residential project in Downtown with thirty-four (34) for-sale townhouses located on Lot 1 of Block A-4.

- DWR purchased Lot 2, Block A-4 (East) and is planning to break ground on the next 17 townhouses and the 20-unit condominium project this year. Additionally, DWR is working through the development review process for an additional 31 townhouses on Block C-7 (92nd & Eaton) and plans to start construction this year.
- The Aspire Westminster is 98% occupied with Superfruit Republic and Inks and Drinks retail establishments open. Vatos Tacos and Tequila is currently working on tenant improvements with a planned opening this winter. Lastly, a new Letter of Intent has been executed for a new food hall operator adjacent to Central Square.
- The Westminster Row project is 95% occupied and is currently leasing their retail space with the Bank Central opening this year.
- The Tattered Cover Bookstore, Famille restaurant are open and operating on the ground floor of the Origin Hotel.
- Bonchon Korean BBQ, and Edward Jones join Sweet Bloom Coffee and Tap & Burger that are open and operating in the Ascent building. Alley Tea and the Sherman Regional office is currently under tenant improvement work.
- Hope Pediatric Dentist, 100% Chiropractic, and Lash & Company are open and operating in the 8877 Eaton Street building.
- Staff is currently working with the Regional Transportation District (RTD) on the Peak Rail Service project to evaluate a commuter rail service from Longmont to Denver Union Station, which includes a stop at Downtown Westminster.
- Led discussions and public meetings for the Sheridan Green Elementary School that will be owned by the City this year and are working cross-departmentally to determine next steps and the ultimate disposition of this building.
- A proposal for the city-owned Shoenberg Farms parcels was received and is currently under a Letter of Intent (LOI) with a private developer to renovate and activate the site.

Westminster Station Area

- 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.

Performance Measures	2022 Actuals	2023 Projected	2024 Goals
# of residential units completed in Downtown Westminster	34	0	48
# of retail businesses opened in Downtown Westminster	2	7	5

FINANCE

Finance leads efforts to develop and implement a comprehensive strategy consistent with the City’s mission, vision, and strategic objectives. It is comprised of three 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, and procurement. The Administration Section has no direct employees, however the budget supports all department divisions with the management of overall departmental contract services, and commodity and capital outlay purchases.

Budget Overview

Dept.: 15 - Finance

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	2,897,705	3,971,330	4,244,090	3,892,805
Contractual	746,355	918,632	1,021,707	266,770
Commodities	21,679	13,108	47,542	24,245
Other	17,674	28,474	495,534	501,100
Program Total	3,683,413	4,931,544	5,808,873	4,684,920

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 050 - Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	617,710	515,142	6,400	7,400
Contractual	17,437	27,973	34,347	39,320
Commodities	3,696	9,479	12,185	21,185
Other	3,000	1,774	3,660	6,100
Program Total	641,843	554,368	56,592	74,005

	2021	2022	2023	2024
FTE Staff	38.0	37.5	38.5	29.5



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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	892,303	1,377,623	1,636,295	1,825,920
Contractual	126,811	158,972	163,900	153,500
Commodities	2,060	2,060	2,060	2,060
Other	9,623	-	500	4,500
Program Total	1,030,797	1,538,655	1,802,755	1,985,980

2024 Objectives

- Provide exceptional core services
- Receive clean audit opinion on annual financial audit
- Implement three new Governmental Accounting standards
- Assist in the development of a JD Edwards capital budgeting application
- 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 reporting tool to the 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

2023 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 six new Governmental Accounting Standards Board (GASB) Statements, and planned for 2024 implementations of three additional GASB Standards
- Merged Sales Tax, General Reserve and Stabilization Reserve Funds with General Fund for streamlined financial reporting
- Implemented payroll provisions for a new Police Collective Bargaining Agreement
- Facilitated financial management system upgrade testing and implementation
- Supported continued financial analysis of a new water treatment facility and water rates as well as procurement of a facility site
- Updated chart of accounts and financial reporting to effect significant organization structural changes
- Facilitated transition to new paid time off program with cash outs of large employee leave balances
- Implemented automated invoice processing technology solution
- Analyzed timeliness of vendor payments and established goals and objectives to improve performance
- Collaborated on payment evolution project to expand electronic and purchasing card payments, increase effectiveness of administration and improve the timeliness of payments to vendors

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 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.

Number of Consecutive Certificate of Achievements for Excellence in Financial Reporting from GFOA				
	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Total Number of Awards	37	38	39	40



The Governmental Accounting Standards Board (GASB) assesses financial reporting practices to assist users to understand the financial condition for local governments. Listed below are the current pronouncement and the projected pronouncements staff must review and determine if implementation is needed each year.

Governmental Accounting Standards Board (GASB) Pronouncements by year				
	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
GASB Statements Applied	2	0	6	3

The Accounting Division monitors the types of disbursement and tracks the number of disbursements to increase efficiency and track best practices. Below are the number of Accounts Payable disbursements and Payroll disbursements annually. The goal is to reduce paper checks and increase electronic disbursements for both efficiency and security.

Number of Accounts Payable (AP) Disbursements Annually				
	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Check Payments	7,498	8,083	8,781	8,667
Electronic Payments	1,115	1,251	1,359	1,341
Purchasing Card Payments	14,493	20,162	23,000	28,750
Total AP Disbursements	23,106	29,496	33,140	38,758
Goal: Reduce checks and increase purchasing card and electronic payments				

Number of Payroll Payment Disbursements				
	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Direct Deposits	36,668	39,518	40,000	40,500
Checks	246	1,040	950	500
Total Payroll Disbursements	36,914	40,558	40,950	41,000
Goal: Reduce checks and increase direct deposits for efficiency.				

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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	540,319	832,650	898,575	947,035
Contractual	22,716	23,665	22,450	36,550
Commodities	-	-	-	-
Other	-	-	485,000	488,500
Program Total	563,035	856,315	1,406,025	1,472,085

2024 Objectives

- Meet the 2024 Audit and Enforcement Budget
- Continue cross training staff on all positions
- Reduce sales/use tax delinquency rate below 5%
- Increase electronic filing to over 80% with 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
- Identify revenue opportunities within the framework of all controlling statutes

2023 Accomplishments

- Collected over \$2 million in audit and enforcement revenue in 2022
- Developed written procedures for job duties and tasks
- 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
- Completed 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

Using GenTax and concerted efforts by staff, Sales Tax is working to reduce the number of accounts in collections to 5%. Once achieved, Staff can refocus efforts on taxpayer education and additional revenue avenues.

Tax Accounts in Collections compared to Total Tax Accounts

	Actual	Projected	Goal
	2022	2023	2024
Tax Accounts in Collections	2,455	992	529
Total Tax Accounts	10,573	10,574	10,574
% of Tax Accounts in Collections	23.22%	9.38%	5%
The goal is to reduce accounts in collections to 5%.			

To reduce paper filing and provide a better customer experience, Sales Tax is encouraging taxpayers to use the GenTax portal to file returns and pay all tax liabilities online. Electronic filing will also reduce the amount the city currently spends on the lockbox. The goal is to ensure 80% of returns are filed via the GenTax portal.

Types of Returns Filed, Electronic vs Paper

	Actual	Projected	Goal
	2022	2023	2024
Returns Filed Electronically	25,625	31,194	33,117
Returns Filed via Paper	16,385	10,201	8,279
Total Filed Returns	42,011	41,396	41,396
% of Returns filed Electronically	61%	75%	80%
The goal is to ensure 80% of returns are filed electronically.			

The Sales Tax Division collects revenue due and maximizes voluntary compliance. On average, over \$2 million in audit and enforcement revenue was collected in each of the past ten years. The overall goal is to meet the Audit and Enforcement Budget.

Audit and Enforcement Collections

	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Actual Audit and Enforcement Collections	\$2,955,744	\$2,050,950	\$2,600,000	\$2,502,435
Audit and Enforcement Budget	\$2,432,979	\$2,509,298	\$2,502,435	\$2,502,435
The goal is to meet the Audit and Enforcement Budget.				

Overview

The Treasury Division manages the investment portfolio for the City and administers: the central cashing program for City revenues; City's purchasing card program and other financial services contracts; debt and lease purchase portfolio. As part of a department-wide reorganization, the administration of City's retirement plans along with all related Staff were moved to the Human Resources Department. Additionally, Utility Billing services and all related Staff were moved to the Public Works and Utilities Department.

Budget Overview

Fund: 100 - General Fund

Dept.: 15 - Finance

Division: 240 - Treasury

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	386,927	518,839	740,760	533,800
Contractual	4,348	36,387	7,015	15,000
Commodities	-	-	1,300	1,000
Other	-	26,596	160	1,000
Program Total	391,275	581,822	749,235	550,800

2024 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 implementation of a payment processor for Utility Billing
- Provide financial solutions to address funding needs across City departments
- Invest public funds in a manner that provides preservation of capital, meets the daily liquidity needs of the City, and conforms to all local rules and state statutes governing the investment of public funds to generate benchmark market rates of return.

2023 Accomplishments

- Completed the Certificates of Participation (COPS) financing issuance for the building of a new municipal court facility

- Completed *Continuing Disclosure Report* related to the City's bond compliance requirements
- Completed Request for Proposal for the Utility Billing's payment processor, which will process \$35 - \$40 million in payments
- Restructured the Purchasing Card Program to increase the rebate revenue to the City
- Affirmed the Utility Enterprises AA+ debt rating with the Fitch Rating agency by successfully responding to their rating surveillance review
- Successfully transitioned the Division's restructuring of the Retirement and Utility Billing units

Performance Snapshot

The Treasury Division invests public funds in a manner that provides preservation of capital, meets the daily liquidity needs of the City, and conforms to all local rules and state statutes governing the investment of public funds to generate benchmark market rates of return. The benchmark that is used is the ICE Bank of America 1-3 Year US Treasury Index.

Westminster, Colorado Investment Portfolio Performance Measurement				
Average Market Yield to Maturity	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Westminster Portfolio	0.65%	4.49%	Exceed Benchmark	Exceed Benchmark
ICE BofA 1-3 Yr. US Treasury Index	0.68%	4.50%	N/A	N/A

The Treasury Division manages the City's purchasing card program. As part of this program, the City receives a rebate based off the amount of spend that is made throughout the year. Treasury staff educates City staff on the proper use of a purchasing card and the benefits associated with the program, with the goal to have enough purchases made utilizing a purchasing card to receive a rebate large enough to cover the median salary with benefits of an Accounting Specialist position.

Westminster, Colorado Purchasing Card Rebate Performance Measurement				
	Actual	Actual	Projected	Goal
	2021	2022	2023	2024
Rebate Amount	\$ 76,503	\$ 92,860	\$ 96,000	\$ 99,086
Rebate Goal	\$ 86,366	\$ 90,746	\$ 95,735	\$ 99,086

Overview

A Staff-driven innovation team recommended the establishment of a dedicated Procurement Office and City Council approved the recommendation and additional staff to improve the City’s procurement function mid-year in 2022. The Procurement Office is responsible for the effective procurement of goods and services across the City. Procurement Staff also ensure 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.: 15 - Finance
Division: 800 - Procurement

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	578,650
Contractual	-	-	-	22,400
Commodities	-	-	-	-
Other	-	-	-	1,000
Program Total	-	-	-	602,050

2024 Objectives

- Establish periodic meetings and trainings with Departments and Divisions on Procurement policies and procedures
- Establish periodic meetings with divisions to plan future procurements
- Have Procurement staff assigned to Departments based on procurement needs and skillsets
- Create citywide contracts to maximize cost savings rather than multiple small contracts throughout various departments
- Ensure procurement efficiencies are maximized throughout the various systems

2023 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



WESTMINSTER

- Took over Purchase Order approval process from Accounts Payable to Procurement to ensure proper compliance with Purchasing policy
- Created new procurement templates and support documents, to include solicitations, Sole Source requests and other supporting and training documentation
- Established the new Procurement and Grant policies to reflect best practices and efficiencies
- Documented standard operating procedures for grants administration and award procedures
- Executed several citywide cooperative contracts as well as training staff on increased use of cooperatives
- Moved authority for review and approval of Sole Source and Contract extensions to the Procurement Manager
- 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
- Added Procurement intake onto the new Cobblestone platform for better tracking and transparency of workflow
- Partnered with Treasury to allow more use of P-Cards for efficiency and rebate payments back to the City
- Updated PO terms and conditions to allow low dollar, low risk services to be paid with a PO rather than a full contract in Cobblestone

Performance Snapshot

The Procurement Division was created in 2022 and is working on developing performance snapshots. The following metrics will be assessed and tracked in future budgets:

- Purchase Orders and turnaround times to establish Key Performance Indicators (KPIs). The following number of POs were processed by year:
- Contracts and turnaround times to establish KPIs
- Solicitations and turnaround times to establish KPIs
- Cooperative Contracts and turnaround times to establish KPIs
- Source/Bid Exceptions and turnaround times to establish KPIs

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

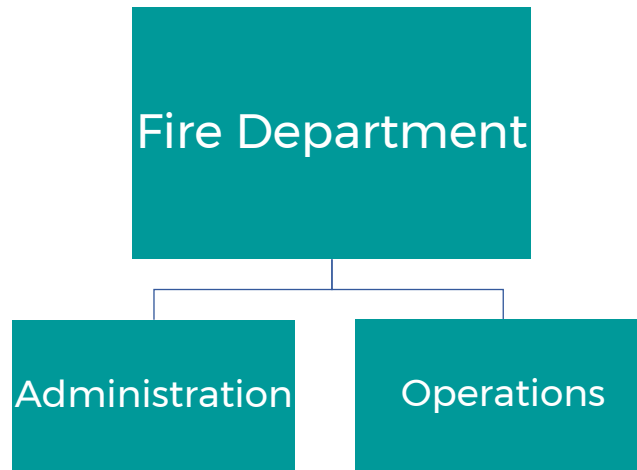
Fund: 100 - General Fund
Dept.: 25 - Fire
Division: 260- Emergency Services

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	15,631,006	21,265,426	21,235,344	24,074,755
Contractual	1,734,047	2,072,130	1,847,284	1,967,145
Commodities	237,765	258,896	305,376	357,490
Other	234,366	520,341	431,002	540,050
Program Total	17,837,184	24,116,793	23,819,006	26,939,440

Staffing Overview

	2021	2022	2023	2024
FTE Staff	143.0	144.0	147.0	153.0

Six FTEs were added in 2024. These FTE were Firefighter positions that will be utilized to offset the increased mandatory overtime experienced by the department in the last several years.



2024 Objectives

- Obtain reaccreditation through the Commission on Fire Accreditation International (CFAI)
- Institute a new five-year strategic plan
- Negotiate a new Collective Bargaining Agreement with IAFF Local 2889
- Order a replacement fire engine
- Remount a medic unit patient compartment onto a new chassis
- Acquire a digital fire prop for training
- Manage the AED concierge services for the City, bringing all AED services and charges into the Fire Department
- Order replacement staff vehicles through Fleet Management
- Institute a public-facing dashboard system
- Upgrade and enhance recruitment efforts to expand the recruitment pool
- Recertify all paramedics in Pediatric Advanced Life Support (PALS)
- Replace all Video Laryngoscopes with new units
- Hire new firefighters and train them at the North Area Fire Academy
- Replace a retiring Battalion Chief with a promoted person
- Enhance training opportunities to ensure certification requirements are met
- Replace nozzles and fire hose with a lower-pressure system to guarantee proper water flow and reduce strain on fire personnel
- Replace the fire sprinkler system at Fire Station One
- Hire six additional personnel to address rising overtime costs
- Replace current Opticom system with an upgraded/new traffic preemption system
- Replace the vehicle exhaust systems in the fire stations
- Modify recruit academy to teach EMT course to new recruits as part of recruitment upgrades
- Research, provide analysis, and plan for new and future facilities

2023 Accomplishments

- Completed the Self-Assessment Manual for the reaccreditation process
- Completed construction of the storage building (August)
- Ordered a replacement fire engine
- Remounted two medic units on new chassis
- Received five staff vehicles, both new and replacements
- Received a vehicle transferred from Parks, Recreation and Libraries that will be used for technical rescue equipment - collapse rescue
- Ordered a third wildland fire vehicle (Type III)
- Completed the fourth 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
- Began the process to update the Fire Department Strategic Plan for 2024-2028
- Continued to increase Emergency Management visibility through Social Media and presence at public events
- Instituted Sharepoint as a communication tool within the Fire Department
- Graduated an academy of seven new/replacement firefighters
- Began purchasing light-weight non-structural protective gear to extend the life of structural gear, provide for appropriate gear for technical incidents and wild land firefighting, and relieve stress on firefighters
- Received a new pump testing and training trailer
- Recertified all paramedics in Advanced Cardiac Life Support (ACLS)
- Continued to certify personnel in the Blue Card Command System
- Purchased iPads for all command staff to better support incident command and personnel accountability on fire scenes
- Instituted Tablet Command to provide for better incident command and accountability on scenes
- Transferred all business fire safety inspections from line personnel to the Fire Prevention Bureau
- Purchased and placed into service four Unmanned Aerial Vehicles (UAV's) for use on emergency and other incident scenes
- Completed the Hazard Mitigation Plan (HMP)
- Improved the use of the RAVE notification system
- Visited several regional fire stations, reviewed and recommended a replacement vehicle exhaust system
- Conducted a promotional testing process for Engineer, Paramedic, Lieutenant and Captain ranks
- Formed a recruitment team and expanded recruiting efforts
- Added additional interns to the program
- Worked with Facilities Maintenance and several local architect groups to review current trends, health and safety efforts in new fire station construction
- Instituted a pre-plan program in conjunction with the North Area Fire Agencies

Workload Indicators

TOTAL INCIDENT RESPONSE 2018-2022

TYPE OF CALL	2018	2019	2020	2021	2022
EMS	8,025	8,331	8,365	9,630	10,815
Cancelled—Good Intent Service Calls	1,487	1,659	1,585	1,946	1,794
Service Call	1,063	1,032	1,129	1,211	2,360
False Alarm or False Call	643	756	655	742	901
Hazardous Condition—No Fire	245	219	262	242	235
Fire	257	164	213	333	405
Rescue	187	217	204	234	197
911 Citizen Complaint	7	4	10	7	0
Special Incident	5	5	4	22	12
Overpressure, Rupture, Explosion, Overheat—No Fire	3	9	3	8	5
Severe Weather or Natural Disaster	2	2	1	2	1
Grand Total	11,924	12,398	12,431	14,377	16,725

The Westminster Fire Department continues to experience increasing service call volume. The call volume from 2021 to 2022 increased by 2,348 incidents, or approximately 16%.

For the five-year period of 2018-2022, calls increased 40%. 2023 YTD is continuing to show an increase in the annual call volume.

Early review of CAD-to-CAD is showing a relatively equitable exchange of resources between agencies, providing more rapid response.

Performance Measures

The Fire Department uses performance measures to demonstrate its effectiveness and efficiency when responding to calls for service. Call categories that are captured include emergency medical, fire, technical rescue, hazardous materials and overall incidents. In order to meet accreditation standards from CFAI, call times are recorded at the 90th percentile. This is a stricter standard than using an average response time. Times are for the first arriving unit. The “ERF” is the Effective Response Force. Based on the nature of the incident, the number of personnel determined to properly handle the incident is the ERF. These personnel may arrive on one or several different response vehicles.

The time intervals used are:

- Call processing time - from the time an emergency call is received in the communications center until fire units are dispatched
- Turnout time - the time from when units are dispatched until the responding unit(s) leaves the station, or go enroute to the call
- Travel time - time from when the unit(s) leaves the station or go enroute until the unit(s) arrives at the scene of the incident
- Total response time - the cumulative times from when the call is received until arrival
- ERF - Effective Response Force - Total response time - the time from when the call is received until the appropriate number of personnel arrive on scene

Baseline times represent the current 90th percentile of time based on actual response data. Benchmark times are the goals that the Fire Department has set for each category based on limiting fire growth by arriving early, and to begin advanced life support measures in a timely fashion to a cardiac arrest patient.

A sample of the performance measures determined by CFAI are noted below.

**PERFORMANCE MEASURES
2019-2022
(minutes: seconds)**

TYPE OF CALL	Call Processing	Turnout	Travel	Total Response	ERF Total
BASELINE PERFORMANCE					
Overall Incidents	1:44	1:53	6:21	8:17	N/A
Low Risk EMS	1:36	1:48	6:05	7:53	N/A
Moderate Risk EMS	1:49	1:47	5:50	7:18	10:49
High Risk Fire Suppression	1:44	2:03	7:48	9:58	14:50
BENCHMARK TIMES					
Overall Incidents	1:22	1:37	5:39	7:53	9:26
Low Risk EMS	1:18	1:31	5:30	7:33	N/A
Moderate Risk EMS	1:25	1:31	5:23	7:00	9:08
High Risk Fire Suppression	1:22	1:42	6:23	8:28	13:55

The difference in times between the current (baseline) performance and the goal (benchmark) performance represents the current gap in emergency response times. The Fire Department continuously analyzes time performance to determine where overall response time can be addressed and gap times reduced to ensure quicker responses to emergency incidents.

HUMAN RESOURCES

Department Overview

Human Resources is 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

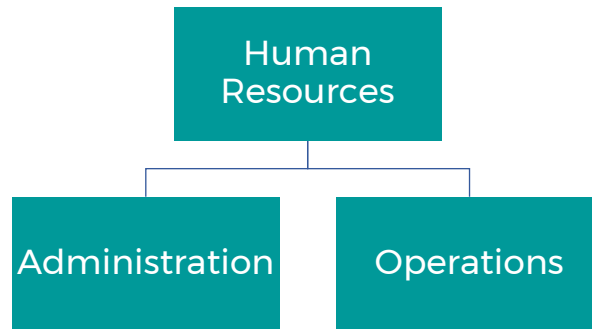
Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,952,768	2,854,972	2,937,800	3,761,260
Contractual	499,393	490,393	752,272	793,580
Commodities	64,200	90,177	123,650	123,650
Other	3,427	16,747	16,700	16,700
Program Total	2,519,788	3,452,289	3,830,422	4,695,190

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,952,768	2,854,972	2,937,800	824,610
Contractual	499,393	490,393	752,272	188,355
Commodities	64,200	90,177	123,650	2,850
Other	3,427	16,747	16,700	2,500
Program Total	2,519,788	3,452,289	3,830,422	1,018,315

Staffing Overview

	2021	2022	2023	2024
FTE Staff	26.0	26.0	26.0	27.5



Human Resources – Administration Division

Overview

The Administration Division implements employee development and training, oversees the city-wide volunteer program, administers the City's medical/dental and pension programs, and houses the Wellness program.

Budget Overview

Fund: 100 - General Fund
Dept.: 45 - Human Resources
Division: 170 - Employee Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	939,325
Contractual	-	-	-	502,430
Commodities	-	-	-	114,800
Other	-	-	-	5,500
Program Total	-	-	-	1,562,055

2024 Objectives

- Promote and maintain a healthy work environment by conducting four wellness trainings annually- scheduled quarterly
- Increase employee and spouse participation in Wellness program with a goal of 80% participation for employees and 60% participation for spouses
- Track clinic utilization with a goal of 65% or higher
- Improve Gallup Q12 Engagement scores year over year
- Utilize Gallup StrengthFinder assessment to support engagement efforts
- Provide learning and development opportunities for employees at all levels in the organization
- Grow volunteer program to at least 21,500 volunteer hours with an economic impact of at least \$641,000.00. Increase and grow internship program participation compared to 2023
- Track participation rates in Aetna and Kaiser medical insurance, including opt outs
- Provide a comprehensive benefits package that meets the needs of a diverse workforce and is financially sustainable
- Implement employer contributions for Police participation in the Fire & Police Pension Association (FPPA) Drop program
- General leave bank conversation to align with new leave policy effective January 1, 2024

2023 Accomplishments

- Emphasized building and maintaining a values-oriented culture with alignment to the City's Mission, Vision, and Guiding Principles
- Supported and implemented City-wide reorganization
- Further developed and managed meaningful Key Performance Indicators, including turnover and vacancy rates, in support of the City's workforce
- Implemented and executed initiatives to improve employee engagement based on results from the Gallup Q12 employee engagement survey
- Elevated Leadership and unity between City Manager's Office Executive Team, the Executive Team (ELT) and the Division Manager Team
- Further refined and implemented "Our Leadership Evolution: The Journey to Success and Performance Management" to elevate the supervisor role in the organization
- Continued to fully embrace workforce diversity, equity, and inclusion (DEI) assessment work and implementation of action plan. Hired an Equity Process Coordinator to evaluate ongoing practices and policies
- Continue ongoing budget process initiatives in support of a Total Rewards Philosophy. Includes ongoing pay, benefits, and quality work environment recommendations to attract and retain a talented workforce in a competitive environment
- Continued to review and analyze benefits package that meets the needs of the evolving workforce
- Reviewed the plan documents for the Employee 401(a) Defined Contribution Plan and the 457(b) Deferred Compensation Plan to include provisions under the Secure 2.0 Act

Human Resources – Operations Division

Overview

Manages recruitment and retention efforts, the property/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 one occur.

Budget Overview

Fund: 100 - General Fund
Dept.: 45 - Human Resources
Division: 160 - HR Operations

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,997,325
Contractual	-	-	-	102,795
Commodities	-	-	-	6,000
Other	-	-	-	8,700
Program Total	-	-	-	2,114,820

Fund: 460 - Property/Liability Self Insurance
Program: 10 - General Government
Dept.: 900 - Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	107,800	135,089	215,850	120,900
Contractual	2,766,005	2,537,417	3,156,500	3,454,500
Commodities	867	150	2,400	2,400
Other	-	484	-	-
Program Total	2,874,672	2,673,140	3,374,750	3,577,800

Fund: 480 - Workers' Compensation
Program: 10 - General Government
Dept.: 900 - Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	126,023	79,989	214,850	119,700
Contractual	1,282,724	1,043,666	1,268,429	1,288,000
Commodities	15,053	12,635	25,600	25,600
Other	-	-	-	-
Program Total	1,423,800	1,136,290	1,508,879	1,433,300

2024 Objectives

- Continue to remain below the State and Local government (excluding education) national turnover rate
- Improve from 2023 new employee turnover rates tracked at six, 12, 18, and 24 months
- Reduce the City's vacancy rate compared to 2023
- Measure recruiting efforts through tracking number of applications received, number of positions filled, and average time filled. Reduce average time filled from 2023
- Continue to maintain a workers' compensation experience modification factor below 1.00
- Improve delivery of safety training, specifically the SafeStart program, to accommodate city operations
- 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.
- Continue to partner with Facility Security staff to improve safety and security across all facilities
- Collaborate across departments and with the City's Americans with Disabilities Act (ADA) vendor to create and compile training materials and resources for staff, while helping to implement the City's ADA transition plan

2023 Accomplishments

- Continued to be an employer of choice through effective workforce development outreach and marketing
- Continued to implement process improvement initiatives, including continued work on technology functionality and data analysis
- Improved employee and team communication and connectivity
- Continued to review, research, and comply with employment laws and regulations to follow human resources best practices
- 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
- Collaborated with Facility Security, Police and Fire Staff to perform a safety and security exercise at City Hall, preparing building staff for the possible need for evacuation, sheltering, or lockdown
- Collaborated with the City's ADA consultant to perform a gap analysis and update of the City's ADA Transition Plan
- Continue a downward trend in Liability and Workers' Compensation claims

<u>LIABILITY CLAIMS FILED AGAINST THE CITY</u>	
YEAR	# OF CLAIMS
2018	71
2019	65
2020	54
2021	51
2022	57

<u>WORKERS' COMPENSATION CLAIMS FILED</u>			
YEAR	# OF MED ONLY	# OF INDEMNITY	TOTAL #
2018	65	12	77
2019	64	12	76
2020	53	3	56
2021	49	6	55
2022	59	8	67

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, Kathy Dodaro, Christine Geerts, Katie Ruske, and Lori Sanchez. 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 2024 HSB funding cycle application received 27 applications totaling \$237,210 in funding requests. 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 a review meeting on July 18th, 2023, the HSB determined they would recommend all 27 of the applicants to receive funding in 2024.

The following pages include the programs recommended for 2024 HSB funding and a brief description of the services each program provides Westminster residents.

Agency Name	Requested	Recommend
710 Rotary Foundation	\$ 12,000	\$ 5,000
A Precious Child	\$ 10,000	\$ 7,500
ACCESS Housing	\$ 16,000	\$ 8,000
Action Center/Jeffco Action Center, Inc	\$ 5,000	\$ 4,000
Audio Information Network	\$ 10,000	\$ 3,500
Beyond Home	\$ 7,000	\$ 3,000
Brothers Redevelopment	\$ 5,000	\$ 4,000
CASA of Adams County	\$ 5,000	\$ 4,000
CASA of Jefferson County	\$ 4,000	\$ 3,500
Catholic Charities of Denver	\$ 10,000	\$ 3,000
Center for People With Disabilities	\$ 6,500	\$ 4,000
Clinica Campesina Family Health Services, Inc.	\$ 10,000	\$ 6,500
Community Table/Arvada Community Food Bank	\$ 7,500	\$ 5,000
Early Childhood Partnership of Adams County	\$ 10,000	\$ 2,000
Family Tree	\$ 10,000	\$ 5,500
FISH Inc.	\$ 10,000	\$ 10,000
Food Bank of the Rockies	\$ 10,000	\$ 4,000
Growing Home	\$ 10,000	\$ 7,500
Jefferson Center for Mental Health	\$ 10,410	\$ 8,000
Kids First Health Care	\$ 8,000	\$ 5,000
Mission Arvada	\$ 11,300	\$ 1,000
Outdoor Lab Foundation	\$ 10,000	\$ 5,000
Project Angel Heart	\$ 7,500	\$ 4,000
Ralston House (Arvada Child Advocacy Center)	\$ 10,000	\$ 6,000
Reading Partners	\$ 10,000	\$ 4,000
Rocky Mountain Multiple Sclerosis Center	\$ 2,000	\$ 2,000
Seniors' Resource Center	\$ 10,000	\$ 5,000
TOTAL	\$ 237,210	\$ 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.

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.

Clinica Campesina Family Health Services – Medical and dental care provider for low-income and other underserved people in Westminster.

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.

Early Childhood Partnership of Adams County – improving equitable access to affordable, high-quality services in early learning, health/mental health, and family support and education

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 Bank of the Rockies – Supports activities within the City of Westminster, including the Hunger Relief Partner Network and direct programs.

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

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.

Mission Arvada – Support for the Homeless Housing Navigation Center and Housing Support program.

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.

Ralston House – Multi-disciplinary team that talks with children and their families that would lessen anxiety for a child that has been abused.

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.



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.

Senior Resource Center – Community partner providing person-focused, coordinated services to enhance independence, dignity, and quality of life for seniors.

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 Information Systems Division provides infrastructure and operations support. The Software Engineering Division provides technology solutions development and application management. Cybersecurity, technology purchasing, and IT service management reside in Administration.

Budget Overview

Fund: 100 - General Fund

Dept.: 60 - Information Technology

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	3,645,142	4,990,300	5,920,330	6,385,500
Contractual	1,041,961	1,473,486	2,583,597	3,066,970
Commodities	10,160	20,202	55,800	40,800
Other	103,949	153,668	270,000	1,682,000
Program Total	4,801,212	6,637,656	8,829,727	11,175,270

Fund: 100 - General Fund

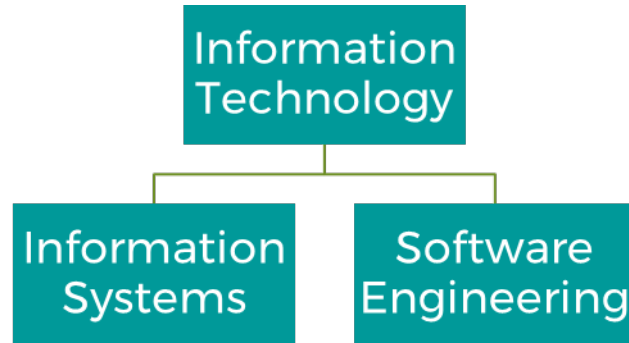
Dept.: 60 - Information Technology

Division: 050 - Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,100,300
Contractual	-	-	-	667,815
Commodities	-	-	-	38,300
Other	-	-	-	-
Program Total	-	-	-	1,806,415

Staffing Overview

	2021	2022	2023	2024
FTE Staff	34.3	37.0	40.0	40.0



Overview

The Information System Division maintains and operates the City’s technology infrastructure, full-service data center and end user support. This Division manages centralized physical, cloud and virtual servers, end user computing devices, Microsoft 365 services including email, printing, audio visual equipment, streaming services, and the City’s telecommunications and network infrastructure. The Division consists of three functional teams: Systems Administration, End User Support, and Telecommunications and Network.

Budget Overview

Fund: 100 - General Fund
Dept.: 60 - Information Technology
Division: 230 - Information Technology

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	3,645,142	4,990,300	5,920,330	2,512,100
Contractual	1,041,961	1,473,486	2,583,597	2,076,185
Commodities	10,160	20,202	55,800	2,500
Other	103,949	153,668	270,000	1,682,000
Program Total	4,801,212	6,637,656	8,829,727	6,272,785

2024 Objectives

- 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
- Deploy a record number of 340 laptops based on the replacement schedule to maintain the City’s infrastructure
- Implement new Endpoint Detection and Response (EDR) for servers and devices to increase resilience
- Conduct regional cybersecurity classes to increase resilience
- Replace data center core network with 100 gigabytes per second (gbps) infrastructure resulting in a high performance and fully redundant datacenter
- Migrate deep freeze storage from Wasabi to Azure for a more robust infrastructure
- Implement hardened Multifactor Authentication across all Windows logins and applications for increased resilience

2023 Accomplishments

- Successfully replaced over 50 Core network switches across eight sites improving network performance in all our fire stations for an increase in robust infrastructure
- Enhanced communications with citizens and customers by implementing Vuesion call center for Utility Billing
- Migrated all employees to Microsoft 365 to gain multifactor authentication (MFA) functionality and increase resilience
- Completed upgrades to City Council Chambers for better streaming options and successfully upgraded Channel 8 equipment to stream City Council Meetings
- Moved the City to Westminsterco.gov domain for email and websites to meet legal requirements
- Added to the City's infrastructure by completing telecom and network connections to the Harris Park facility
- Participated 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
- Enhanced a shared sense of community and increased quality of life through better communications by upgrading streaming services and audio-visual (AV) for public meetings including City Council meetings
- Implemented Microsoft's Intune endpoint management tool to better manage City computing devices

Overview

The Software Engineering Division provides technology solutions to customers within the City of Westminster to enhance their performance and productivity. Activities range from directing employees to appropriate tools all the way through to data analytics and researching, developing, implementing, and maintaining complex enterprise applications. The division consists of four functional teams: Enterprise Applications, Public Safety & GIS, Web & Development, and Data Services.

Budget Overview

Fund: 100 - General Fund

Dept.: 60 - Information Technology

Division: 820 - Software Engineering

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	2,773,100
Contractual	-	-	-	322,970
Commodities	-	-	-	-
Other	-	-	-	-
Program Total	-	-	-	3,096,070

2024 Objectives

- Analyze and prototype Microsoft Power Apps platform for use with the City's Microsoft 365 environment
- Adding to a more robust infrastructure and quality of life through assisting Finance in implementing a new cashiering system
- Enhance the City infrastructure by completing the integration between Cityworks and Infinity Customer Information and Utility Billing system
- Implement new Endpoint Detection and Response system for servers and devices to increase resilience
- Complete General Leave Changes to the enterprise resource planning (ERP) system to match proposed General Leave Policy
- Meet Americans with Disabilities Act (ADA) compliance of the City's digital assets as directed by state legislation (Colorado HB21-1110) to ensure quality of life and shared sense of community to all citizens

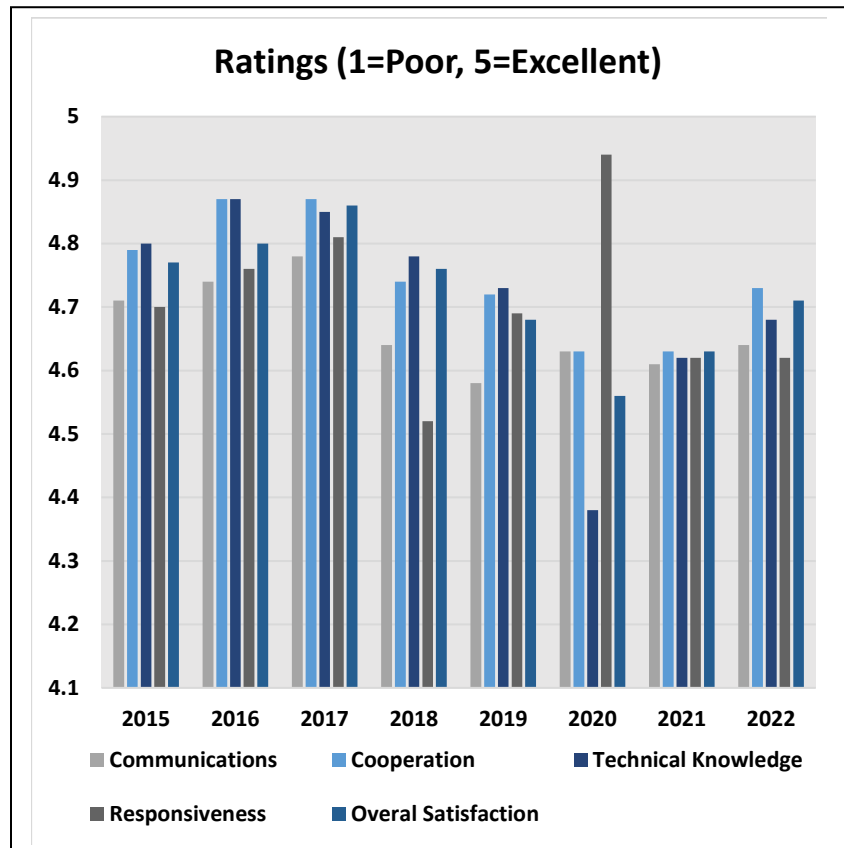
2023 Accomplishments

- Developed an in-house, custom threat management application for Facilities security to report and assess threats

- Assisted the City Clerk’s Office in implementing a new agenda and meeting management system for Council and the public
- Assisted Fire in completing National Emergency Medical Services Information System (NEMSIS) Reporting through Fire’s Records Management System, Image Trends, to increase quality of life
- Conducted Supervisory Control and Data Acquisition (SCADA) focused cybersecurity Assessment for increased resilience

Performance Snapshot

IT sends out customer satisfaction surveys when IT service requests are completed. The survey measures communications, cooperation, technical knowledge, responsiveness, and overall satisfaction. The graph reflects continued overall increase in results in 2022 from the highly volatile 2020 that experienced high turnover. IT targets these metrics to stay over 4.5 on a 1 to 5 scale and addresses teams when scores drop below 4.5



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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	15,084,038	20,940,470	24,052,678	26,768,047
Contractual	6,079,650	7,294,222	11,321,248	12,857,989
Commodities	2,422,823	2,344,366	2,983,774	3,156,789
Other	1,075,635	181,601	396,811	614,226
Program Total	24,662,146	30,760,659	38,754,511	43,397,051

Staffing Overview

	2021	2022	2023	2024
FTE Staff	205.8	205.3	213.3	213.3



Note:

- Cultural Affairs, previously a separate division within PRL, will now be within the PRL Operations Division.

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, marketing of all PRL programs, events, and initiatives, personnel management as well as the PRL project design, planning, and management. 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: 050 - Administration

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	930,069	1,060,965	1,129,150	613,680
Contractual	422,573	380,039	1,146,149	1,355,990
Commodities	37,815	21,731	15,000	27,750
Other	362	15	10,647	216,650
Program Total	1,390,819	1,462,750	2,300,946	2,214,070

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 580 - Operations

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,738,600
Contractual	-	-	-	-
Commodities	-	-	-	-
Other	-	-	-	-
Program Total	-	-	-	1,738,600

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	770,180	94,200
Contractual	-	-	485,000	744,770
Commodities	-	-	226,000	92,000
Other	-	-	-	2,000
Program Total	-	-	1,481,180	932,970

Fund: 540 - POST Fund
Dept.: 50 - Parks, Recreation and Libraries
Division: 580 - Operations

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	251,400
Contractual	-	-	-	-
Commodities	-	-	-	-
Other	-	-	-	-
Program Total	-	-	-	251,400

2024 Objectives

- Support the implementation of the 2024 PRL operating and capital improvement project budget
- Continue:
 - working with Jefferson County partners on the design and development of the Jefferson Navigation Center
 - to use the service delivery model to guide PRL operations
 - to work to achieve the goal of no veteran unhoused in Westminster by participating in the regional *Built for Zero* Initiative
 - to coordinate the Resource Fairs & DMV2Go events begun in 2023
 - best practice of ensuring the clients previously housed remain stabilized by providing some level of support when needed

- using Geographic Information System (GIS) to track Parks and Open Space operations as well as for inventorying Park assets
- Connect people to services and provide support when seeking to exit homelessness, particularly through the Homeless Navigator Program
- Coordinate with regional partners to address basic human services needs of community members in both Adams and Jefferson counties
- 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
- Complete
 - the PRL Vision Plan and achieve adoption by City Council by the end of 2024
 - construction on Downtown's South Park Phase II, Squires Park renovation, Irving Street Library Park renovation and the final three sculptures in the Armed Forces Tribute Garden
- Support conceptual design of the National Lao Hmong Memorial at City Park
- Implement:
 - Phase 1 of the England Park Master Plan
 - asset management software for Forestry
- Create and implement a PRL GIS/ Asset Management Plan
- 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

2023 Accomplishments

- 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
- Provided:
 - longer-term hotel stays for people who received housing vouchers, needing medical respite, and families with children
 - supports for severe weather sheltering in recreation centers when temperatures were projected to be below 0-degrees Fahrenheit
- Attended bi-weekly case conferencing meetings in each county to ensure veterans experiencing homelessness in Westminster were housed as quickly as possible as part of the Metro Denver Homeless Initiative's Built for Zero project

- 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
- Hosted bi-weekly two-hour Resource Fairs with a range of 15 to 30 people attending to connect with up to seven other service providers
- Hosted Department of Motor Vehicle (DMV2Go) at the Irving Street Library on a bi-monthly basis with a range of 15 to 30 people obtaining state-issued identification at each event, eliminating a potential barrier to employment and housing
- Created Web Application for tracking Open Space mowing operations
- Completed a system wide inventory of signs, trash cans, fences, gates, Russian olive trees, invasive species, prairie dogs, turf grass and native Park areas
- Created dashboard for City managed property including medians, greenbelts, and ROW
- Completed 10-minute walkability analysis
- Developed application for improved communication between Homeless Navigators and PRL Rangers
- Implemented a trails network with Public Safety
- Created a Fishing Directory for Westminster Residents
- Continued planning at the Downtown Parks and streetscapes, began construction on Phase II of South Park, and finalized plans for Center Park
- Completed court renovations at Kings Mill Park as well as new dedicated pickleball facility at Municipal Park
- Supported the Parks Irrigation Renovation projects with planning and project management
- Completed the Walnut Creek Golf Preserve irrigation system replacement
- Facilitated development and approval of an agreement for the construction of the National Lao Hmong Memorial at City Park
- Staff continued to utilize the service delivery model within PRL operations
- Produced three high-quality Activity Guides and delivered over 210,000 copies to residents, facilities, and Westminster businesses
- Increased PRL:
 - social media impressions by 34%, and grew social media audience by 12%
 - email marketing campaigns by 23%, while maintaining an average open rate of 43% (more than double the average open rate across all industries).
- Supported and promoted over 80 PRL programs and events with branded campaigns, including Free Fitness Week, One Book Westminster, the PRL Job Fair, Great Global Cleanup, Trapeze, Youth Advisory Panel, Stocking Stuffers, Summer Reading Program, Free Summer Lunch Program, Junior Ranger Academy, Boo at the View, and Westy Craft Brew Fest

- Designed and launched 'Save Your Ash,' a branded Emerald Ash Borer awareness campaign.
- Brought history to life at Metzger Farm during the month-long production of Pride of the Farm in collaboration with The Catamounts theater company
- Hosted the highest-attended Summer Block Party to date in Historic Westminster.
- Successfully held the annual 4th of July Celebration and fireworks show, despite ominous weather forecasts
- Sold out signature summer ticketed events, including the Westy Craft Brew Fest and Top Taco
- Collaborated with Police Department by incorporating Cuisine with Cops into Movies in the Park series
- Held over 34 sessions of Art a la Carte, making arts and culture instruction more accessible; most sessions were sold out
- Procured 11 new sculptures for the Vicky Bunsen Sculpture Garden as part of the Sculpture on Loan Program
- Facilitated the design and installation of 16 artistic traffic box wraps in partnership with Traffic Engineering and Westminster Public Schools
- Held four sold out Westminster History Tours in partnership with the Westminster Historical Landmark Board and the Westminster Historical Society
- The Fuse Box Container Art Gallery uses a specially designed shipping container to provide an art gallery that is viewable to the community 24/7, will be installed in Downtown Westminster by the end of summer.
- Launched the City's first-ever Arts Week, scheduled for Sept. 23-30, in partnership with the North Metro Arts Alliance, Westminster Public Schools, the Paletteers Art Club, Denver Center for the Performing Arts, and the Scientific and Cultural Facilities District.
- Completed 2023 Progress Report for the Arts & Culture Master Plan
- Generated over \$100,000 in sponsorship and advertising revenues, including in-kind donations
- Permitted over 72 community special events, including two community festivals held by the Hmong community, two community festivals sponsored by faith-based groups, and one historical reenactment and educational event sponsored by a local non-profit group.
- Westy Fest will be held on Oct. 21, an event to honor Veterans Day will be held on November 10, 2023 at the Armed Forces Tribute Garden, and the Holiday Lighting Ceremony and Santa on the Plaza events will be held in December at City Hall

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

Overview

Parks Services performs all Park, athletic fields, median, and right-of-way maintenance, snow removal of city trails and facilities, and manages greenhouse operations. The City's operates two high-quality, championship golf courses, Legacy Ridge Golf Course and Walnut Creek Golf Preserve. This division is also responsible for management of the City's 3,141 acres of Open Space program, 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.

Overview

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 550 - Park Services

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	2,565,521	3,555,701	3,691,291	3,705,630
Contractual	2,384,151	2,990,635	4,407,548	5,200,905
Commodities	346,820	398,780	680,547	808,235
Other	935,240	86,322	69,000	69,000
Program Total	6,231,732	7,031,438	8,848,386	9,783,770

Fund: 540 - POST Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 550 - Park Services

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	2,073,429	2,683,153	3,014,901	3,247,811
Contractual	194,426	242,418	356,842	427,829
Commodities	202,338	220,196	203,800	212,425
Other	99,796	70,864	280,000	287,000
Program Total	2,569,989	3,216,631	3,855,543	4,175,065



WESTMINSTER

Fund: 220 - Legacy Ridge Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	843,491	1,121,535	1,208,580	1,330,793
Contractual	514,475	706,138	938,427	1,220,352
Commodities	304,758	318,849	336,853	372,000
Other	10,050	3,545	6,082	4,788
Program Total	1,672,774	2,150,067	2,489,942	2,927,933

Fund: 230 - Walnut Creek Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 720 - Recreation Facilities

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	827,598	1,039,242	1,182,656	1,256,249
Contractual	574,475	718,984	1,508,339	1,138,243
Commodities	267,694	251,379	335,700	363,889
Other	4,517	1,800	6,182	7,888
Program Total	1,674,284	2,011,405	3,032,877	2,766,269

Fund: 100 - General Fund

Dept.: 50 - Parks, Recreation and Libraries

Division: 660 - Standley Lake

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	496,178	694,950	849,440	951,600
Contractual	168,391	136,119	179,160	229,840
Commodities	21,517	25,632	22,091	23,620
Other	15,690	7,277	13,000	15,000
Program Total	701,776	863,978	1,063,691	1,220,060

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	120,059	172,016	153,500	205,494
Contractual	6,487	6,279	18,276	15,500
Commodities	7,664	2,027	8,500	8,500
Other	-	-	-	-
Program Total	134,210	180,322	180,276	229,494

2024 Objectives

Parks:

- Construct the next phase of Downtown Park development focused on Center Park
- Revitalize the 88th Ave Frontage of Downtown through renovations of South Park
- Renovate the planter boxes along 72nd Avenue between Federal Blvd and Newton Street
- Begin the reconstruction and lining of the City Park irrigation pond
- Continue Parks Irrigation replacement program to reduce water consumption and capture operational efficiencies
- Continue environmental stewardship efforts and support the City's Sustainability plan through best management practices (BMP's) and improved cultural practices
- Continue to work collaboratively with Stormwater and Mile High Flood District on the Big Dry Creek streambank restoration project
- 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
- Optimize the Landscape Maintenance contracting by combining two contracts
- Begin work on the City Hall north lawn xeric project
- Continue the city-wide tennis/basketball court renovation program
- Continue city-wide playground equipment replacement program with the renovation of playgrounds at Sherwood Park, Somerset Park, Irving Street Park, Trailside Park, and City Park Preschool
- Complete irrigation system renovations at Orchard, Stratford, Windsor, and Foxshire Parks, and Standley Lake campground
- Begin work on multiple other Parks irrigation system replacements.
- Begin the renovation of Squires Park

- Implement the first all-electric commercial ride-on mower in the Parks fleet
- 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

Golf:

- 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 Colorado Golf Industry Best Management Practices Guide and improved cultural practices
- Pursue equipment automation/technology geared towards efficiency and sustainability
- Strategize the implementation and development of a Golf Simulator
- Continually review improvement strategies for Food and Beverage Operations.
- Plan procurement of the 2025 golf cart rental fleet recognizing potential 18-month supply chain challenges
- Optimize contracted Player Development programs
- Complete 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
- 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

Open Space (to include Standley Lake):

- Re-align the final section of the Rocky Mountain Greenway trail to City-owned property
- Implement the Westminster Hills Open Space area plan
- Develop an Ecosystem Management plan for restoration of natural lands and management of native and non-native plants and animals
- Develop a Trail Management and development plan
- Implement Phase II Standley Lake Security Audit Recommendations
- Continue treatment of City-owned ash trees in prevention of the Emerald Ash Borer infestation, while providing on-going tree health care for new issues.
- Complete campground irrigation replacement project

- Planting of 100 trees in the Standley Lake campground
- Complete infrastructure repairs to the ADA fishing pier at Standley Lake.
- Installation of a new off-grid eagle cam
- 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

2023 Accomplishments

Parks:

- Supported the 10-day Sparkler Tournament that attracted record attendance and game levels
- Completed:
 - the City's first Pickleball Complex at Municipal Park
 - Renovation of Kingsmill Tennis Courts
 - design work for Squires Park Renovation
- Continued Parks Irrigation central control system replacement and upgrade
- Implemented Parks facilities security system upgrades
- Celebrated the renaming of Westminster Center Park to McFall Park and Trendwood Park to TeBockhorst Park
- Implemented Parks maintenance at Sheridan Green Elementary School
- Replaced electrical components at City Hall for outdoor lighting systems.
- Began a replacement soil study for plant sustainability in Downtown Streetscapes

Golf:

- Successfully hosted national and state tournaments including the American Junior Golf Association, US Open Qualifiers, and Colorado Golf Association events
- Hosted the highly successful 5th annual Westminster Open
- Contracted Player Development services through Trent Wearner Golf Academy
- Completed the Walnut Creek Golf Preserve Irrigation replacement project
- Recaptured a large market share of players to Legacy Ridge Golf Course after the completion of its renovation project
- Set numerous monthly records at both golf courses for rounds and revenues
- New irrigation system at Legacy Ridge fully programmed and operational
- Supported numerous local charities through round donations for fundraisers
- Partnered with the City of Westminster Wellness and Library Adventure Pass programs

Open Space (to include Standley Lake):

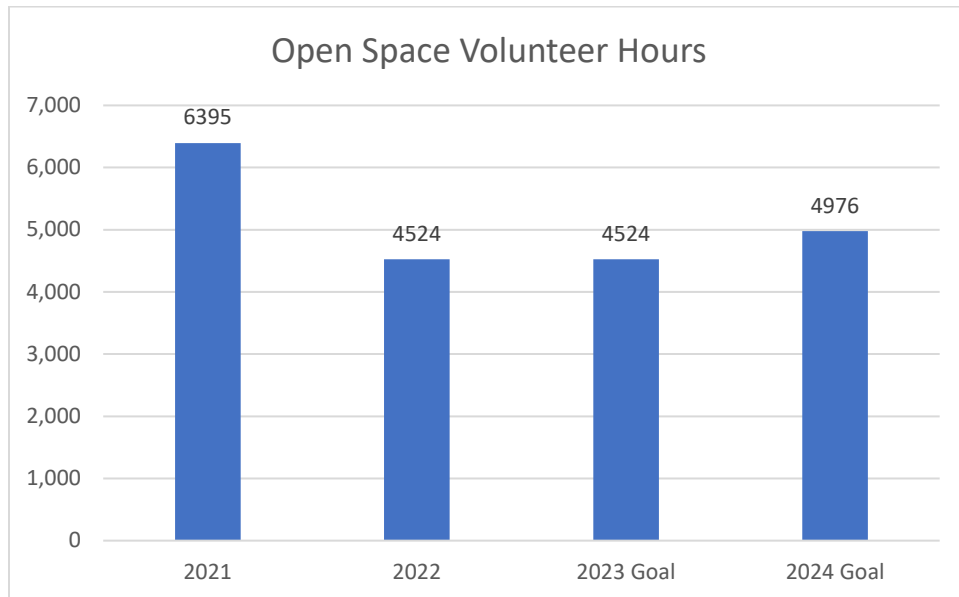
- Updated and continued to implement the Open Space Stewardship Plan.
- Completed the cleanup of the Diekmann property

- Completed the McKay Lake North Area design plan to upgrade parking, improve Americans with Disability (ADA) access, and eliminate flooding issues.
- Received a \$1,000,000 grant from Adams County to develop implement the McKay Lake North Design Plan
- Completed the Westminster Hills Open Space area plan
- Completed an inventory and census of all City Prairie Dog colonies
- Completed the Urban Forest Management Plan
- Developed an area management plan for the Westminster Hills Open Space to address over-crowding and environmental degradation issues
- Implemented a city-wide Emerald Ash Borer treatment program
- Continue and expand partnership with Mile High Youth Corps to increase Open Space and Parks management and provide job skill development
- Completed a citywide inventory of city-owned and right of way trees
- Completed inventory work for all invasive plants on Open Space land
- Treated more than 1,000 acres for invasive species, disseminated biological pest management controls at Standley Lake Regional Park, Walnut Creek Golf Preserve, and throughout the City's Open Space and Parks system
- Repaired and restored over 20 miles of the City's trail system
- Began the native area restoration for the northeast portion of McKay Lake
- Removed over 300 invasive Russian Olives from City property
- Purchase of new ADA compliant boat ramp
- Developed partnerships allowing for multiple rowing club opportunities at Standley Lake
- Expand nature education programming to include all Open Space, Parks, and recreation areas
- Initiated Phase I of the Standley Lake Security Audit to determine how to better protect the drinking water supply
- Installation of the new eagle nesting platform
- Aquatic Nuisance Species (ANS) Program successfully prevented the introduction of zebra mussels at Standley Lake
- Two Rangers were hired and dedicated to engage with the homeless population by utilizing the Continuum of Compassion including the execution of all trespass and abatements throughout the Parks and Open Space system
- GOCO Jr Ranger program serving primarily those in underserved communities providing our fifth year of grant-supported afterschool Nature Clubs in partnership with Butterfly Pavilion and Westminster Public Schools

Golf 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.

Open Space Performance Snapshot



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 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	2,100,229	3,288,918	3,607,370	3,885,920
Contractual	372,740	438,949	502,707	434,605
Commodities	590,304	571,030	532,245	592,810
Other	9,980	11,778	11,900	11,900
Program Total	3,073,253	4,310,675	4,654,222	4,925,235

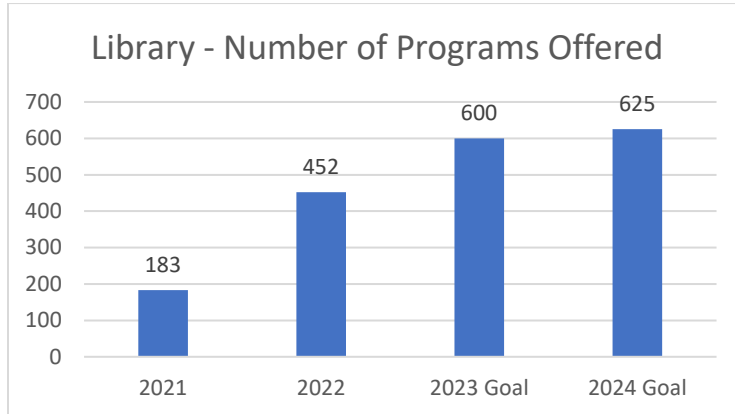
2024 Objectives

- Implement 2024-2027 Westminster Public Library Master 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
- Establish archive digitization and oral history priorities and best practices
- Expand volunteer program within the archive to support both projects
- Develop core collection of picture books adult fiction titles
- Ongoing evaluation and implementation of relevant programming and services that promote a well-informed and engaged community
- Leverage community partnerships and volunteer opportunities to expand Library services and programming particularly to underserved populations
- 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
- Continue to integrate library staff within city services including increased staff representation on city-wide committees and increased participation in city events and training

- Send staff to Feria Internacional del Libro de Guadalajara to update the library's Spanish Language collection with high-quality materials with a focus on authentic literature. Pursue grant options to support travel expenses. Utilize 2025 grant funds to supplement collection purchases
- Continue to refresh and update processes and policies to better reflect current trends and fully support our diverse community

2023 Accomplishments

- Held the first One Book Westminster program in over 10 years. Title selection was *Woman of Light* by Kali Fajardo-Anstine. The program included over 515 readers and 428 program attendees
- Established Westminster Archive Center at College Hill Library and a digital archive available on the library website. The archive maximizes resident access to materials of enduring value connected to the history of the City of Westminster
- Launched an Open Space Trivia Walk program
- Developed workflow assessment for the physical library materials workflow. This process identified several process improvements, resulting in patrons receiving new materials 40% faster
- Beta tested development of core collections (i.e. materials of enduring value that will remain part of the library collection for an extended period)
- Collaborative research for the establishment of a teen core collection using grant funding
- Re-established Interlibrary Loan lending through Prospector and are now lending WPL materials to libraries across the state
- Updated library programming policy
- Partnered with Front Range Community College to host the Human Library program promoting and creating an awareness around cultural diversity
- Implemented a new Summer Reading software Beanstack which allows for easy tracking and sign-up for participants
- Updated the library catalog with new boxed results, font, and colors. The upgrade also incorporated the library's Hoopla database, making it more accessible to library patrons
- Updated the library website to provide new information for patrons on Interlibrary loan, Research and Learning, the Open Space Trivia Walk, Summer Reading, the new Archive Center, and One Book Westminster
- Updated furniture in the College Hill Information Area
- Upgraded the library's AWE literacy workstations
- Replaced the Adventure Pass management software to improve the booking of passes. Reactivated the WOW! Children's Museum Adventure Pass and added a new Adventure Pass to the Denver Museum of Miniatures, Dolls, and Toys
- Resumed working with Westminster Rotary on the Imagination Library project.



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 MAC (Mature Adult Center), the Westminster Sports Center, and Countryside outdoor pool (seasonal operations).

Budget Overview

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,903,058	2,712,685	3,350,780	3,954,780
Contractual	290,203	303,165	464,129	464,630
Commodities	211,516	220,911	340,880	341,285
Other	-	-	-	-
Program Total	2,404,777	3,236,761	4,155,789	4,760,695

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	3,224,406	4,611,305	5,094,830	5,531,890
Contractual	1,151,729	1,371,496	1,314,671	1,625,325
Commodities	432,397	313,831	282,158	314,275
Other	-	-	-	-
Program Total	4,808,532	6,296,632	6,691,659	7,471,490

2024 Objectives

- Continue to partner with the Facility Management 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 play a role in the 2024 job fair
- In partnership with Westminster Public Schools, continue to offer free summer lunch at select recreation facilities and recreation programming as well as in McFall Park
- Activate Recreation Park & Play trailer at community events such as Neighborhood night outs, community engagement opportunities, and select City special events
- Offer high quality services to the community that are affordable and can be accessed by all residents, regardless of financial ability
- Complete the Swim and Fitness Center remodel
- Renovate and begin to program the newly acquires space at the MAC

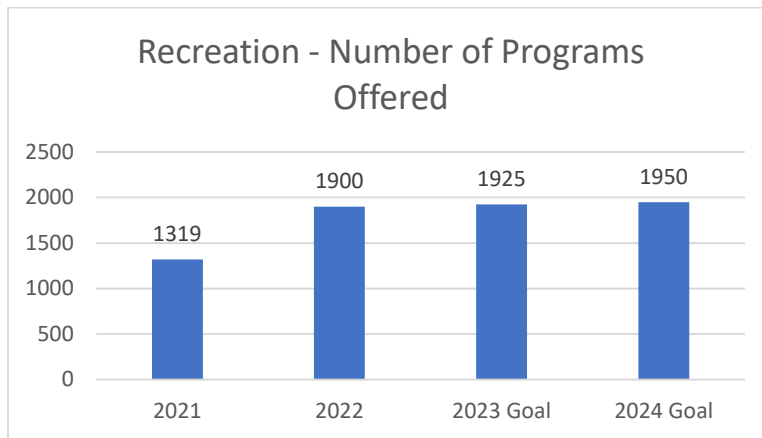
2023 Accomplishments

- Wrapped up COVID support responsibilities and closed COVID testing site located at Front Range Community College due to decrease in demand for testing
- Continued partnerships with Kids Night Out, Westminster Soccer, and little leagues to provide programs for Westminster youth
- Provided quality summer day camp and preschool state licensed programs at a reduced rate through the utilization of the State of Colorado Child Care Sustainability and Stabilization grants
- Continued to actively recruit staff for multiple recreation positions with an additional focus on recruitment through the coordination of a focused job fair
- Implemented retention and recruitment bonuses for staff working in Licensed childcare programs through the implementation of the State of Colorado Child Care Sustainability and Stabilization grant
- Continued partnership 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
- Continued 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

- Partnered with Fly Mile High to offer trapeze programming and unique recreational experience for Westminster
- Began construction phase of the Swim & Fitness Center renovation project with a focus on improving ADA accessibility throughout the facility
- Provided opportunities for cold weather shelters for those experiencing homelessness

Recreation Services Performance Snapshot

Facility visits across all seven recreation centers, year-to-date (as of August 11, 2023) are 749,461



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

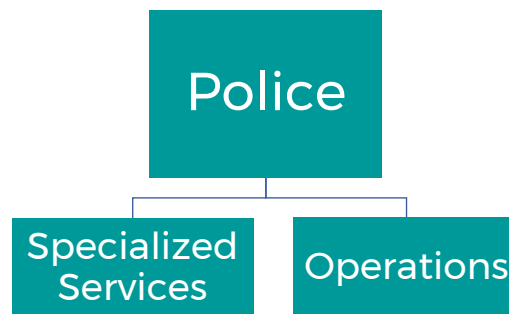
Dept.: 20 - Police

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	25,575,230	33,447,067	37,793,816	40,443,045
Contractual	2,853,822	4,080,306	5,258,675	5,103,835
Commodities	170,275	405,215	330,804	385,970
Other	86,510	181,922	226,855	1,043,155
Program Total	28,685,837	38,114,510	43,610,150	46,976,005

Staffing Overview

	2021	2022	2023	2024
FTE Staff	274.8	288.3	293.8	293.8

For 2024, the Police Department completed a reorganization and dissolved the Technical Services Division. Along with the reorganization, the Police Department reclassified three (3) FTE's to create a Technical Services Supervisor, Digital Media Specialist, and Lead Victim Advocate.



Police Department - Administration

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. The Administration Division also includes the Professional Standards Section which is responsible for public information, training, employee background investigations, and internal affairs.

Budget Overview

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	560,755	789,608	1,056,858	2,417,995
Contractual	794,193	874,884	768,848	893,525
Commodities	24,107	19,036	35,521	192,880
Other	69,787	10,389	54,406	700,555
Program Total	1,448,842	1,693,917	1,915,633	4,204,955

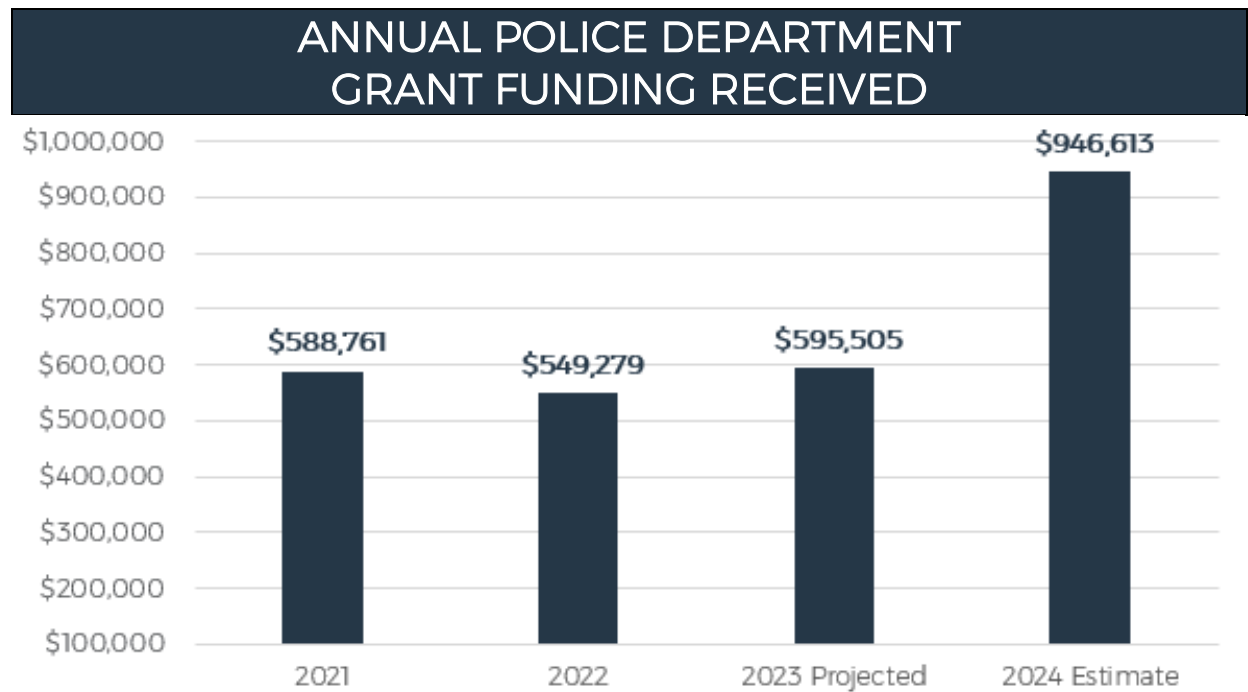
2024 Objectives

- Finalize the 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
- Staff vacant positions throughout the PD through efficient hiring processes
- Conduct negotiations with the Westminster Fraternal Order of Police Lodge #25 for the 2025-2026 collective bargaining agreement
- Research and administer viable grant funding for the Department
- Monitor and respond to public safety-related legislation
- Implement a strategic plan and updated mission, vision, and values for the PD
- Achieve re-accreditation through the Colorado Association of Chiefs of Police (CACCP)

2023 Accomplishments

- Continued 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
- Continued to staff vacant positions throughout the PD including full staffing in the Animal Management Unit, near full staffing in the Telecommunications/ Dispatch Unit, and full staffing in the Body Worn Camera Unit
- Successfully reached the PD's second Collective Bargaining Agreement with the Westminster Fraternal Order of Police Lodge #25 for 2024
- Selected a Police Chief through a national recruitment process
- Initiated a contract with Lexipol for a full, comprehensive review of all Police Department policies
- Began the reorganization process to move from four divisions to three
- Authorized a contract with Motorola for a complete radio system replacement that will take place over 2023-2024
- Continued to develop and enhance the Chief's Community Advisory Panel to maintain relationships with the community
- Reviewed and monitored State legislation that passed and update policies and procedures to reflect the changes
- The PD Data Analyst partnered with IT and GIS to bring on the new Business Intelligence Analyst that will help improve data reporting city-wide
- The implementation of online reporting has been impactful to police response throughout the community
- Several promotion processes were completed after the selection of the police chief including the ranks of Deputy Chief, Commander, Sergeant, Records Supervisor, and Telecommunications Supervisor
- 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

Performance Snapshot



****Grants are awarded throughout the year for various grant award periods; most grant award periods do not align with the City of Westminster's fiscal year and may overlap City of Westminster budget years.*

COMPREHENSIVE BACKGROUND INVESTIGATIONS FOR NEW HIRE CANDIDATES COMPLETED ANNUALLY

2021	2022	2023 <i>ESTIMATED</i>	2024 <i>GOAL</i>
71	131	100	80

NUMBER OF POLICE DEPARTMENT POLICIES REVIEWED ANNUALLY			
2021	2022	2023 <i>ESTIMATED</i>	2024 <i>GOAL</i>
9	17	75	54

****In 2023, the Westminster Police Department contracted with Lexipol, LLC to complete a full review of policies and procedures. Lexipol, LLC provides state-specific law enforcement policy review services and provides feedback and proposed updates to ensure that the agency's policies and procedures are current with state laws, federal laws, and court decisions.*

PERCENTATGE OF FULL STAFFING ACROSS POLICE DEPARTMENT			
2021	2022	2023 <i>ESTIMATED</i>	2024 <i>GOAL</i>
87%	89%	93%	98%

Police Department – Operations Division

Overview

The Operations Division was renamed from Patrol Services with the reorganization and includes patrol operations, SWAT Team, K9 Unit, Special Enforcement Team, Field Training Officer program, Mobile Field Force, extra duty/off duty employment, Crisis Intervention Team and emergency management. The Operations Division also includes the Traffic Unit, Co-Responder Unit, Animal Management Unit, Graffiti Enforcement, and the Special Events Unit. The Special Events Unit 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.

Budget Overview

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	11,722,410	16,120,949	16,882,011	23,856,045
Contractual	684,576	897,369	1,289,680	1,709,525
Commodities	39,386	66,624	72,450	116,240
Other	-	54,002	122,172	47,600
Program Total	12,446,372	17,138,944	18,366,313	25,729,410

2024 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
- Continue to recruit and train officers to fill vacant positions
- Ensure open communication and collaboration with other city departments
- Continue working on community outreach and engagement



WESTMINSTER

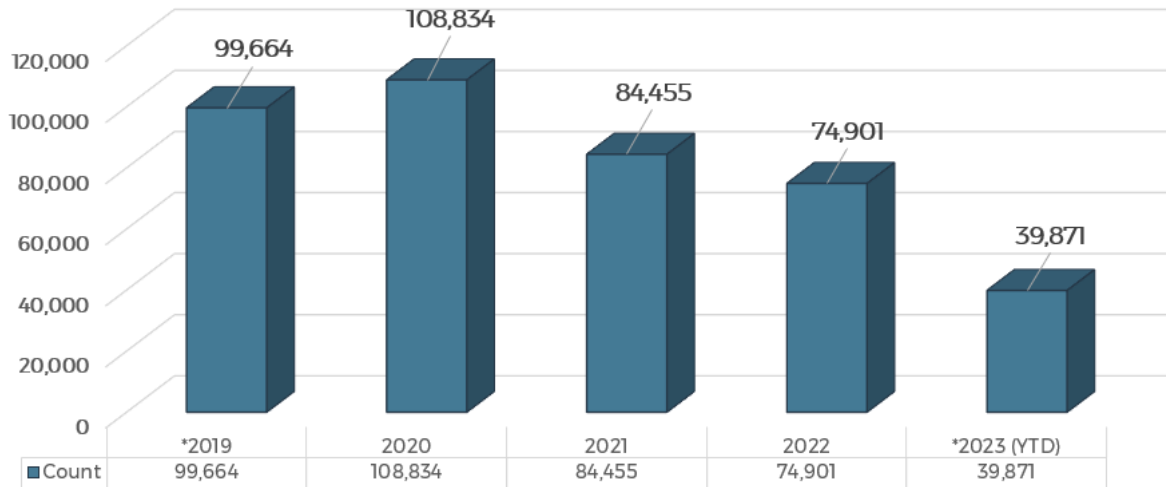
- Partner with the community and other areas of city government to solve problems
- Continue training to increase the number of Terminated Emergency Vehicle Operations – Pursuits by Police Officer
- Continue to provide services through the mental health co-responder program.
- Enhance and improve graffiti monitoring and removal

2023 Accomplishments

- Successfully brought the Co-Responder unit in-house to the PD and hired and onboarded staff
- Attended community-based events when staffing permitted
- Continued to provide support for users of records management system (RMS)
- Continued focus on employee wellness and providing all PD staff with an opportunity to speak to a mental health provider annually for wellness check-ins
- Successful implementation of vest carriers for patrol officers
- Continued to improve online reporting with the implementation of being able to add supplemental reports online
- Maintained full staffing for the Animal Management Unit since 2020
- Animal Management Unit hosted a successful vaccination clinic in April
- Animal Management staffed provided assistance to City Council by working on revisions to the City's animal ordinances
- Collaborated with Arvada Police Department to conduct a successful Teen Academy
- Hosted the second summer of the Lawn Enforcement program where a total of six teens from the community volunteered to help with lawn mowing and mitigation
- SRO officers helped to initiate and manage the donation of over \$25,000 of gently used fitness equipment to a Westminster middle school

Performance Snapshot

POLICE DEPARTMENT TOTAL CALLS FOR SERVICE OVER TIME 2019 - 2023 (YTD)



**Note: The data ranges from 3/16/2019 to 7/10/2023. In March 2021, the WPD moved to a new CAD and RMS provider and kept only two years of previous data which accounts for the partial year of data for 2019. The sample includes all Calls for Service (CFS) assigned to WPD officers. Please note that this excludes CFS exclusively managed by WPD Dispatch.*

AVERAGE RESPONSE TO PRIORITY 1 CALLS FOR SERVICE (IN MINUTES)

2021	2022	2023 ESTIMATED	2024 GOAL
07:20	07:56	08:01	07:50

PERCENTAGE OF SUCCESSFUL COMPLETION OF FIELD TRAINING OFFICER PROGRAM FOR NEW OFFICERS

2022	2023 ESTIMATED	2024 GOAL
79.17%	86%	80%

Police Department – Specialized Services Division

Overview

The Specialized 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, crime prevention, records management and storage/safekeeping of evidence and found property. The Specialized Services Division also includes the Technology and Communications Sections. The Technology Unit is responsible for assessing and implementing department technology needs, technical services, and body worn cameras. 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: 300 - Specialized Services

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	7,600,579	9,392,802	10,482,894	14,169,005
Contractual	587,585	555,130	856,177	2,500,785
Commodities	75,757	266,679	182,836	76,850
Other	-	103,589	25,277	295,000
Program Total	8,263,921	10,318,200	11,547,184	17,041,640

2024 Objectives

- Continue to recruit and train staff to fill vacancies and maintain adequate staffing levels
- Continue to complete comprehensive investigations that are victim centric and focused on successful prosecution of offenders
- Complete the necessary training and certifications for newly hired detectives
- Collaborate with Human Resources to effectively and efficiently recruit quality personnel
- Continue community outreach and partnerships for service delivery to the community
- Continue to complete comprehensive investigations that are victim centric and focused on successful prosecution of offenders
- Continue involvement in community events

- Review and update the dispatch communication center policies and procedures in the interest of clarification and operational efficacy
- Identify a remote call taking solution and mobile “dispatch kits”
- Purchase and outfit a mobile command vehicle for dispatch and SWAT by identifying grant funding opportunities
- Continue to work towards advancements in technology to better serve citizens and improve staff efficiency
- 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
- Foster an environment where communication occurs throughout the Division and interdepartmentally with the Patrol Division
- Continue to develop cold case investigations conducting one cold case review and one evidence review

2023 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” and partnered with Park, Recreation, and Libraries to host the event during “Movies in the Park”
- Foster an environment where communication occurs throughout the Division and interdepartmentally with the Patrol Division
- Develop and participate in community engagement and education programs
- Continue to develop cold case investigations conducting one cold case review and one evidence review
- Continued to be involved with community outreach and engagement by attending community meetings
- Conducted the second annual Public Safety Open House event in coordination with the Fire Department, Public Works & Utilities, and Parks, Recreation, & Libraries
- Executed a successful redesign and update to the work stations in the Investigations Unit with the assistance of Facilities Maintenance
- Purchased a 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 with grant funding
- Partnered with the Colorado Metropolitan Auto Theft Task Force (CMATT) and FBI Safe Streets Task Force to combat crime within the City of Westminster

- Provided quality service to the Municipal Court with Court Officers and Court Security personnel
- Hosted fall Citizen’s Academy for public to gain insight into law enforcement and experience daily operations within the PD
- Purchase and implemented the M-Vac system for DNA collection and analysis to aid in suspect identification and cold case investigations
- Utilized funds from the sale of outdated radios to seed the pilot of the Brazo’s e-ticket program for the motorcycle traffic officers. The PD is currently working on attaining grant funds to expand the program to all Patrol officers
- Collaborated with Front Range Radio Consortium (FRCC) to become part of the FRCC Motorola Core with newly designed radio system
- Designed new public safety radio system based on needs, budget, regional collaboration, FRCC requirements, and added features based on newer technology
- Continued to improve and implement improve body worn camera (BWC) sensor activations in all patrol vehicles, traffic motors, and investigations vehicles.
- Created and implemented a Digital Beat Board
- Body Worn Camera Technicians updated the auto-tagging features to increase ID tagging in videos from 80% to 98% since November 2022

Performance Snapshot

CRIME SCENE REPORTS COMPLETED ANNUALLY			
2021	2022	2023 PROJECTED	2024 GOAL
306	171	150	175

NUMBER OF INVESTIGATIONS CASES ASSIGNED ANNUALLY			
2021	2022	2023 PROJECTED	2024 GOAL
2,192	2,327	2,200	2,500

PUBLIC WORKS AND UTILITIES

Department Overview

The Public Works and Utilities Department (PWU) is comprised of three Divisions that are responsible for the safe and efficient operation of the City's water, wastewater, stormwater, streets, fleet and facilities.

Budget Overview

Dept.: 35 - Public Works and Utilities

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	11,086,538	14,708,061	17,453,493	26,515,447
Contractual	20,867,172	22,525,458	27,559,862	28,026,786
Commodities	2,800,308	3,591,180	4,970,456	7,864,329
Other	157,724	182,912	216,350	378,575
Program Total	34,911,742	41,007,611	50,200,161	62,785,137

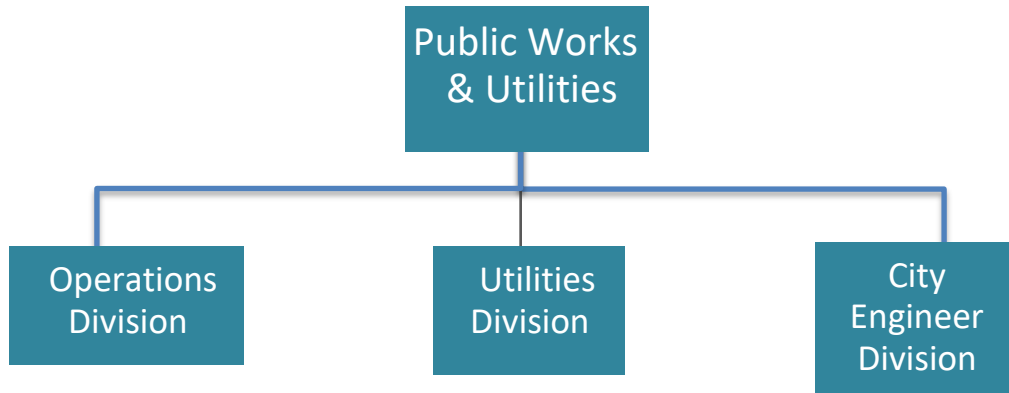
Fund: 100 - General Fund

Dept.: 35 - Public Works and Utilities

Division: 050 - Administration

Expenditure Category	Actual FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,313,025
Contractual	-	-	-	123,507
Commodities	-	-	-	7,000
Other	-	-	-	1,000
Program Total	-	-	-	1,444,532

	2021	2022	2023	2024
FTE Staff	154.5	153.5	154.5	211.0





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Public Works and Utilities - City Engineer Division

Overview

The City Engineering Division is comprised of three sections: Utilities Engineering, Civil Engineering, and Geographical Information Systems. These Sections are responsible for planning, prioritizing, and implementing capital improvement projects to sustain and develop infrastructure supporting public services, health and safety of our City. The Geographic Information System (GIS) Section manages and leads GIS technology deployment, support, and enhancements across all City operations and provides asset management for all the utility infrastructure. The Utilities Engineering Section is responsible for managing the City’s raw water supply, protects existing water rights, plans for future water needs, and monitors the City’s water from source to discharge to ensure compliance with regulations. The Civil Engineering Section is responsible for managing projects to improve our street and traffic infrastructure, and City facilities, which includes our fire stations, recreation centers, City Hall, and other municipal buildings.

Budget Overview

Fund: 100 - General Fund
Dept.: 35 - Public Works and Utilities
Division: 380 - Engineering

Expenditure Category	Actual FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	2,774,025
Contractual	-	-	-	706,670
Commodities	-	-	-	11,505
Other	-	-	-	1,500
Program Total	-	-	-	3,493,700

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 380 - Engineering

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	2,891,269
Contractual	-	-	-	7,799,025
Commodities	-	-	-	68,950
Other	-	-	-	3,500
Program Total	-	-	-	10,762,744



WESTMINSTER

Fund: 210 - Wastewater Fund
Dept.: 35 - Public Works and Utilities
Division: 380 - Engineering

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	530,836
Contractual	-	-	-	126,633
Commodities	-	-	-	59,916
Other	-	-	-	1,000
Program Total	-	-	-	718,385

Fund: 250 - Storm Drainage Fund
Dept.: 35 - Public Works and Utilities
Division: 380 - Engineering

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	855,494
Contractual	-	-	-	671,247
Commodities	-	-	-	18,700
Other	-	-	-	-
Program Total	-	-	-	1,545,441

Fund: 100 - General Fund
Dept.: 35 - Public Works and Utilities
Division: 440 - GIS

Expenditure Category	Actual FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,082,535
Contractual	-	-	-	387,030
Commodities	-	-	-	13,600
Other	-	-	-	1,000
Program Total	-	-	-	1,484,165

Utilities Engineering 2024 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
- 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
- Continue to develop and execute the six program elements for compliance with revised National Pollutant Discharge Elimination System (NPDES) permit, specifically related to development review, municipal facility operations, inspections, and code enforcement
- Relunched the new Water Treatment Plant design project including the raw water pipeline and finished water pipeline projects
- Complete the Big Dry Creek Wastewater Treatment Plant Master Plan

2023 Accomplishments:

- Completed the land purchase on Westminster Boulevard for the new Water Treatment Plant
- Completed a first phase of security assessment of Standley Lake
- Completed the construction of the Northridge Tanks 1 and 2
- Obtained matching funds commitment from Mile High Flood District for capital projects
- Maintained compliance with the state National Pollutant Discharge Elimination System (NPDES) permit specifically related to development review, municipal facility operations, inspections, and code enforcement
- Relunched the new Water Treatment Plant design project including the raw water pipeline and finished water pipeline projects

Civil Engineering 2024 Objectives:

- Complete three key roadway corridor studies to support better planning and budgeting for the Capital Improvement Program (CIP): West 72nd Avenue, Simms Street, and West 128th Avenue
- Increase the replacement efforts of outdated infrastructure and equipment in the City's Traffic Systems Program, including traffic signal poles, new detection equipment, and traffic cabinets
- Facilitate the completion of the first Internet Right-of-Way Permit (iROW) in a multi-year agreement by private providers, including Google Fiber, to implement new city-wide broadband fiber to residents
- Replace the City Park Recreation Center pool HVAC equipment, the West View Recreation Center HVAC system, the Swim & Fitness Center pool boilers, and the Public Safety Center and the City Park Recreation Center roofs
- Develop the design for the replacement Municipal Court, with a goal of beginning construction by mid-2025

2023 Accomplishments:

- The Civil/City-Wide team facilitated the reimbursement of \$7,530,000 in federal and state grant funding for transportation infrastructure projects
- The Civil/City-Wide team initiated four design contracts from the CIP
- The Civil/City-Wide team completed six construction projects from the CIP.
- Replaced the HVAC systems at Fire Station 1, Fire Station 2, and the City Park Fitness Center
- Replaced the domestic boilers and major HVAC systems at the Swim & Fitness Center
- Utilized the facilities asset management software to create strategic, long-term planning decisions and prioritization of capital improvement projects for the 2024 budget and beyond

Geographic Information System

2024 Objectives:

- Deploy robust automated quality control measures to proactively ensure critical data is populated correctly and completely. Our GIS data is integrated to nearly every City enterprise application, so data integrity is essential to support core services
- Standardize internal and external mapping applications to promote a universal user experience

2023 Accomplishments:

- Updated our County property data integration process. This workflow now utilizes a Python script and sources data from automated map services, provided by our partners at Adams County and Jefferson County, to ensure timely updates to property data which is shared with enterprise applications (such as the permitting system, TRAKiT)
- Implemented ArcGIS Monitor to track the many servers, databases, and programs it takes to fuel our GIS program. Having a one stop shop for monitoring allows us to make better decisions regarding resource allocation as well as more quickly troubleshoot errors when they occur

Public Works and Utilities – Operations Division

Overview

The Operations Division is comprised of three sections: Fleet, Facilities and Streets. Fleet manages and maintains the City’s fleet of approximately 750 assets. This workgroup 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 Fleet. Facilities oversees ongoing maintenance and repairs, custodial services, recycling, and waste disposal, and building operations for City facilities. Facilities utilizes staff to perform daily maintenance and repairs, as well as a variety of external vendors. This workgroup is responsible to monitor the City’s gas & electric bills through monthly reviews of usage and advising the individual facility management of any abnormalities. Streets Operations provides overall maintenance of streets and city owned parking lots. Maintenance items include, pavement, traffic signs, pavement markings, street sweeping, snow and ice control, and the Adopt-A-Street Program.

Budget Overview

Fund: 300 - Fleet Fund
Dept.: 35 - Public Works and Utilities
Division: 460 - Fleet Management

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,479,500
Contractual	-	-	-	590,237
Commodities	-	-	-	2,400,514
Other	-	-	-	152,000
Program Total	-	-	-	4,622,251

Fund: 100 - General Fund
Dept.: 35 - Public Works and Utilities
Division: 390 - Facilities Maintenance

Expenditure Category	Actual FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,607,185
Contractual	-	-	-	2,170,835
Commodities	-	-	-	332,385
Other	-	-	-	-
Program Total	-	-	-	4,110,405

Fund: 100 - General Fund
Dept.: 35 - Public Works and Utilities
Division: 450 - Street Maintenance

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,751,546	2,346,646	2,811,813	2,547,110
Contractual	7,053,983	8,080,537	9,576,607	3,511,535
Commodities	915,025	1,160,794	1,574,249	1,692,885
Other	78	20,000	-	-
Program Total	9,720,632	11,607,977	13,962,669	7,751,530

Fleet Management 2024 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
- Use telematics data to enhance the Fleet Asset 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

2023 Accomplishments:

- Achieved 88.69% fleet availability rate for delivery of services to the City for the first half of 2023
- Maintained 100% on-time completion rate for critical preventative maintenance services
- 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

Facilities Management 2024 Objectives:

- Continue to support space needs across the City to accommodate operational requirements
- Complete the annual review and revise frequencies in the Preventive Maintenance Program and add preventive maintenance based on 2023 results
- Refine, update, and implement the annual Parks, Recreation and Libraries annual facility closure plans

2023 Accomplishments:

- Refined preventive and predictive maintenance management processes
- The maintenance team completed 3263 work orders, a reduction of 141 work orders from the same time frame a year ago. This is the key metric which demonstrates the success of the preventive maintenance program strategy
- Conducted two requests for proposals, two contract amendments for services, and completed new services contracts
- Updated HVAC controls at several facilities

Street Operations

2024 Objectives:

- Responsible for maintenance and repair of over 18,400 street signs City wide
- Increase the Pavement Quality Index (PQI) by utilizing the payment management system optimizing the street maintenance
- Repair all potholes within 24 hours of notification or observance
- Replace deteriorated concrete sidewalks, curb and gutter adjacent to street rehabilitation projects
- Provide efficient snow and ice control to ensure safety for the walking bicycling and driving public

2023 Accomplishments:

- Maintained 1,136 lane miles of roadways and 2,430 Streets throughout the City
- Provided efficient snow and ice control to assure safety for the public during snow events 2022/2023 snow season
- Coordinated 63 Groups of volunteers to assist is Adopt a Street program collected 1,512 bags of debris

Public Works and Utilities - Utilities Division

Overview

Utilities maintains and operates approximately 550 miles of water lines, 27 miles of reclaimed water lines, 24 miles of raw water lines, 400 miles of sanitary sewer lines, ten drinking water tanks, six pump stations, six lift stations, two drinking water treatment facilities, wastewater treatment facility, a full reclaimed water system with treatment and distribution and a stormwater system. The Division also includes Utility Billing including central cashing program for city revenues and billing assistance programs.

Budget Overview

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,574,383	2,108,687	2,420,720	2,684,796
Contractual	1,182,859	1,275,999	1,515,969	1,536,941
Commodities	749,489	1,119,399	1,359,225	1,472,219
Other	-	-	-	-
Program Total	3,506,731	4,504,085	5,295,914	5,693,956

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	1,240,144	1,849,073	2,156,178	2,272,072
Contractual	3,830,333	4,070,623	5,658,608	5,682,842
Commodities	288,473	326,282	581,023	629,074
Other	-	-	-	-
Program Total	5,358,950	6,245,978	8,395,809	8,583,988

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	2,907,153	3,830,515	4,256,438	3,693,569
Contractual	1,846,054	1,773,475	2,066,628	2,693,423
Commodities	648,186	732,547	1,168,620	955,070
Other	139,344	158,002	212,700	212,700
Program Total	5,540,737	6,494,539	7,704,386	7,554,762

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

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	654,355	1,041,425	1,371,281	1,638,123
Contractual	237,241	436,316	500,923	514,642
Commodities	94,304	148,444	165,400	166,861
Other	15,000	-	2,500	2,500
Program Total	1,000,900	1,626,185	2,040,104	2,322,126

Fund: 200 - Water Fund
Dept.: 35 - Public Works and Utilities
Division: 280 - Utility Billing

Expenditure Category	Actual FY 2021	Actual FY 2022	Budget FY 2023	Budget FY 2024
Personnel	-	-	-	1,145,908
Contractual	-	-	-	1,512,219
Commodities	-	-	-	35,650
Other	-	-	-	3,375
Program Total	-	-	-	2,697,152



Water Treatment 2024 Objectives:

- Start on the Phase IV Excellence in Water Treatment report at Semper Water Treatment Facility with the American Water Works Association (AWWA) Partnership for Safe Water
- Continue to submit data and accompanying report annually to maintain Phase 3 status at Semper Water Treatment Facility, and Phase 2 data for the Northwest Water Treatment Facility with the AWWA Partnership for Safe Water
- Continued evaluation of water treatment plant long-range operational and maintenance needs with existing and future water treatment facilities to ensure efficient and thrifty use of funds and resources

2023 Accomplishments:

- Submitted the required documentation for AWWA Partnership for Safe Water Presidential Award (for optimized individual filter performance over two-years)
- Continued collaboration with utilities engineering, consultant, and contractor on the design of the new water treatment plant through a number of milestones

Water Distribution 2024 Objectives:

- Continue working on the Phase IV Excellence in Water Treatment report for the distribution system with the AWWA Partnership for Safe Water

2023 Accomplishments:

- Continued to submit data and accompanying report annually to maintain Phase 3 status for the distribution system
- In June, start on the Phase IV Excellence in Water Treatment report for the distribution system with the AWWA Partnership for Safe Water. Guidance for this, released July 2023

Wastewater Treatment 2024 Objectives:

- Continue to meet or exceed all state, federal, and local discharge regulations
- Participate in stakeholder meetings on critical policy issues to assist Colorado Department of Public Health and Environment (CDPHE) and Environmental Protection Agency (EPA) in regulation development and implementation
- Use Partnership for Clean Water to focus optimization efforts for wastewater treatment and complete the Phase 3 report by December of 2024
- Implement projects, pilot testing, and equipment upgrades as recommended in the Big Dry Creek Wastewater Treatment Facility master plan

2023 Accomplishments:

- Construction of anoxic zone mixing improvements has progressed, with 2/4 trains complete by the end of 2023
- A detailed nutrient study for plant optimization and future regulatory requirements began June of 2023
- Recommendations from the EPA audit of the pre-treatment program have been implemented
- Per- and Polyfluoroalkyl substances (PFAS) testing and source investigation started, and ongoing

Wastewater Collections

2024 Objectives:

- After thorough vetting and coordination with Colorado Intergovernmental Risk Sharing Agency (CIRSA), formalize maintenance scheduled and document in the operating plan and through standard work templates
- Work towards making repairs in the reclaimed distribution system to minimize service outages. Continue work on Demand Management outreach and increase the number of customers that are inspected and/or dye tested

2023 Accomplishments:

- Identified six areas of potential leaks in the reclaimed distribution system where water savings can be realized
- Started working on the unlocatable utilities project with the locators and the reclaimed system
- The reclaimed program partnered with Front Range Community College to plant trees and flowers to conduct testing to determine the impacts of the reclaimed water on the plant tissues

Utility Billing

2024 Objectives:

- Complete new Cashier Point of Sale Upgrade
- Complete Payment Processing Request for Proposal
- Continue working on CityWorks Integration

2023 Accomplishments:

- Learn and grow with the Public Works and Utilities Department in the reorganization of collaborative teams and spaces. Identified ways to improve processes in the realignment
- New customer portal brought online in February 2023 allowing customers to manage their consumption, receive alerts, view, and pay bill online
- Completed Printing and Mailing Request for Proposal



Stormwater 2024 Objectives:

- Work with utilities engineering to get stormwater asset inventory into CityWorks

2023 Accomplishments:

- Get emergency on-call contract implemented for responding to emergency stormwater operations and maintenance issues

PWU Department Metrics

WATER:

Activity Measures	2022	2021	2020	2019	2018
Westminster Potable Water Production (Semper and NWTF) (acre-feet)	18,322	17,598	18,925	17,151	18,823
Reclaimed Water Delivered (acre-feet)	2,065	1,914	2,176	1,730	1,947
Fire Hydrants Tested / Repaired	2,902 / 9	793 / 10	4,964 / 78	1,967 / 12	2,703 / 27
Number of Breaks in Mains	40	40	52	38	51
Water mains replaced in feet of length - put into operations	11,300	11,850	13,900	10,275	19,150
Water Bill Assistance Program Participation	442	409	379	258	215

WASTEWATER:

Activity Measures	2022	2021	2020	2019	2018
Total Treated Wastewater (Million Gallons)	3,141	3,361	3,285	3,399	3,417
Sewer Line TV'ed (feet)	91,759	149,304	340,135	372,758	140,087
Sewer Line cleaned (feet)	200,197	263,399	333,873	Data Unavailable	Data Unavailable
# of Sanitary Sewer Overflows	0	3	0	0	0
Sewer lines replaced in feet of length - put into operations	6,550	12,660	5,450	4,225	7,400
How much we deliver to METRO (Million Gallons)	864	955	903	1,009	1,008


WESTMINSTER
STORMWATER:

Activity Measures	2022	2021	2020	2019	2018
Hazardous materials pounds picked up (lbs.)	40,754	36,204	38,404	985	37,034
Illicit Discharges responded to	69	101	46	43	23
Construction site erosion control inspection number	576	779	345	402	620
Water quality treatment ponds inspected number	189	130	316	235	140
Drainageway maintenance projects	58	13	19	19	17

OPERATIONS:

Activity Measures	2022	2021	2020	2019	2018
PQI - Goal 63 by 2027	52	52	57	63	64
Signs Maintained - on Average	17%	17%	17%	17%	17%
Potholes Filled	4,087	4,000	6,540	4,781	1,681
Preventative Maintenance Compliance - Critical (On Time)	100%	100%	Data Unavailable	Data Unavailable	Data Unavailable
Preventative Maintenance Compliance - Non-Critical (On Time)	70.18%	82.5%	Data Unavailable	Data Unavailable	Data Unavailable
Vehicle Uptime	88.69%	90%	Data Unavailable	Data Unavailable	Data Unavailable
Average Work Order Completion Time (YTD)	11.6	12.2	Data Unavailable	Data Unavailable	Data Unavailable

ENGINEERING:

Activity Measures	2022	2021	2020	2019	2018
Initiated CIP Design (Utilities)	4	6	4	1	2
Completed CIP Construction (Utilities)	4	0	3	5	1
Initiated CIP Design (Civil)	1	2	4	4	1
Completed CIP Construction (Civil)	1	1	1	2	2
# Hits to GIS Map Services	12,174,131	2,316,003	183,611	Data Unavailable	Data Unavailable



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM - OVERVIEW

The City of Westminster underwent a major and wide-ranging re-organization in 2023 under the new leadership of City Manager Freitag. This included putting all vertical and horizontal capital infrastructure projects under the direction of a City Engineer within the Public Works & Utilities department.

For many years, the City's Capital Improvement Program (CIP) planning process involved individual departments submitting funding requests to the City Manager and Policy & Budget Office (PBO), which would then be evaluated and prioritized in concert with the CIP Coordinating Committee.

In part, the re-organization is intended to focus this process for construction projects through the City Engineer's office and create an actionable long-term CIP. This set up will create less silos between teams and offer greater opportunities for collaboration across the City.

The ultimate vision of the City Manager's Office (CMO) is to ensure that any 5-year capital improvement plan serves as a contract with Council and the community. With this major re-org and examination of the City's CIP process occurring in the middle of the budget process, Staff felt it would be best to only include a CIP plan for the year of 2024. This will give the City Engineer, CMO, and PBO an opportunity to revamp the CIP process for a robust 2025-2029 plan.

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 2024 CIP

- Continued increasing yearly investments in roadway quality, including \$2.6 million for Arterial Roadways, and \$1.5 million for Trailside Subdivision Roadway Improvement. Also of note is a transfer of \$6.5 million from Streets Maintenance operating to capital budget to help with timing of major projects.
- More than \$13 million for major investments and regulatory-driven improvements to Big Dry Creek Wastewater Treatment Facility
- \$22 million for the first major contribution to the replacement of the City's aging Semper Water Treatment Plant at Westminster Blvd
- Spending on public safety including improvements to Fire Department facilities, 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, and security upgrades
- Reallocation of CIP account balances from reserves or lower priority projects in the amount of \$5.4 million

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 (GCORF) 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:

- 2024 CIP budget distribution by fund and department
- A comprehensive list of 2024 CIP projects by department
- Detailed project descriptions and their connections to the City's strategic priorities



City of Westminster

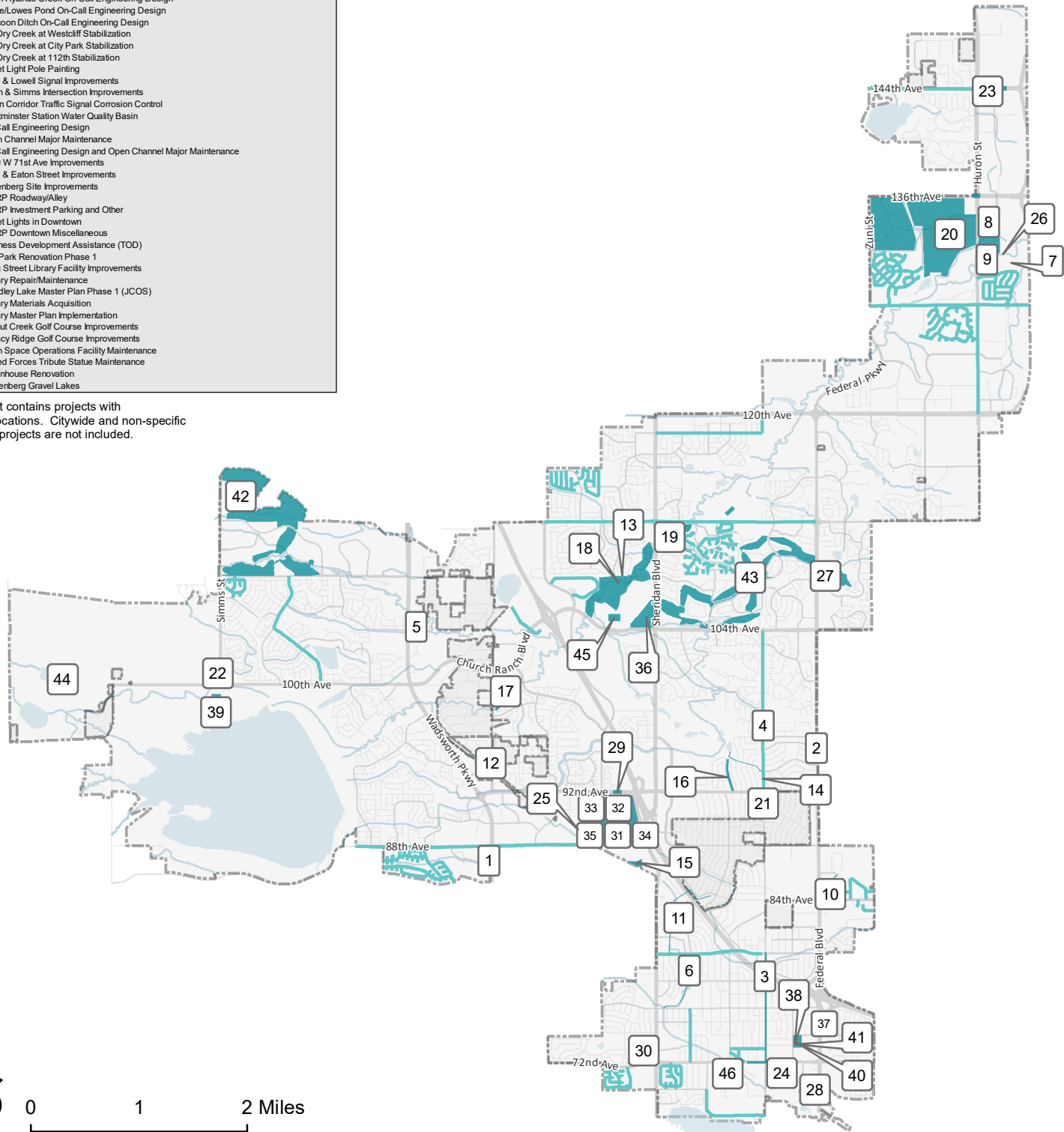
2024 Capital Improvement Projects

ID	Project Area
1	87th & Wadsworth Lift Station Rehabilitation
2	95th & Federal Lift Station Rehabilitation
3	Lowell Blvd Waterline Replacement
4	Lowell Blvd Waterline Replacement (Uplands Connectivity)
5	Northwest Water Treatment Facility Major Rehabilitation
6	Sunset Open Space Sewer Replacement
7	Big Dry Creek Wastewater Treatment Plant Solids Handling
8	Big Dry Creek Wastewater Treatment Plant Aeration Basins & Headworks Rehabilitation
9	Big Dry Creek Wastewater Treatment Plant Master Plan
10	Decatur St Sewer Replacement
11	Shaw Heights Tributary Improvement
12	Open Channel Major Maintenance
13	Sheridan Green Channel Muck-out
14	South Hylands Creek On-Call Engineering Design
15	Cable/Lowes Pond On-Call Engineering Design
16	Raccoon Ditch On-Call Engineering Design
17	Big Dry Creek at Westcliff Stabilization
18	Big Dry Creek at City Park Stabilization
19	Big Dry Creek at 112th Stabilization
20	Street Light Pole Painting
21	92nd & Lowell Signal Improvements
22	100th & Simms Intersection Improvements
23	Huron Corridor Traffic Signal Corrosion Control
24	Westminster Station Water Quality Basin On-Call Engineering Design
25	Open Channel Major Maintenance
26	On-Call Engineering Design and Open Channel Major Maintenance
27	3050 W 71st Ave Improvements
28	92nd & Eaton Street Improvements
29	Shoenberg Site Improvements
30	WURP Roadway/Alley
31	WURP Investment Parking and Other
32	Street Lights in Downtown
33	WURP Downtown Miscellaneous
34	Business Development Assistance (TOD)
35	City Park Renovation Phase 1
36	Ining Street Library Facility Improvements
37	Library Repair/Maintenance
38	Standley Lake Master Plan Phase 1 (JCOS)
39	Library Materials Acquisition
40	Library Master Plan Implementation
41	Walnut Creek Golf Course Improvements
42	Legacy Ridge Golf Course Improvements
43	Open Space Operations Facility Maintenance
44	Armed Forces Tribute Statue Maintenance
45	Greenhouse Renovation
46	Wattenberg Gravel Lakes
47	

— Pavement Projects

Capital Improvement Project Areas

* This list contains projects with known locations. Citywide and non-specific location projects are not included.



CIP Budget by Fund	
Fund	2024
Conservation Trust	\$ 1,250,000
General Capital Improvement	\$ 26,150,000
General Capital Outlay Replacement	\$ 4,574,000
Golf	\$ 616,000
Parks, Open Space and Trails	\$ 6,500,000
Water	\$ 47,893,000
Wastewater	\$ 20,810,000
Storm Drainage	\$ 2,365,000
TOTAL	\$ 110,158,000

CIP Budget by Department	
Department	2024
Economic Development	\$ 3,985,000
Fire	\$ 1,064,000
Information Technology	\$ 200,000
Police	\$ 570,000
Parks, Recreation & Libraries	\$ 10,739,000
Public Works & Utilities	\$ 89,176,000
General Government*	\$ 4,424,000
TOTAL	\$ 110,158,000

*General capital outlay replacement

Full List of CIP Projects by Department and Fund

Project	Fund	2024
Economic Development		
3050 W 71st Ave. Improvements	GCIF	\$ 400,000
92nd & Eaton St. Improvements	GCIF	\$ 1,780,000
Shoenberg Site Improvements	GCIF	\$ 500,000
Street Lights in Downtown	GCIF	\$ 100,000
WURP Investment Parking and Other	GCIF	\$ 150,000
Business Development Assist (TOD)	GCIF	\$ 60,000
Facelift Program	GCIF	\$ 15,000
Historic Westy Revitalization	GCIF	\$ 100,000
Job Training Incentive Grant	GCIF	\$ 50,000
Maintenance of City Developable Property	GCIF	\$ 200,000
Redevelopment and Adaptive Re-Use Toolkit Administration	GCIF	\$ 150,000
Small Business Assistance Program	GCIF	\$ 100,000
Sustainability Planning & Implementation	GCIF	\$ 80,000
WURP Downtown Miscellaneous	GCIF	\$ 75,000
WURP Roadway/Alley	GCIF	\$ 225,000
		\$ 3,985,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
Fire Department		
Digital Fire Simulator	GCIF	\$ 60,000
Hose and Nozzle Upgrades	GCIF	\$ 35,000
Station One Sprinkler System	GCIF	\$ 225,000
Storage Building	GCIF	\$ 125,000
Video Laryngoscope Replacements	GCIF	\$ 95,000
Ballistic Gear	GCIF	\$ 128,000
Fire Station Major Modifications	GCIF	\$ 100,000
New Apparatus Tools & Equipment	GCIF	\$ 146,000
SCBA and Air Fill Station Replacements	GCORF	\$ 150,000
		\$ 1,064,000
General Government		
Citywide Radio Replacement	GCORF	\$ 500,000
General Fund Fire Truck Leases	GCORF	\$ 552,000
General Fund Fleet	GCORF	\$ 95,000
General Fund Public Safety Fleet	GCORF	\$ 3,277,000
		\$ 4,424,000
Information Technology		
UPS Replacement	GCIF	\$ 75,000
Collaborative Technologies	GCIF	\$ 75,000
Voice and Data Network Expansion and Upgrades	GCIF	\$ 50,000
		\$ 200,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
Police Department		
Communications Infrastructure	GCIF	\$ 500,000
Public Safety Center Infrastructure	GCIF	\$ 70,000
		\$ 570,000
Parks, Recreation & Libraries		
Armed Forces Tribute Statue	POST	\$ 50,000
CE - Neighborhood Enhancemen	POST	\$ 50,000
City Park Renovation - Phase 1 (PDF)	GCIF	\$ 200,000
Concrete Repair/Replacement	POST	\$ 110,000
EPGC: Old Greenhouse Renovation	POST	\$ 50,000
Golf Course Improvement - Legacy Ridge (LR)	GOLF	\$ 75,000
Golf Course Improvement - Walnut Creek (WC)	GOLF	\$ 75,000
Golf Maintenance Equipment - LR	GOLF	\$ 138,000
Golf Maintenance Equipment - WC	GOLF	\$ 138,000
Historical Artifacts Archive Study/Supply	GCIF	\$ 100,000
Irving Street Library Facility Improvements	CTF	\$ 500,000
Legacy Ridge Golf Cart Replacement	GOLF	\$ 95,000
Library Furniture Replacement - CTF	CTF	\$ 10,000
Library Furniture Replacement - Non CTF	GCIF	\$ 30,000
Library Master Plan Implementation	CTF	\$ 20,000
Library Materials Acquisition	CTF	\$ 150,000
Library Repair/Maintenance	GCIF	\$ 25,000
Metzger Farm	POST	\$ 40,000
Open Space Operations Facility	POST	\$ 100,000
Open Space Repair/Maintenance (JCOS)	POST	\$ 110,000
Open Space Repair/Maintenance (ACOS)	POST	\$ 110,000
Park Maintenance Equipment	POST	\$ 75,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
Park Sustainability Program	POST	\$ 1,282,000
Park Sustainability Program	POST	\$ 466,000
Parks & Recreation Facilities Major Maintenance	GCIF	\$ 700,000
Playground Surface Maintenance	POST	\$ 750,000
POST Capital Outlay Replacement	POST	\$ 99,000
PRL Facility Security	POST	\$ 75,000
Recreation Facilities Major Project & Long-term Plan (CTF)	CTF	\$ 570,000
Recreation Facilities Major Project & Long-term Plan (GCIF)	GCIF	\$ 1,168,000
Recreation Facilities Improvements	POST	\$ 1,788,000
Sign Master Planning & Implementation	GCIF	\$ 150,000
Standley Lake Park Master Plan - Implementation Phase 1 (JCOS)	POST	\$ 200,000
Standley Lake Regional Park	POST	\$ 300,000
Trail Development(ACOS)	POST	\$ 500,000
Tree Mitigation Program	POST	\$ 220,000
Walnut Creek Golf Cart Replacement	GOLF	\$ 95,000
Youth Corps Program	POST	\$ 125,000
		\$ 10,739,000
Public Works & Utilities		
PWU - Citywide/Civil: Facilities		
ADA Compliance Assessment and Transition Plan	GCIF	\$ 75,000
City Hall Renovations	GCIF	\$ 1,000,000
Facilities ADA Projects	GCIF	\$ 100,000
Facilities Maintenance (FM) - Major Maintenance	GCIF	\$ 550,000
Public Safety Facilities Major Maintenance	GCIF	\$ 1,250,000
		\$ 2,975,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
Public Works & Utilities		
PWU - Citywide/Civil: Transportation		
92nd & Lowell Intersection Improvements	GCIF	\$ 235,000
Arterial Roadways	GCIF	\$ 7,500,000
Bicycle Master Plan Implementation	GCIF	\$ 50,000
City Facility Parking Lots - General Fund	GCIF	\$ 193,000
City Facility Parking Lots - General Fund Major Rehab	GCIF	\$ 800,000
Citywide Bridge Maintenance/Repair	GCIF	\$ 375,000
Corrosion Control Huron Corridor	GCIF	\$ 100,000
Major Concrete Replacement	GCIF	\$ 2,600,000
Miscellaneous Community Development Construction	GCIF	\$ 25,000
RR Crossing Surface Replacement	GCIF	\$ 100,000
School Mobility Improvements	GCIF	\$ 50,000
Traffic Mitigation Program	GCIF	\$ 35,000
Traffic Signal Pole Replacement	GCIF	\$ 800,000
Trailside Subdivision Roadway Study & Improvements	GCIF	\$ 1,500,000
Transit Improvements	GCIF	\$ 20,000
West 100th Avenue and Simms Intersection Improvements	GCIF	\$ 750,000
		\$ 15,133,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
PWU - Utilities: Water		
2-Inch Meter Replacement and Reconfiguration project	Water	\$ 250,000
City Facility Parking Lots - Utility Fund	Water	\$ 150,000
Conservation Programs	Water	\$ 50,000
Distribution System: Potable & Reclaimed System Projects	Water	\$ 550,000
Fleet vehicle replacements	Water	\$ 355,000
Lowell Blvd Pipeline - Uplands Connectivity	Water	\$ 2,500,000
Lowell Blvd Pipeline Replacement - 72nd to 80th	Water	\$ 4,500,000
Lowell Blvd Pipeline Replacement - 96th to 97th	Water	\$ 500,000
Meter Shop Projects	Water	\$ 100,000
Northwest Major R&R	Water	\$ 3,300,000
Semper and Reclaimed Water Treatment Facilities Equipment Repairs and Replacement and Water Quality Investigations	Water	\$ 524,000
Standley Lake Security Fund	Water	\$ 125,000
Water Treatment Plants - Equipment Replacement	Water	\$ 385,000
Water Storage Tank Maintenance	Water	\$ 3,000,000
Water Supply Development	Water	\$ 500,000
Wattenberg Spillway and Bank Stabilization	Water	\$ 8,900,000
Westminster Blvd. Drinking Water Treatment Facility	Water	\$ 22,204,000
		\$ 47,893,000

Full List of CIP Projects by Department and Fund

Project	Fund	2024
PWU - Utilities: Wastewater		
95th & Federal Lift Station Back-up Generator Replacement Project	WW	\$ 100,000
Big Dry Creek Wastewater Treatment Facility (BDCWWTF) Campus Wide Master Plan	WW	\$ 1,000,000
BDCWWTF Instruments/Analyzers Repair & Replacement Project	WW	\$ 550,000
BDCWWTF A-Basins & Headworks Repair & Replacement Project	WW	\$ 7,500,000
BDCWWTF Solids Improvements Phase 1 - Regulatory	WW	\$ 4,000,000
Decatur Street Sewer Replacement - 86th Ave and Decatur	WW	\$ 500,000
Farm House and Garage Abandoned Building Demolition Projects	WW	\$ 550,000
Fiber Optic Communications Replacement at BDCWWTF	WW	\$ 200,000
Historic Westminster Interceptor Sewer Pipeline	WW	\$ 3,000,000
Little Dry Creek Interceptor Sewer - South	WW	\$ 1,100,000
Sewer Master Plan Update	WW	\$ 1,000,000
Sunset Open Space Sewer. 80th & Tennyson and 78th Ave: In-Lieu Uplands	Water	\$ 1,000,000
Wastewater Collection System Inspection Projects	WW	\$ 310,000
		\$ 20,810,000
PWU - Utilities: Stormwater		
Big Dry Creek Stabilizations	Storm	\$ 1,000,000
Engineering design CIPs	Storm	\$ 225,000
Open Channel Major Maintenance	Storm	\$ 440,000
South Hylands Creek Flood Mitigation	Storm	\$ 250,000
Stormwater Miscellaneous Fund	Storm	\$ 250,000
Westminster Station Area - Water Basin Water Quality Pond	Storm	\$ 200,000
		\$ 2,365,000

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
2-Inch Meter Replacement and Reconfiguration Project	\$ 250,000	✓				✓
There are numerous 50-year old 2" meters that are due for replacement and reconfiguration to meet current standards.						
3050 W 71st Ave. Improvements	\$ 400,000			✓	✓	
The City purchased this 6,125 sf building along with the adjacent building at 3080 W. 71st Avenue in 2018. The building located at 3080 W. 71st Avenue was leased to Colorado Sound Studios in 2019. No improvements have been made to the building and site at 3050 W. 71st since the purchase and it continues to sit vacant and deteriorate.						
92nd & Eaton St. Improvements	\$ 1,780,000		✓			✓
The intersection of 92nd & Eaton street needs to be improved to include landscaping, streetscape and roadway modifications.						
92nd & Lowell Intersection Improvements	\$ 235,000		✓			✓
The signalized intersection of 92nd Ave and Lowell Blvd has equipment that is beyond its life cycle and the conduits do not allow for additional wiring to be pulled. Traffic Volumes show that a separate right turn lane could benefit the level of service at the intersection. This request is to reconstruct the signalized intersection and add a right turn lane for eastbound 92nd onto southbound Lowell Blvd						
95th & Federal Lift Station Back-up Generator Replacement Project	\$ 100,000	✓				✓
This project will replace aging infrastructure within these pump stations including emergency generator						
ADA Compliance Assessment and Transition Plan	\$ 75,000		✓	✓		
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.						
Armed Forces Tribute Statue	\$ 50,000			✓		
These funds are to help complete the Armed Forces Tribute Garden.						
Arterial Roadways	\$ 7,500,000	✓				✓
This project supplements arterial street maintenance in the operating budget. Project funds will be used						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Ballistic Gear	\$ 128,000	✓	✓			
Currently owned ballistic gear has a "shelf life" and much of the gear on the fire response apparatus will meet that shelf life in 2024. This will fund the replacement of this gear, as well as the next round of gear slated for replacement due to shelf life in 2027.						
Big Dry Creek Wastewater Treatment Facility (BDCWWTF) Campus Wide Master Plan	\$ 1,000,000	✓				✓
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.						
BDCWWTF Instruments/Analyzers Repair & Replacement Project	\$ 550,000	✓				✓
Wastewater Treatment Facilities are trending toward more remote operations in future years. This project will provide instrumentation and analyzer replacement that aligns with longer term future operations.						
BDCWWTF A-Basins & Headworks Repair & Replacement Project	\$ 7,500,000	✓				✓
Replacement of aeration basin, anaerobic treatment, headworks, digester and waste activated sludge equipment.						
BDCWWTF Solids Improvements Phase 1 - Regulatory	\$ 4,000,000	✓				✓
Regulatory drivers at the BDCWWTF to meet ever more stringent discharge limits require improvements to the emergency sludge storage tank and primary digesters.						
Bicycle Master Plan Implementation	\$ 50,000		✓		✓	✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Big Dry Creek Stabilizations	\$ 1,000,000		✓		✓	✓
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).						
Business Development Assist (TOD)	\$ 60,000	✓			✓	
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.						
CE - Neighborhood Enhancement	\$ 50,000	✓				
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.						
City Facility Parking Lots - General Fund	\$ 193,000					✓
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.						
City Facility Parking Lots - General Fund Major Rehab	\$ 800,000					✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
City Facility Parking Lots - Utility Fund	\$ 150,000					✓
The project provides funds for contractual cracksealing, resurfacing, sealcoating and concrete replacement as required at nine utility-related municipal sites. Rotation for asphalt pavement requires cracksealing every three years and sealcoating every six years.						
City Hall Renovations	\$ 1,000,000					✓
This project is to fund renovations to City Hall due to the organization's re-org and changes to work spaces.						
City Park Renovation - Phase 1 (PDF)	\$ 200,000					✓
Major renovations to City Park						
Citywide Bridge Maintenance/Repair	\$ 375,000		✓			✓
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.						
Citywide Radio Replacement	\$ 500,000	✓	✓			
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	\$ 75,000				✓	✓
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 Infrastructure	\$ 500,000	✓	✓			
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Concrete Repair/Replacement	\$ 110,000					✓
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.						
Conservation Programs	\$ 50,000					✓
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					✓
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 – 86th Ave and Decatur	\$ 500,000					✓
This project will abandon in-place the existing sewer pipe and build a new, larger sewer pipe to service the the area by 86th Avenue and Decatur.		✓				
Digital Fire Simulator	\$ 60,000					
The digital fire simulator will provide enhanced training to crews, allowing them to practice fire attack strategies in a variety of fire environments without the actual fire or gear. The digital prop can be transported to stations, allowing for more training while maintaining service availability. Crews can be trained on any type of fire, and "practice" fire attack with the hose and nozzle set up that comes with the prop.		✓	✓			
Distribution System: Potable & Reclaimed System Projects	\$ 550,000					✓
Restore cathodic protection on existing potable water and reclaimed water pipelines. Line existing potable water and reclaimed water pipelines as required. Evaluate existing 12" Wadsworth & 92nd, 12" 72nd Ave Federal to Irving, and 8" Federal Blvd waterlines for lining. 144th Ave Recirculation Pump: design and install a flushing system for recirculation pump		✓	✓			

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Engineering Design CIPs	\$ 225,000		✓			✓
The 2018 Master Drainageway Study identified several "nuisance" flooding issues throughout the city. The on-call engineer will help study and design solutions to these minor issues and requests that come in from its citizens.						
EPGC: Old Greenhouse Renovation	\$ 50,000			✓	✓	
The old greenhouse is in need of structural and hail damage repairs as well as functional upgrades.						
Facelift Program	\$ 15,000				✓	
This program provides matching grants to qualifying commercial properties and/or businesses to improve the aesthetic appearance of the site and/or buildings. The grant is provided on a one-for-one dollar basis and can be used for landscaping, painting, awnings and signage for facade improvements.						
Facilities ADA Projects	\$ 100,000		✓		✓	✓
Consultants reviewed City facilities and discovered a number of conditions that do not comply with ADA requirements. A transition plan has been created to remedy the non-compliant conditions. This CIP will fund the facility projects outlined in the ADA transition plan.						
Farm House and Garage Abandoned Building Demolition Projects	\$ 550,000		✓		✓	
This project will fully demolish and abandoned the vacant farm house and garage that are located on City owned property. Both buildings have become an attractive nuisance.						
Fiber Optic Communications Replacement at BDCWWTF	\$ 200,000	✓				✓
BDCWWTF fiber optic communications are due for upgrades. Some PLC cabinets at BDCWWTF are due for replacement. These improvements align with communication upgrades and instrumentation and controls improvements that support ongoing reliable operations at BDCWWTF.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Fire Station Major Modifications	\$ 100,000	✓	✓			✓
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).						
Fleet vehicle replacements	\$ 355,000	✓				
This ongoing project funds vehicle, large equipment and copier replacements associated with water and wastewater operations.						
Facilities Maintenance (FM) - Major Maintenance	\$ 550,000					✓
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.						
General Fund Fire Truck Leases	\$ 552,000	✓	✓			✓
The City purchases fire trucks using lease-financing due to the magnitude of the cost. Lease payments are reflected in the Fire Department budget, but transferred into the General Capital Outlay Replacement Fund (GCORF) where fire truck purchases and lease payments are made.						
General Fund Fleet	\$ 95,000	✓				✓
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	\$ 3,277,000	✓	✓			✓
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						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Golf Course Improvement - Legacy Ridge (LR)	\$ 75,000				✓	✓
These project funds are for smaller capital projects at Legacy Ridge.						
Golf Course Improvement - Walnut Creek (WC)	\$ 75,000				✓	✓
These project funds are for smaller capital projects at Walnut Creek.						
Golf Maintenance Equipment - LR	\$ 138,000				✓	✓
These project funds are for equipment maintenance capital projects at Legacy Ridge.						
Golf Maintenance Equipment - WC	\$ 138,000				✓	✓
These project funds are for equipment maintenance capital projects at Walnut Creek.						
Historical Artifacts Archive Study/Supply	\$ 100,000			✓		
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.						
Historic Westy Revitalization	\$ 100,000			✓	✓	
These project funds are to be used in conjunction with planning, appraisals, and capital funding of redevelopment within the Historic Westminster area.						
Hose and Nozzle Upgrades	\$ 35,000	✓	✓			
Recent testing has indicated that the current nozzle and hose set up on fire attack lines are not flowing adequately. The nozzles on these lines should be upgraded. In conjunction, the hose on these lines will need to be upgraded also as the new nozzles require a lower pressure, and our current hose will be more prone to kinking at these lower pressures.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Historic Westminster Interceptor Sewer Pipeline	\$ 3,000,000	✓				✓
This project will repair and replace portions of an old sewer system that is starting to function less reliably and is due for replacement. The project has seen significant escalation since 2019.						
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.						
Job Training Incentive Grant	\$ 50,000			✓	✓	
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.						
Little Dry Creek Interceptor Sewer – South	\$ 1,100,000	✓				✓
The Little Dry Creek outfall is where the City's Little Dry Creek Interceptor Sewer (LDCIS) connects to the Metro pipeline for wastewater conveyance to the Metro treatment facility. Replacing the outfall due to capacity, age and condition was identified in a 2014 study with this work scheduled to take place in 2021. Replacing aged sewer interceptor to connect to the newly installed LDCIS is part of this project.						
Legacy Ridge Golf Cart Replacement	\$ 95,000				✓	✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Library Furniture Replacement - CTF	\$ 10,000				✓	
Furniture replacement funded through the Conservation Trust Fund.						
Library Furniture Replacement - Non CTF	\$ 30,000				✓	
Furniture replacement funded through general funds.						
Library Master Plan Implementation	\$ 20,000					
This funding will pay for consulting services to do community demographic and library drive time 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. 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	\$ 150,000					
This project provides funding for the annual purchase of library materials. This funding represents 1/3 of the library's physical materials budget.				✓	✓	
Library Repair/Maintenance	\$ 25,000					
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.					✓	✓
Lowell Blvd Pipeline - Uplands Connectivity	\$ 2,500,000					
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 over several years.		✓				✓
Lowell Blvd Pipeline Replacement - 72nd to 80th	\$ 4,500,000					
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.		✓				✓

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Lowell Blvd Pipeline Replacement - 96th to 97th	\$ 500,000	✓				✓
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 96th to 97th.						
Maintenance of City Developable Property	\$ 200,000	✓		✓		
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.						
Major Concrete Replacement	\$ 2,600,000					✓
Replacement of deteriorated curbs, gutters, sidewalk curb ramps and cross-pans in streets identified for resurfacing and or reconstruction.						
Meter Shop Projects	\$ 100,000	✓				✓
There are approximately 20 master meters in Westminster that are in need of repair and replacement due to their age, condition, and accuracy.						
Metzger Farm	\$ 40,000			✓	✓	
This ongoing project will provide funds to fully open the Metzger Farm farmstead to the public, interpret the site and equipment, and will activate the site through potential partnerships such as community gardens or Community Supported Agriculture (CSA). This farmstead is jointly-owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost						
Miscellaneous Community Development Construction	\$ 25,000		✓			✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
New Apparatus Tools & Equipment	\$ 146,000	✓	✓			
This is an on-going account used to purchase the required tools and equipment for new fire apparatus. Previously, this was funded in the operations budget. However, since this is for specific equipment and is an on-going purchase (each year for each new apparatus) this is being requested as a CIP.						
Northwest Major R&R	\$ 3,300,000	✓				✓
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.						
Open Channel Major Maintenance	\$ 440,000		✓			✓
The City supports maintenance and correction of minor flood control projects through this account. This work captures and improves those small localized nuisance flooding and drainage issues.						
Open Space Operations Facility	\$ 100,000				✓	✓
The existing Brauch property which houses the Open Space and Forestry groups is a former residential structure which has reached the end of its life cycle. The septic system, well, and other infrastructure can no longer support the staff.						
Open Space Repair/Maintenance (JCOS)	\$ 110,000				✓	✓
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. Funded with Jefferson County Open Space funds.						
Open Space Repair/ Maintenance (ACOS)	\$ 110,000				✓	✓
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. Funded with Adams County Open Space funds.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Park Maintenance Equipment	\$ 75,000					✓
This project will move maintenance equipment purchases from a financed arrangement (with interest payments) to a pay as we go fund.						
Park Sustainability Program	\$ 1,748,000				✓	✓
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.						
Parks & Recreation Facilities Major Maintenance	\$ 700,000				✓	✓
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.						
Playground Surface Maintenance	\$ 750,000				✓	✓
Ongoing project to replace playground equipment in addition to playground resurfacing.						
POST Capital Outlay Replacement	\$ 99,000				✓	✓
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.						
PRL Facility Security	\$ 75,000		✓			
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.						
Public Safety Center Infrastructure	\$ 70,000		✓			✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Public Safety Facilities Major Maintenance	\$ 1,250,000		✓			✓
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.						
Recreation Facilities Major Project & Long-term Plan (CTF)	\$ 570,000			✓	✓	
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. Conservation Trust Funds are utilized for this portion.						
Recreation Facilities Major Project & Long-term Plan (GCIF)	\$ 1,168,000			✓	✓	
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. General Capital Improvement Funds are utilized for this portion.						
Recreation Facilities Improvements	\$ 1,788,000				✓	✓
This is an ongoing project that allows the facilities to update the equipment and amenities based on the trends and needs of the 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.						
Redevelopment and Adaptive Re-Use Toolkit Administration	\$ 150,000	✓		✓	✓	
The City's Strategic Plan includes a requirement to create a Redevelopment and Adaptive Reuse Toolkit by October, 2023. The toolkit will identify barriers to redevelopment and adaptive reuse projects and provide recommendations to remove these barriers. The next step in the process is implementation of the recommendations in the toolkit.						
RR Crossing Surface Replacement	\$ 100,000					✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
SCBA and Air Fill Station Replacements	\$ 150,000		✓			
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	\$ 50,000		✓			✓
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.						
Semper and Reclaimed Water Treatment Facilities Equipment Repairs and Replacement and Water Quality Investigations	\$ 524,000	✓				✓
Semper wet-well piping repairs and coating restoration, pressure transducer replacement, and lagoon telescoping pipe repairs are due. Reclaimed Water Treatment Facility is in need of hypo storage tank repair and replacement, and tank level sensor replacement.						
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.						
Shoenberg Site Improvements	\$ 500,000				✓	✓
The City purchased the Shoenberg Farms property in 2008 and has since stabilized and rehabilitated three of the structures (barn, milk house and concrete silo) through a combination of city and outside grant funds. Four structures are still in need of repair and rehabilitation (the Farmhouse, Carriage House, Pump House, and Wooden Silo).						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Sign Master Planning & Implementation	\$ 150,000			✓	✓	
This project is to update the entire signage system throughout the city to create a harmonious and well-branded structure. This evolution of our existing signage will reuse much of the existing inventory with updated colors and fonts to reflect a refreshed brand, reflecting the Westminster's commitment to a robust infrastructure and beautiful city. Clear, well-designed, and well-placed wayfinding signage will provide clarity to visitors, giving good instructions to help them find and enjoy their destinations.						
Small Business Assistance Program	\$ 100,000			✓	✓	
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.						
South Hylands Creek Flood Mitigation	\$ 500,000		✓			✓
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 92nd and 94th Avenues through residents back yards.						
Standley Lake Park Master Plan - Implementation Phase 1 (JCOS)	\$ 200,000				✓	✓
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.						
Standley Lake Regional Park	\$ 300,000				✓	✓
This project will fund improvements that upgrade, update, or renovate existing facilities at the Standley Lake Regional Park.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Standley Lake Security Fund	\$ 125,000		✓		✓	
Standley Lake provides raw water storage for Westminster's drinking water supply. It is part of and fully surrounded by the Standley Lake Regional Park, an area that is frequented by Westminster and non-Westminster residents alike. This project's purpose is to enhance protection of the lake's water quality as well as the water resources infrastructure along the dam's face.						
Station One Sprinkler System	\$ 225,000	✓	✓			✓
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.						
Storage Building	\$ 125,000		✓			✓
Additional funds for public safety storage building.						
Stormwater Miscellaneous Fund	\$ 250,000	✓	✓			✓
This project is intended to fund the design and construction of all types of drainage improvements on an ongoing basis.						
Street Lights in Downtown	\$ 100,000					✓
As development continues in Downtown Westminster, the City is required to install adequate street light coverage in the Right of Way (ROW).						
Sunset Open Space Sewer. 80th & Tennyson and 78th Ave: In-Lieu Uplands	\$ 1,000,000	✓				✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Sustainability Planning & Implementation	\$ 80,000	✓			✓	✓
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.						
Water Treatment Plants - Equipment Replacement	\$ 385,000	✓				✓
Reclaimed Water Treatment Facility: Replace oldest portion of the roof, and re-coat the floor of the ferric room; Semper: Replace HVAC ductwork in the Chemical storage building; Wandering View Pump Station: Replace the perimeter fence						
Traffic Mitigation Program	\$ 35,000		✓			
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.						
Traffic Signal Pole Replacement	\$ 800,000		✓			✓
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.						
Trail Development (ACOS)	\$ 500,000				✓	✓
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.						
Trailside Subdivision Roadway Study & Improvements	\$ 3,000,000					✓
This project will be implementing the construction improvements determined in the Trailside subdivision roadway engineering study, for improved drainage.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Transit Improvements	\$ 20,000		✓			
Implement safety, reliability, amenity, and first and final mile access and connectivity improvements at transit stop/station improvements and along transit corridors in Westminster.						
Tree Mitigation Program	\$ 220,000				✓	✓
The ongoing project provides for the ongoing maintenance of city trees, including hazard tree removal. This project also includes funding for treatment for the prevention of Emerald Ash Borer damage to the City's ash tree population.						
UPS Replacement	\$ 75,000	✓				✓
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.						
Video Laryngoscope Replacements	\$ 95,000	✓	✓			
Video laryngoscopes are used regularly by paramedics when providing advanced airway support to patients. These allow for a clear visual sighting of the body structures in the throat area when intubating (placing a "breathing tube") a patient. The current video laryngoscopes are 15 years old and are worn and not functioning properly, and have outdated technology. Using these devices has greatly increased the successful intubation attempts, providing better patient care.						
Voice and Data Network Expansion and Upgrades	\$ 50,000	✓				✓
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.						
Walnut Creek Golf Cart Replacement	\$ 95,000				✓	✓
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.						

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Wastewater Collection System Inspection Projects	\$ 310,000					
Maintaining the City's wastewater collection system requires safe and reliable access to sanitary sewer manholes and pipelines. This project will restore and maintain safe and reliable access to the City's wastewater collection system in areas where it has been encroached upon.		✓				✓
Water Storage Tank Maintenance	\$ 3,000,000					
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	\$ 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 Spillway and Bank Stabilization	\$ 8,900,000					
The Wattenberg Reservoir must be protected from flood on the nearby South Platte River by installing a spillway and bank stabilization. This project will design the spillway and bank stabilization and then construct them.		✓	✓			✓
West 100th Avenue and Simms Intersection Improvements	\$ 750,000					
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.			✓		✓	✓

2024 CIP Project Descriptions and Connection to Strategic Priorities

Project Name and Description	2024 Funding	Preparedness and Resilience	Proactive Public Safety	Shared Sense of Community	Quality of Life	Robust Infrastructure
Westminster Blvd. Drinking Water Treatment Facility	\$ 22,204,000	✓	✓		✓	✓
This project will build the first phase of a new drinking water treatment facility with an initial capacity of 14.7 MGD. The facility will be able to provide drinking water for a broad range of raw water conditions. The final built-out capacity of the Westminster Blvd Drinking Water Treatment Facility will be 44.1 MGD. Future phases of construction will align with Semper being taken off line around 2040.						
Westminster Station Area - Water Basin Water Quality Pond	\$ 200,000		✓			✓
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.						
WURP Downtown Miscellaneous	\$ 75,000					✓
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 Investment Parking and Other	\$ 150,000					✓
Maintenance of downtown parking facilities						
WURP Roadway/Alley	\$ 225,000					✓
Project for improvements to the road and alleyways of the downtown.						
Youth Corps Program	\$ 125,000			✓	✓	
In partnership with Mile High Youth Corps (MHYC), the Open Space division implemented a pilot project in 2022 that hires 10-12 local young adults, trains them in Open Space land management and utilizes their skills to complete projects in the City Open Space. The Corps performs invasive species management, trail building and general repair, Russian Olive removal, and other maintenance efforts throughout the City.						



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 2024 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.

FUNDING FOR TENANT IMPROVEMENTS AND START-UP COSTS FOR CHILDREN'S HEALTH CLINIC:

- 1) **Request:** On July 28, 2023, Drew O'Connor, Chief Operating Officer of Maiker Housing Partners (Maiker), submitted the following request:

We're working with Kids First to put a children's health care clinic in the commercial space at Alto. When complete, the clinic will have 6 examination rooms to serve low-income kids in Westminster and SW Adams County. We've received an ARPA grant from the County, as well as a grant from Colorado Health Foundation, but are still falling short by roughly 500K to complete the tenant improvements to the space and cover initial start-up costs for the clinic. I was wondering if you knew of any funds available in the City of Westminster (perhaps some left over ARPA funds that have to get spent?) that might be available to help us close our funding gap. Any ideas you might have would be appreciated. Thanks!

Staff Research:

Staff is proposing other recommendations to Maiker for this funding such as:

- *Colorado Health Foundation* funding ([Colorado Health Foundation - Open Funding](#)); or
- Colorado Department of Public Health & Environment – Funding Opportunities ([Colorado Department of Public Health & Environment - Funding Opportunities](#))

Staff Recommendation:

Staff advise against funding this request for the following reasons:

- Staff have provided Maiker with information regarding other funding sources may be available through private and public programs designed to enhance community health; and
- This would constitute funding for a new program, and as such, does not meet criteria of Council’s guidelines to develop a maintenance budget for 2024.

City Council concurs with Staff Recommendation.

WESTCLIFF NEIGHBORHOOD – STREET SAFETY:

2) Request: On September 11, 2023, during a public hearing on the Proposed 2024 Budget, Parker Brown requested the following:

Several street safety enhancements in the Westcliff neighborhood and specifically around schools in this neighborhood.

Staff Research & Recommendations:

Mandalay Middle School:

- Speed bumps not recommended due to speed studies along Pierce St.
- Staff recommend a pedestrian activated Rectangular Rapid Flashing Beacon (RRFB) adjacent to Mandalay Middle School, as well as at the trail crossing just north of 96th Avenue. **Cost of \$40,000**

Westcliff Parkway and Otis Dr.:

- Staff recommend RRFB at west side of Otis Drive. **Cost of \$20,000**

95th Avenue and Pierce St.:

- Staff do not recommend speed bumps, but area included in list of future RRFB plans.

Extend School Zone from Church Ranch Boulevard to Jay St.:

- Staff do not recommend as it would require 7+ additional flashing signs and make corridor 3,600 feet. There are also obstruction issues along this corridor that require costly tree mitigation.

City Council concurs with Staff Recommendations.



WESTMINSTER

STAFFING

2024 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 2024.

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 2023 wages, as well as forecasting of the market in the 2024, Staff is proposing a 3.5% 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 also receive a 3.5% increase and as per the agreement with the Westminster Fraternal Order of Police, members covered by the collective bargaining agreement will also receive a 3.5% increase. 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 2024 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 2023. 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 2024 budget for regular benefited employee salaries is approximately \$107 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. The 2024 budget includes a 3.5% increase to health insurance premiums.

The 2024 budget for all employer benefits is approximately \$31 million.

STAFFING LEVELS

As adopted, the City’s authorized full-time equivalent (FTE) staffing level in 2024 is 1,115.5 FTE, an increase of 6 FTE over 2023 (all 6 FTE are sworn Firefighters to offset the increased cost of mandatory overtime). As mentioned throughout the budget document, the City underwent a City-wide reorganization which realigned where positions are located. 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	2023 FTE	2024 FTE
City Attorney’s Office	16.8	16.8
City Manager’s Office	25.0	59.6
Community Development	77.5	56.5
Economic Development	13.5	14.5
Finance	38.5	29.5
Fire	147.0	153.0
General Services	63.6	0.0
Human Resources	26.0	27.5
Information Technology	40.0	40.0
Parks, Recreation, and Libraries	213.3	213.3
Police	293.8	293.8
Public Works and Utilities	154.5	211.0
Total	1,109.5	1,115.5

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
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
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 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
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
City Manager's Office			
10005050	Administrative Section		
<i>Assistant City Manager/Chief of Staff</i>	0.00	0.00	1.00
<i>Assistant to the City Manager</i>	1.00	1.00	1.00
<i>Chief Sustainability Officer</i>	1.00	1.00	0.00
<i>City Manager</i>	1.00	1.00	1.00
<i>Community Outreach Liaison</i>	0.00	1.00	0.00
<i>Deputy City Manager</i>	2.00	2.00	2.00
<i>Deputy City Manager/Chief Financial Officer</i>	1.00	1.00	1.00
<i>Executive Aide</i>	2.00	2.00	2.00
<i>Executive Assistant</i>	0.00	0.00	1.00
Administrative Section Total	8.00	9.00	9.00
10005070	City Clerk's Office		
<i>Assistant City Clerk</i>	0.00	0.00	2.00
<i>City Clerk</i>	1.00	1.00	1.00
<i>City Clerk Coordinator</i>	1.00	1.00	0.00
<i>Deputy City Clerk</i>	2.00	2.00	1.00
<i>Executive Assistant</i>	2.00	2.00	2.00
<i>Information/Records Management Coordinator</i>	1.00	1.00	1.00
City Clerk's Office Total	7.00	7.00	7.00
10005140	City Hall Operations Office		
<i>Administrative Assistant</i>	0.00	0.00	1.60
<i>Business Operations Manager</i>	0.00	0.00	1.00
<i>Facilities Security Analyst</i>	0.00	0.00	1.00
City Hall Operations Office Total	0.00	0.00	3.60
100051400552	City Hall Operations Office - Environmental Section		
<i>Environmental Compliance Analyst</i>	0.00	0.00	1.00
<i>Environmental Compliance Technician</i>	0.00	0.00	1.00
City Hall Operations Office - Environmental Section Total	0.00	0.00	2.00
100051400135	City Hall Operations Office - Print Shop Section		
<i>Print Shop Coordinator</i>	0.00	0.00	1.00
<i>Printing Technician</i>	0.00	0.00	1.00
City Hall Operations Office - Print Shop Total	0.00	0.00	2.00
City Hall Operations Office Total	0.00	0.00	7.60

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
City Manager's Office			
10005387	Communications Division		
<i>Communications Coordinator</i>	3.00	3.00	4.00
<i>Communications Manager</i>	1.00	1.00	1.00
<i>Community Outreach Liaison</i>	1.00	0.00	0.00
<i>Cultural Affairs Coordinator</i>	1.00	0.00	0.00
<i>Digital Communications Supervisor</i>	1.00	1.00	1.00
<i>Digital Media Specialist</i>	1.00	1.00	1.00
<i>Engagement Coordinator</i>	0.00	0.00	1.00
<i>Event Planner/Senior Event Planner</i>	2.00	0.00	0.00
<i>Graphic Designer/Senior Graphic Designer</i>	1.00	1.00	1.00
<i>Lead Graphic Designer</i>	1.00	0.00	0.00
<i>Marketing and Cultural Affairs Administrator</i>	1.00	0.00	0.00
<i>Marketing Supervisor</i>	1.00	0.00	0.00
<i>Organizational Communications Supervisor</i>	1.00	1.00	1.00
<i>Technical Support Specialist/Senior Technical Support Specialist</i>	1.00	0.00	0.00
<i>Videography Specialist</i>	1.00	1.00	0.00
Communications Division Total	17.00	9.00	10.00
10005130	Municipal Court Division		
<i>Associate Municipal Court Judge</i>	0.00	0.00	1.00
<i>Court Administrator</i>	0.00	0.00	1.00
<i>Deputy Court Administrator</i>	0.00	0.00	2.00
<i>Deputy Court Clerk I/II</i>	0.00	0.00	8.50
<i>Lead Deputy Court Clerk</i>	0.00	0.00	1.00
<i>Presiding Municipal Court Judge</i>	0.00	0.00	1.00
Municipal Court Division Total	0.00	0.00	14.50
100051300130	Municipal Court Division - Probation Section		
<i>Deputy Court Clerk I/II</i>	0.00	0.00	1.00
<i>Probation Officer</i>	0.00	0.00	1.50
<i>Probation Supervisor</i>	0.00	0.00	1.00
Municipal Court Division - Probation Section Total	0.00	0.00	3.50
100051300911	Municipal Court Division - Public Safety Section		
<i>Deputy Court Clerk I/II</i>	0.00	0.00	1.50
<i>Probation Officer</i>	0.00	0.00	0.50
Municipal Court Division - Public Safety Section Total	0.00	0.00	2.00
	0.00	0.00	20.00
10005080	Policy and Budget Office		
<i>Business Operations Administrator</i>	0.00	0.00	1.00
<i>Policy and Budget Administrator</i>	0.00	0.00	1.00
<i>Policy and Budget Coordinator</i>	0.00	0.00	3.00
<i>Management Analyst/Senior Management Analyst</i>	0.00	0.00	1.00
Policy and Budget Office Total	0.00	0.00	6.00
City Manager's Office Total	32.00	25.00	59.60

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Community Development Department				
10030050	Administrative Section			
	<i>Administrative Assistant</i>	0.50	0.50	2.00
	<i>Associate Planner</i>	0.00	0.00	2.00
	Community Development Director	1.00	1.00	1.00
	<i>Development Services Coordinator</i>	0.00	0.00	1.00
	Executive Assistant	1.00	1.00	1.00
	Management Analyst/Senior Management Analyst	1.00	1.00	1.00
	<i>Senior Transportation and Mobility Planner</i>	1.00	1.00	0.00
	Administrative Section Total	4.50	4.50	8.00
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
	<i>Electrical Inspector/Senior Electrical Inspector</i>	2.00	2.00	3.00
	General Building Inspector	4.00	4.00	4.00
	<i>Housing Inspector</i>	2.00	3.00	0.00
	Lead Housing Inspector	1.00	0.00	0.00
	Plans Examiner/Senior Plans Examiner	2.00	2.00	2.00
	Building Division Total	17.00	17.00	15.00
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	16.00
10030380	Engineering Division			
	<i>Administrative Assistant</i>	1.00	1.00	0.00
	<i>Capital and Development Projects Inspector</i>	2.00	2.00	0.00
	<i>Capital Projects Administrator</i>	1.00	1.00	0.00
	<i>City Engineer</i>	0.75	0.75	0.00
	Construction Inspector	1.00	1.00	0.00
	<i>Engineer/Senior Engineer/Principal Engineer</i>	2.50	3.50	0.00
	<i>Engineering Projects Specialist</i>	1.00	1.00	0.00
	<i>GIS Coordinator</i>	1.00	0.00	0.00
	<i>GIS Specialist</i>	2.00	0.00	0.00
	<i>Traffic Technician</i>	1.00	1.00	0.00
	<i>Transportation and Mobility Planner</i>	1.00	0.00	0.00
	<i>Transportation Engineer</i>	1.00	1.00	0.00
	<i>Transportation Systems Coordinator</i>	1.00	1.00	0.00
	Engineering Division Total	16.25	13.25	0.00

**City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary**

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Community Development Department			
27030380	Engineering Division - Parking Management Program Section		
<i>Maintenanceworker/Senior Maintenanceworker</i>	1.00	1.00	0.00
<i>Parking and Transportation Demand Management Coordinator</i>	1.00	1.00	0.00
<i>Parking Enforcement Officer</i>	1.00	2.00	0.00
<i>Parking Operations Supervisor</i>	1.00	1.00	0.00
Engineering Division - Parking Management Program Section Total	4.00	5.00	0.00
25030380	Engineering Division - Storm Drainage Fund		
<i>Administrative Assistant</i>	0.50	0.50	0.00
<i>City Engineer</i>	0.25	0.25	0.00
<i>Engineer/Senior Engineer/Principal Engineer</i>	1.50	1.50	0.00
<i>Stormwater Analyst</i>	1.00	1.00	0.00
<i>Stormwater Coordinator</i>	1.00	1.00	0.00
<i>Stormwater Inspector</i>	2.00	2.00	0.00
<i>Stormwater Utility Administrator</i>	1.00	1.00	0.00
Engineering Division - Storm Drainage Fund Total	7.25	7.25	0.00
Engineering Division Total	27.50	25.50	0.00
10030400	Operations Division		
<i>Administrative Assistant</i>	0.60	0.00	0.00
<i>Applications Specialist</i>	1.00	1.00	1.00
<i>Code Compliance Coordinator</i>	1.00	1.00	1.00
<i>Code Enforcement Officer/Senior Code Enforcement Officer</i>	4.50	7.50	7.50
<i>Code Enforcement Supervisor</i>	1.00	1.00	1.00
<i>Code Enforcement Technician</i>	1.00	0.00	0.00
<i>Community Development Operations Manager</i>	1.00	1.00	1.00
<i>Construction Inspector</i>	1.00	1.00	1.00
<i>GIS Coordinator</i>	0.00	1.00	0.00
<i>GIS Specialist</i>	0.00	2.00	0.00
<i>Housing Inspector</i>	0.00	0.00	3.00
<i>Maintenanceworker/Senior Maintenanceworker</i>	0.00	0.00	1.00
<i>Management Analyst/Senior Management Analyst</i>	1.00	1.00	1.00
<i>Records Management Technician</i>	1.00	1.00	1.00
Operations Division Total	13.10	17.50	18.50
27030400	Operations Division - Parking Management Program Section		
<i>Parking and Transportation Demand Management Coordinator</i>	0.00	0.00	1.00
<i>Parking Enforcement Officer</i>	0.00	0.00	2.00
<i>Parking Operations Supervisor</i>	0.00	0.00	1.00
Operations Division - Parking Management Program Section Total	0.00	0.00	4.00
Operations Division Total	13.10	17.50	22.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Community Development Department				
10030360	Planning Division			
	<i>Associate Planner</i>	2.00	2.00	0.00
	<i>Planner/Senior Planner</i>	6.00	6.00	5.00
	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
	<i>Senior Transportation and Mobility Planner</i>	0.00	0.00	1.00
	Planning Division Total	12.00	12.00	10.00
Community Development Department Total		75.10	77.50	56.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Economic Development Department				
10040050	Administrative Section			
	Economic Development Director	1.00	1.00	1.00
	Executive Assistant	1.00	1.00	1.00
	<i>Sustainability Administrator</i>	0.00	0.00	1.00
	Administrative Section Total	2.00	2.00	3.00
10040050	Economic Resilience Division			
	Business Navigator	1.00	1.00	1.00
	Economic Development Officer	1.00	1.00	1.00
	Economic Resilience Manager	1.00	1.00	1.00
	<i>Housing and Redevelopment Specialist</i>	0.00	0.00	0.50
	Housing Coordinator	1.00	1.00	1.00
	Management Analyst/Senior Management Analyst	1.00	1.00	1.00
	Economic Resilience Division Total	5.00	5.00	5.50
80576030722	Economic Resilience Division CDBG Fund			
	CDBG Technician	1.00	1.00	1.00
	<i>Housing and Redevelopment Specialist</i>	0.50	0.50	0.00
	Economic Resilience Division CDBG Fund Total	1.50	1.50	1.00
	Economic Resilience Division Total	6.50	6.50	6.50
10040050	Economic Vibrancy Division			
	Administrative Assistant	0.50	0.00	0.00
	Capital Projects Administrator	1.00	1.00	1.00
	Economic Vibrancy Manager	1.00	1.00	1.00
	<i>Housing and Redevelopment Specialist</i>	0.50	0.00	0.00
	Management Analyst/Senior Management Analyst	1.00	2.00	2.00
	Real Estate and Development Administrator	1.00	1.00	1.00
	Economic Vibrancy Division Total	5.00	5.00	5.00
Economic Development Department Total		13.50	13.50	14.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Finance Department				
10015220	Accounting Division			
	Accountant	3.50	3.50	3.50
	Accounting Manager	1.00	1.00	1.00
	Accounting Specialist	0.00	1.00	1.00
	Accounting Technician	3.00	3.00	3.00
	Business Operations Administrator	0.00	1.00	1.00
	Business Operations Analyst	1.00	1.00	1.00
	Finance Specialist	0.00	1.00	1.00
	<i>Payroll Specialist</i>	1.00	1.00	0.00
	<i>Payroll Supervisor</i>	0.00	0.00	1.00
	Accounting Division Total	9.50	12.50	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	11.50	14.50	14.50
10015050	Administration Division			
	Accounting Specialist	1.00	0.00	0.00
	Accounting Technician/Retirement	0.50	0.00	0.00
	Executive Assistant	1.00	0.00	0.00
	Finance Administrator	1.00	0.00	0.00
	Retirement Administrator	1.00	0.00	0.00
	Administration Division Total	4.50	0.00	0.00
10015800	Procurement Office			
	<i>Procurement Analyst/Senior Procurement Analyst</i>	0.00	0.00	2.00
	<i>Procurement Manager</i>	0.00	0.00	1.00
	<i>Senior Contracts and Grants Coordinator</i>	0.00	0.00	1.00
	Procurement Office Total	0.00	0.00	4.00
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

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Finance Department			
10015240 Treasury Division			
<i>Accounting Technician/Retirement</i>	0.00	0.50	0.00
<i>Customer Service Representative I/II</i>	1.00	1.00	0.00
<i>Financial Analyst/Senior Financial Analyst</i>	2.00	2.00	2.00
<i>Retirement Administrator</i>	0.00	1.00	0.00
<i>Treasury Manager</i>	1.00	1.00	1.00
Treasury Division Total	4.00	5.50	3.00
20015240 Treasury Division - Utility Fund			
<i>Applications Specialist</i>	0.00	1.00	0.00
<i>Customer Service Coordinator</i>	0.00	2.00	0.00
<i>Customer Service Representative I/II</i>	7.50	5.50	0.00
<i>Utility Billing Applications Analyst</i>	1.00	1.00	0.00
<i>Utility Billing Supervisor</i>	1.00	1.00	0.00
Treasury Division - Utility Fund Total	9.50	10.50	0.00
Treasury Division Total	13.50	16.00	3.00
Finance Department Total	37.50	38.50	29.50

**City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary**

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Fire Department			
10025260	Administration Division		
Administrative Assistant	2.00	1.00	1.00
Administrative Technician	0.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00
Fire Lieutenant - Logistics Officer	0.00	1.00	1.00
Fire Lieutenant - Technical Services Coordinator	1.00	1.00	1.00
Administration Division Total	4.00	5.00	5.00
100252600547	Administration Division - Fire Prevention Section		
Fire Inspector	1.00	2.00	2.00
Fire Lieutenant - Fire Investigator	1.00	1.00	1.00
Fire Lieutenant - Fire Plans Examiner/Inspector	2.00	2.00	2.00
Fire Marshal	1.00	1.00	1.00
Public Information Specialist	1.00	1.00	1.00
Administration Division - Fire Prevention Section Total	6.00	7.00	7.00
Administration Division Total	10.00	12.00	12.00
10025260	Administrative Section		
Executive Assistant	1.00	1.00	1.00
Fire Chief	1.00	1.00	1.00
Administrative Section Total	2.00	2.00	2.00
100252600545	Administrative Section - Emergency Management Section		
Emergency Management Coordinator	1.00	1.00	1.00
Administrative Section - Emergency Management Section Total	1.00	1.00	1.00
100252600547	Administrative Section - Fire Prevention Section		
Management Analyst/Senior Management Analyst	1.00	1.00	1.00
Administrative Section - Fire Prevention Section Total	1.00	1.00	1.00
Administrative Section Total	4.00	4.00	4.00
10025260	Operations Division		
Administrative Assistant	1.00	0.00	0.00
Administrative Technician	0.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00
<i>Fire Battalion Chief</i>	3.00	3.00	3.00
Fire Captain	6.00	6.00	6.00
Fire Engineer	21.00	21.00	21.00
Fire Lieutenant	15.00	15.00	15.00
Fire Lieutenant - Field Training Officer	1.00	2.00	2.00
<i>Fire Training Chief</i>	1.00	1.00	1.00
<i>Firefighter</i>	42.00	42.00	48.00
Operations Division Total	91.00	92.00	98.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Fire Department			
100252600546			
Operations Division - EMS Section			
<i>Fire EMS Chief</i>	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
Operations Division - EMS Section Total	39.00	39.00	39.00
Operations Division Total	130.00	131.00	137.00
Fire Department Total	144.00	147.00	153.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
General Services Department				
10012050	Administration Division			
	<i>Administrative Assistant</i>	1.10	1.60	0.00
	<i>Assistant City Manager</i>	0.00	1.00	0.00
	<i>Business Operations Manager</i>	1.00	1.00	0.00
	<i>Executive Assistant</i>	1.00	1.00	0.00
	<i>Facilities and Projects Coordinator</i>	1.00	1.00	0.00
	<i>Facilities Security Analyst</i>	1.00	1.00	0.00
	<i>Messenger</i>	0.50	0.00	0.00
	Administration Division Total	5.60	6.60	0.00
100120500552	Administration Division - Environmental Section			
	<i>Environmental Compliance Analyst</i>	1.00	1.00	0.00
	<i>Environmental Compliance Technician</i>	1.00	1.00	0.00
	Administration Division - Environmental Section Total	2.00	2.00	0.00
100120500135	Administration Division - Print Shop Section			
	<i>Print Shop Coordinator</i>	1.00	1.00	0.00
	<i>Printing Technician</i>	1.00	1.00	0.00
	Administration Division - Print Shop Section Total	2.00	2.00	0.00
	Administration Division Total	9.60	10.60	0.00
10012390	Facilities Management Division			
	<i>Access Control and Hardware Technician</i>	1.00	1.00	0.00
	<i>Administrative Assistant</i>	1.00	1.00	0.00
	<i>Construction Projects Specialist</i>	2.00	2.00	0.00
	<i>Contract Services Coordinator</i>	1.00	1.00	0.00
	<i>Electrician I/II/III</i>	1.00	1.00	0.00
	<i>Facilities Maintenance Technician I/II</i>	3.00	3.00	0.00
	<i>Facilities Manager</i>	1.00	1.00	0.00
	<i>Facilities Superintendent</i>	1.00	1.00	0.00
	<i>Facilities Supervisor</i>	1.00	1.00	0.00
	<i>HVAC Specialist</i>	2.00	2.00	0.00
	Facilities Management Division Total	14.00	14.00	0.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
General Services Department				
30012460	Fleet Management Division			
	<i>Administrative Assistant</i>	1.00	1.00	0.00
	<i>Applications Specialist</i>	1.00	1.00	0.00
	<i>Crewleader</i>	1.00	1.00	0.00
	<i>Fleet Manager</i>	1.00	1.00	0.00
	<i>Fleet Supervisor</i>	1.00	1.00	0.00
	<i>Mechanic I/II</i>	4.00	4.00	0.00
	<i>Mechanic II/Emergency Vehicle Technician I</i>	1.00	1.00	0.00
	Fleet Management Division Total	10.00	10.00	0.00
300124600911	Fleet Management Division - Public Safety Section			
	<i>Emergency Vehicle Technician I/II/III</i>	1.00	1.00	0.00
	Fleet Management Division - Public Safety Section Total	1.00	1.00	0.00
	Fleet Management Division Total	11.00	11.00	0.00
10012130	Municipal Court Division			
	<i>Associate Municipal Court Judge</i>	1.00	1.00	0.00
	<i>Court Administrator</i>	1.00	1.00	0.00
	<i>Deputy Court Administrator</i>	2.00	2.00	0.00
	<i>Deputy Court Clerk I/II</i>	8.50	8.50	0.00
	<i>Lead Deputy Court Clerk</i>	1.00	1.00	0.00
	<i>Presiding Municipal Court Judge</i>	1.00	1.00	0.00
	Municipal Court Division Total	14.50	14.50	0.00
100121300130	Municipal Court Division - Probation Section			
	<i>Deputy Court Clerk I/II</i>	1.00	1.00	0.00
	<i>Probation Officer</i>	1.50	1.50	0.00
	<i>Probation Supervisor</i>	1.00	1.00	0.00
	Municipal Court Division - Probation Section Total	3.50	3.50	0.00
100121300911	Municipal Court Division - Public Safety Section			
	<i>Deputy Court Clerk I/II</i>	1.50	1.50	0.00
	<i>Probation Officer</i>	0.50	0.50	0.00
	Municipal Court Division - Public Safety Section Total	2.00	2.00	0.00
	Municipal Court Division Total	20.00	20.00	0.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
General Services Department				
10012080	Policy and Budget Division			
	<i>Policy and Budget Coordinator</i>	0.00	3.00	0.00
	<i>Policy and Budget Manager</i>	0.00	1.00	0.00
	Policy and Budget Division Total	0.00	4.00	0.00
10012800	Procurement Division			
	<i>Procurement Analyst/Senior Procurement Analyst</i>	0.00	2.00	0.00
	<i>Procurement Manager</i>	0.00	1.00	0.00
	<i>Senior Contracts and Grants Coordinator</i>	0.00	1.00	0.00
	Procurement Division Total	0.00	4.00	0.00
General Services Department Total		54.60	63.60	0.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Human Resources Department				
10045170	Administration Division			
	<i>Accounting Technician/Retirement</i>	0.00	0.00	0.50
	<i>Human Resources Administrator - Retirement</i>	0.00	0.00	1.00
	<i>Human Resources Manager</i>	0.00	0.00	1.00
	<i>Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator</i>	0.00	0.00	0.50
	Administration Division Total	0.00	0.00	3.00
100451700612	Administration Division - Employee Development Section			
	<i>Employee Development Coordinator</i>	0.00	0.00	1.00
	<i>Training and Instructional Designer</i>	0.00	0.00	0.50
	Administration Division - Employee Development Section Total	0.00	0.00	1.50
49010900	Administration Division - Medical and Dental Fund			
	<i>Benefits Specialist</i>	1.00	1.00	1.00
	<i>Human Resources Administrator - Benefits</i>	1.00	1.00	1.00
	<i>Human Resources Specialist</i>	1.00	1.00	1.00
	Administration Division - Medical and Dental Fund Total	3.00	3.00	3.00
100451700015	Administration Division - Volunteer Section			
	<i>Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator</i>	0.00	0.00	0.50
	Administration Division - Volunteer Section Total	0.00	0.00	0.50
100451700544	Administration Division - Wellness Section			
	<i>Employee Wellness Coordinator</i>	0.00	0.00	1.00
	Administration Division - Wellness Section Total	0.00	0.00	1.00
	Administration Division Total	3.00	3.00	9.00
10045050	Administrative Section			
	<i>Administrative Assistant</i>	2.00	1.00	0.00
	<i>Executive Assistant</i>	1.00	1.00	1.00
	<i>Executive Talent Developer</i>	1.00	1.00	1.00
	<i>Human Resources Administrator II</i>	1.00	1.00	0.00
	<i>Human Resources Analyst/Senior Human Resources Analyst</i>	1.00	1.00	0.00
	<i>Human Resources Business Partner/Senior Human Resources Business Partner</i>	5.00	5.00	0.00
	<i>Human Resources Director</i>	1.00	1.00	1.00
	<i>Human Resources Manager</i>	1.00	1.00	0.00
	<i>Human Resources Specialist</i>	2.00	2.00	0.00
	<i>Human Resources Technician</i>	0.00	1.00	0.00
	<i>Management Analyst/Senior Management Analyst</i>	1.00	1.00	0.00
	<i>Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator</i>	0.50	0.50	0.00
	Administrative Section Total	16.50	16.50	3.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Human Resources Department			
100450500612	Administrative Section - Employee Development Section		
<i>Employee Development Coordinator</i>	1.00	1.00	0.00
<i>Training and Instructional Designer</i>	0.50	0.50	0.00
Administrative Section - Employee Development Section Total	1.50	1.50	0.00
100450500911	Administrative Section - Public Safety Section		
<i>Human Resources Analyst/Senior Human Resources Analyst</i>	1.00	1.00	0.00
Administrative Section - Public Safety Section Total	1.00	1.00	0.00
100450500015	Administrative Section - Volunteer Section		
<i>Workforce Outreach Coordinator/Senior Workforce Outreach Coordinator</i>	0.50	0.50	0.00
Administrative Section - Volunteer Section Total	0.50	0.50	0.00
100450500544	Administrative Section - Wellness Section		
<i>Employee Wellness Coordinator</i>	1.00	1.00	0.00
Administrative Section - Wellness Section Total	1.00	1.00	0.00
Administrative Section Total	20.50	20.50	3.00
10045160	Operations Division		
<i>Administrative Assistant</i>	0.00	0.00	1.00
<i>Human Resources Administrator - Workforce</i>	0.00	0.00	1.00
<i>Human Resources Analyst/Senior Human Resources Analyst</i>	0.00	0.00	1.00
<i>Human Resources Business Partner/Senior Human Resources Business Partner</i>	0.00	0.00	5.00
<i>Human Resources Manager</i>	0.00	0.00	1.00
<i>Human Resources Specialist</i>	0.00	0.00	2.00
<i>Human Resources Technician</i>	0.00	0.00	1.00
<i>Management Analyst/Senior Management Analyst</i>	0.00	0.00	1.00
Operations Division Total	0.00	0.00	13.00
46010900	Operations Division - Property Liability Fund		
<i>Human Resources Manager</i>	0.50	0.50	0.00
<i>Safety Analyst/Senior Safety Analyst</i>	0.25	0.25	0.25
Operations Division - Property Liability Fund Total	0.75	0.75	0.25
460109000911	Operations Division - Property Liability Fund - Public Safety		
<i>Human Resources Administrator - Risk</i>	0.00	0.00	0.50
<i>Risk/Claims Analyst/Senior Risk/Claims Analyst</i>	0.50	0.50	0.00
Operations Division - Property Liability Fund - Public Safety Total	0.50	0.50	0.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Human Resources Department			
100451600911	Operations Division - Public Safety Section		
<i>Human Resources Analyst/Senior Human Resources Analyst</i>	0.00	0.00	1.00
Operations Division - Public Safety Section Total	0.00	0.00	1.00
48010900	Operations Division - Workers' Compensation Fund		
<i>Human Resources Administrator - Risk</i>	0.00	0.00	0.50
<i>Human Resources Manager</i>	0.50	0.50	0.00
<i>Risk/Claims Analyst/Senior Risk/Claims Analyst</i>	0.50	0.50	0.00
<i>Safety Analyst/Senior Safety Analyst</i>	0.25	0.25	0.25
Operations Division - Workers' Compensation Fund Total	1.25	1.25	0.75
Operations Division Total	2.50	2.50	15.50
Human Resources Department Total	26.00	26.00	27.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Information Technology Department				
10060050	Administrative Section			
	<i>Executive Assistant</i>	0.00	0.00	1.00
	<i>Information Technology Director</i>	0.00	0.00	1.00
	<i>IT Services Administrator</i>	0.00	0.00	1.00
	<i>Technology Procurement Specialist</i>	0.00	0.00	1.00
	Administrative Section Total	0.00	0.00	4.00
100600500787	Administrative Section - Cybersecurity Section			
	<i>Chief Information Security Officer</i>	0.00	0.00	1.00
	<i>Information Security Analyst</i>	0.00	0.00	1.00
	Administrative Section - Cybersecurity Section Total	0.00	0.00	2.00
	Administrative Section Total	0.00	0.00	6.00
10060230	Information Systems Division			
	<i>A/V Technician/Senior A/V Technician</i>	0.00	1.00	1.00
	<i>Business Intelligence Analyst</i>	0.00	1.00	0.00
	<i>Chief Information Security Officer</i>	1.00	1.00	0.00
	<i>Database Administrator</i>	1.00	1.00	0.00
	<i>ERP Software Engineer</i>	2.00	2.00	0.00
	<i>Executive Assistant</i>	1.00	1.00	0.00
	<i>Information Security Analyst</i>	1.00	1.00	0.00
	<i>Information Systems Manager</i>	1.00	1.00	1.00
	<i>Information Technology Director</i>	1.00	1.00	0.00
	<i>Internet Software Engineer</i>	2.00	2.00	0.00
	<i>IT Services Administrator</i>	1.00	1.00	0.00
	<i>IT Systems Supervisor</i>	2.00	2.00	2.00
	<i>Lead Software Engineer</i>	3.00	3.00	0.00
	<i>Network Administrator</i>	1.00	1.00	1.00
	<i>Network Engineer</i>	0.60	0.60	0.60
	<i>Network Technician/Senior Network Technician</i>	1.00	1.00	1.00
	<i>Senior Telecommunications Administrator</i>	1.00	1.00	1.00
	<i>Software Engineer I/II</i>	6.70	7.70	0.00
	<i>Software Engineering Manager</i>	1.00	1.00	0.00
	<i>Systems Administrator</i>	2.70	2.70	2.70
	<i>Technical Support Specialist/Senior Technical Support Specialist</i>	5.00	5.00	5.00
	<i>Technology Procurement Specialist</i>	1.00	1.00	0.00
	Information Systems Division Total	36.00	39.00	15.30

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Information Technology Department			
100602300911	Information Systems Division - Public Safety Section		
Network Engineer	0.40	0.40	0.40
Software Engineer I/II	0.30	0.30	0.00
Systems Administrator	0.30	0.30	0.30
Information Systems Division - Public Safety Section Total	1.00	1.00	0.70
Information Systems Division Total	37.00	40.00	16.00
10060820	Software Engineering Division		
Business Intelligence Analyst	0.00	0.00	1.00
Database Administrator	0.00	0.00	1.00
ERP Software Engineer	0.00	0.00	2.00
Lead Software Engineer	0.00	0.00	3.00
Software Engineer I/II	0.00	0.00	9.70
Software Engineering Manager	0.00	0.00	1.00
Software Engineering Division Total	0.00	0.00	17.70
100608200911	Software Engineering Division - Public Safety Section		
Software Engineer I/II	0.00	0.00	0.30
Software Engineering Division - Public Safety Section Total	0.00	0.00	0.30
Software Engineering Division Total	0.00	0.00	18.00
Information Technology Department Total	37.00	40.00	40.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Parks, Recreation and Libraries Department				
10050050	Administrative Section			
	<i>Administrative Assistant</i>	1.00	1.00	0.00
	Executive Assistant	1.00	1.00	1.00
	<i>Homeless Navigator</i>	2.00	2.00	0.00
	<i>Management Analyst/Senior Management Analyst</i>	2.00	2.00	0.00
	Parks, Recreation and Libraries Director	1.00	1.00	1.00
	<i>Parks, Recreation and Libraries Operations Manager</i>	1.00	1.00	0.00
	Administrative Section Total	8.00	8.00	2.00
10050780	Cultural Affairs Division			
	<i>Cultural Affairs Coordinator</i>	0.00	1.00	0.00
	<i>Cultural Affairs Manager</i>	0.00	1.00	0.00
	<i>Event Planner/Senior Event Planner</i>	0.00	2.00	0.00
	<i>Graphic Designer/Senior Graphic Designer</i>	0.00	1.00	0.00
	<i>Marketing Supervisor</i>	0.00	1.00	0.00
	Cultural Affairs Division Total	0.00	6.00	0.00
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	1.90	1.90
	<i>Librarian I</i>	9.50	9.60	10.10
	<i>Librarian II</i>	0.50	0.50	0.00
	Library Assistant Supervisor	1.00	1.00	1.00
	<i>Library Associate I/II</i>	5.20	5.50	6.00
	Library Clerk I/II	9.70	8.00	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
	<i>Library Shelver</i>	5.20	4.60	4.10
	Library Supervisor	2.00	2.00	2.00
	Library Services Division Total	42.10	42.10	42.10

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Parks, Recreation and Libraries Department			
10050580	Operations Division		
<i>Administrative Assistant</i>	0.00	0.00	1.00
<i>Cultural Affairs Coordinator</i>	0.00	0.00	1.00
<i>Event Planner/Senior Event Planner</i>	0.00	0.00	2.00
<i>Graphic Designer/Senior Graphic Designer</i>	0.00	0.00	1.00
<i>Homeless Navigator</i>	0.00	0.00	2.00
<i>Landscape Designer/Landscape Architect</i>	0.00	0.00	2.00
<i>Management Analyst/Senior Management Analyst</i>	0.00	0.00	2.00
<i>Marketing Analyst</i>	0.00	0.00	1.00
<i>Marketing Supervisor</i>	0.00	0.00	1.00
<i>Parks, Recreation and Libraries Operations Manager</i>	0.00	0.00	1.00
Operations Division Total	0.00	0.00	14.00
54050580	Operations Division - POST Fund		
<i>GIS Specialist</i>	0.00	0.00	1.00
<i>Parks, Recreation and Libraries Planning and Design Supervisor</i>	0.00	0.00	1.00
Operations Division - POST Fund Total	0.00	0.00	2.00
Operations Division Total	0.00	0.00	16.00
10050550	Parks, Golf and Open Space Division		
<i>Administrative Assistant</i>	1.00	1.00	1.00
<i>Contract Services Coordinator</i>	1.00	1.00	1.00
<i>Contract Services Technician</i>	1.00	1.00	1.00
<i>Crewleader</i>	3.00	3.00	3.00
<i>Foreperson</i>	4.00	4.00	4.00
<i>Hydro Systems Specialist</i>	1.00	1.00	0.00
<i>Landscape Designer/Senior Landscape Architect</i>	2.00	2.00	0.00
<i>Mechanic I</i>	2.00	2.00	2.00
<i>Parks and Golf Superintendent</i>	1.00	1.00	1.00
<i>Parks Specialist</i>	6.00	6.00	6.00
<i>Parks, Golf and Open Space Manager</i>	1.00	1.00	1.00
<i>Parksworker I/II</i>	6.00	6.00	6.00
<i>Playground Safety Specialist</i>	1.00	1.00	1.00
Parks, Golf and Open Space Division Total	30.00	30.00	27.00

**City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary**

Position Title	2022 Amended	2023 Authorized	2024 Adopted
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
<i>Golf Shop Associate</i>	0.50	0.50	1.00
<i>Player Development Programs Coordinator</i>	0.50	0.50	0.00
Second Assistant Golf Professional	1.00	1.00	1.00
Parks, Golf and Open Space Division - Legacy Ridge Golf Course Club House Section	4.00	4.00	4.00
Total			
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	5.00	5.00	5.00
Total			
Parks, Golf and Open Space Division - Legacy Ridge Golf Course Total	9.00	9.00	9.00
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
<i>GIS Specialist</i>	1.00	1.00	0.00
Open Space Specialist	3.00	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
Parks, Golf and Open Space Division - Open Space Section Total	15.00	15.00	14.00
540505500542	Parks, Golf and Open Space Division - POST Fund		
Crewleader	2.00	2.00	2.00
Foreperson	1.00	1.00	1.00
<i>Landscape Designer/Senior Landscape Architect</i>	1.00	1.00	0.00
Mechanic I	1.00	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 - POST Fund Total	15.00	15.00	14.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Parks, Recreation and Libraries Department			
100505500106	Parks, Golf and Open Space Division - Promenade Section		
Parkswoker I/II	2.00	2.00	2.00
	2.00	2.00	2.00
10050660	Parks, Golf and Open Space Division - Standley Lake Section		
Open Space Superintendent	1.00	1.00	1.00
Park Ranger	4.00	6.00	6.00
Senior Park Ranger	1.00	1.00	1.00
	6.00	8.00	8.00
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
<i>Golf Shop Associate</i>	0.50	0.50	1.00
<i>Player Development Programs Coordinator</i>	0.50	0.50	0.00
Second Assistant Golf Professional	1.00	1.00	1.00
	4.00	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
	5.00	5.00	5.00
	9.00	9.00	9.00
	86.00	88.00	83.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Parks, Recreation and Libraries Department			
10050720	Recreation Services Division - Recreation Facilities Section		
Administrative Assistant	0.50	0.50	0.50
Assistant Hydro Systems Specialist	0.50	0.50	0.50
<i>Assistant Recreation Facility Supervisor</i>	10.00	10.00	10.20
Assistant Recreation Specialist	2.00	2.00	2.00
Custodian	2.50	2.50	2.50
<i>Guest Relations Clerk I/II</i>	20.50	20.50	20.30
Head Lifeguard	6.40	6.40	6.40
<i>Hydro Systems Specialist</i>	1.00	1.00	2.00
Recreation Aide	2.20	1.70	1.70
Recreation Facilities Superintendent	1.00	1.00	1.00
Recreation Services Manager	0.50	0.50	0.50
Recreation Specialist	3.70	3.00	3.00
Recreation Supervisor I	1.00	1.00	1.00
Recreation Supervisor II	3.00	3.00	3.00
Recreation Services Division - Recreation Facilities Section Total	54.80	53.60	54.60
10050760	Recreation Services Division - Recreation Programs Section		
Administrative Assistant	0.50	0.50	0.50
Applications Specialist	1.50	1.50	1.50
Assistant Recreation Coordinator	2.30	2.50	2.50
Assistant Recreation Facility Supervisor	1.00	1.00	1.00
Assistant Recreation Specialist	1.00	0.50	0.50
Guest Relations Clerk I/II	1.00	1.00	1.00
Pottery Studio Coordinator	0.00	0.50	0.50
Recreation Coordinator	3.00	3.00	3.00
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	2.00	2.00
Recreation Services Division - Recreation Programs Section Total	14.40	15.60	15.60
Recreation Services Division Total	69.20	69.20	70.20
Parks, Recreation and Libraries Department Total	205.30	213.30	213.30

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Police Department			
10020050	Administrative Section		
Business Operations Coordinator	1.00	1.00	1.00
Contracts and Grants Coordinator	1.00	1.00	1.00
<i>Crime Analyst</i>	<i>1.00</i>	<i>1.00</i>	<i>0.00</i>
Data Analyst	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00
Police Chief	1.00	1.00	1.00
Administrative Section Total	6.00	6.00	5.00
100200500341	Administrative Section - Professional Services Section		
<i>Administrative Assistant</i>	<i>0.00</i>	<i>0.00</i>	<i>0.80</i>
<i>Police Commander</i>	<i>0.00</i>	<i>0.00</i>	<i>1.00</i>
<i>Police Officer/Senior Police Officer</i>	<i>0.00</i>	<i>0.00</i>	<i>5.00</i>
<i>Police Sergeant</i>	<i>0.00</i>	<i>0.00</i>	<i>3.00</i>
<i>Public Information Specialist</i>	<i>0.00</i>	<i>0.00</i>	<i>1.00</i>
Administrative Section - Professional Services Section	0.00	0.00	10.80
Administrative Section Total	6.00	6.00	15.80
10020500	Operations Division - Administrative 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
Operations Division - Administrative Section Total	3.00	3.00	3.00
100205000352	Operations Division - Co-Responder Section		
Case Management Coordinator	1.00	1.00	1.00
Co-Responder	4.00	4.00	4.00
Co-Responder Supervisor	1.00	1.00	1.00
Operations Division - Co-Responder Section Total	6.00	6.00	6.00
100205000349	Operations Division - Patrol Section		
Police Commander	4.00	4.00	4.00
<i>Police Officer/Senior Police Officer</i>	<i>99.00</i>	<i>99.00</i>	<i>98.00</i>
<i>Police Sergeant</i>	<i>14.00</i>	<i>14.00</i>	<i>14.00</i>
<i>Report Specialist</i>	<i>0.00</i>	<i>0.00</i>	<i>3.00</i>
Operations Division - Patrol Section Total	117.00	117.00	119.00

**City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary**

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Police Department			
100205000348	Operations Division - Special Events Section		
<i>Animal Management Officer</i>	0.00	0.00	5.00
<i>Animal Management Supervisor</i>	0.00	0.00	1.00
<i>Graffiti Enforcement Specialist</i>	0.00	0.00	1.00
<i>Police Commander</i>	0.00	0.00	1.00
<i>Police Officer/Senior Police Officer</i>	0.00	0.00	22.00
<i>Police Sergeant</i>	0.00	0.00	4.00
<i>Traffic Accident Investigator</i>	0.00	0.00	5.00
Operations Division - Special Events Section Total	0.00	0.00	39.00
Operations Division Total	126.00	126.00	167.00
10020300	Specialized Services Division- Administrative Section		
<i>Administrative Assistant</i>	1.00	1.00	2.00
<i>Deputy Police Chief</i>	1.00	1.00	1.00
Specialized Services Division - Administrative Section Total	2.00	2.00	3.00
100203000351	Specialized Services Division - Communications Section		
<i>Public Safety Telecommunicator I/II</i>	0.00	0.00	22.00
<i>Public Safety Telecommunicator Administrator</i>	0.00	0.00	1.00
<i>Public Safety Telecommunicator Supervisor</i>	0.00	0.00	4.00
Specialized Services Division - Communications Section Total	0.00	0.00	27.00
100203000344	Specialized Services Division - Investigations Section		
<i>Administrative Assistant</i>	1.50	1.00	1.00
<i>Court Security</i>	0.00	2.00	2.00
<i>Crime Analyst</i>	0.00	0.00	1.00
<i>Criminalist/Senior Criminalist</i>	4.00	4.00	4.00
<i>Police Commander</i>	1.00	1.00	1.00
<i>Police Officer/Senior Police Officer</i>	35.00	35.00	36.00
<i>Police Sergeant</i>	4.00	4.00	4.00
<i>Victim Advocate</i>	4.00	5.00	5.00
<i>Victim Services Coordinator</i>	1.00	1.00	1.00
Specialized Services Division - Investigations Section Total	50.50	53.00	55.00
100203000341	Specialized Services Division - Professional Services Section		
<i>Administrative Assistant</i>	0.80	0.80	0.00
<i>Police Commander</i>	1.00	1.00	0.00
<i>Police Officer/Senior Police Officer</i>	4.00	4.00	0.00
<i>Sergeant</i>	3.00	3.00	0.00
Specialized Services Division - Professional Services Section Total	8.80	8.80	0.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Police Department			
100203000343	Specialized 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
<i>Report Specialist</i>	3.00	3.00	0.00
Support Services Administrator	1.00	1.00	1.00
Specialized Services Division - Records and Property Section Total	20.00	20.00	17.00
100203000342	Specialized Services Division - Technology Section		
<i>Applications Specialist</i>	0.00	0.00	2.00
<i>Body Worn Camera Technician</i>	0.00	0.00	4.00
<i>Police Commander</i>	0.00	0.00	1.00
<i>Technical Services Coordinator</i>	0.00	0.00	1.00
<i>Technical Services Supervisor</i>	0.00	0.00	1.00
Specialized Services Division - Technology Section Total	0.00	0.00	9.00
Specialized Services Division Total	81.30	83.80	111.00
10020700	Technical Services Division - Administration Section		
<i>Administrative Assistant</i>	1.00	1.00	0.00
<i>Deputy Police Chief</i>	1.00	1.00	0.00
Technical Services Division - Administration Section Total	2.00	2.00	0.00
100207000351	Technical Services Division - E911 Section		
<i>Applications Specialist</i>	2.00	2.00	0.00
<i>Public Safety Telecommunicator I/II</i>	22.00	22.00	0.00
<i>Public Safety Telecommunicator Administrator</i>	1.00	1.00	0.00
<i>Public Safety Telecommunicator Supervisor</i>	4.00	4.00	0.00
Technical Services Division - E911 Section Total	29.00	29.00	0.00
100207000348	Technical Services Division - Special Events Section		
<i>Police Commander</i>	1.00	1.00	0.00
<i>Police Officer/Senior Police Officer</i>	24.00	24.00	0.00
<i>Sergeant</i>	4.00	4.00	0.00
<i>Traffic Accident Investigator</i>	4.00	5.00	0.00
Technical Services Division - Special Events Section Total	33.00	34.00	0.00
100207000342	Technical Services Division - Technical Section		
<i>Animal Management Officer</i>	5.00	5.00	0.00
<i>Animal Management Supervisor</i>	1.00	1.00	0.00
<i>Body Worn Camera Technician</i>	2.00	4.00	0.00
<i>Craffiti Enforcement Specialist</i>	1.00	1.00	0.00
<i>Police Commander</i>	1.00	1.00	0.00
<i>Technical Services Coordinator</i>	1.00	1.00	0.00
Technical Services Division - Technical Section Total	11.00	13.00	0.00
Technical Services Division Total	75.00	78.00	0.00
Police Department Total	288.30	293.80	293.80

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Policy and Budget Department				
10080050	Administration Division			
	Assistant City Manager	1.00	0.00	0.00
	Policy and Budget Coordinator	3.00	0.00	0.00
	Policy and Budget Manager	1.00	0.00	0.00
	Administration Division Total	5.00	0.00	0.00
10080800	Procurement Division			
	Buyer	1.00	0.00	0.00
	Contracts and Grants Coordinator	1.00	0.00	0.00
	Procurement Analyst	1.00	0.00	0.00
	Procurement Manager	1.00	0.00	0.00
	Procurement Division Total	4.00	0.00	0.00
Policy and Budget Department Total		9.00	0.00	0.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department				
20035050	Administration Division			
	<i>Business Operations Administrator</i>	1.00	1.00	0.00
	<i>Executive Assistant</i>	1.00	1.00	0.00
	<i>Management Analyst/Senior Management Analyst</i>	1.00	1.00	0.00
	<i>Public Works and Utilities Director</i>	1.00	1.00	0.00
	<i>Water Resources Analyst/Senior Water Resources Analyst</i>	2.00	2.00	0.00
	Administration Division Total	6.00	6.00	0.00
10035050	Administrative Section			
	<i>Executive Assistant</i>	0.00	0.00	1.00
	<i>Management Analyst/Senior Management Analyst</i>	0.00	0.00	1.00
	<i>Public Works and Utilities Director</i>	0.00	0.00	1.00
	Administrative Section Total	0.00	0.00	3.00
10035050	Engineering Division - Administrative Section			
	<i>Administrative Assistant</i>	0.00	0.00	1.00
	<i>City Engineer</i>	0.00	0.00	1.00
	Engineering Division - Administrative Section Total	0.00	0.00	2.00
10035380	Engineering Division - Civil Section			
	<i>Assistant City Engineer</i>	0.00	0.00	1.00
	<i>Capital and Development Projects Inspector</i>	0.00	0.00	1.00
	<i>Construction Inspector</i>	0.00	0.00	1.00
	<i>Development Engineering Administrator</i>	0.00	0.00	1.00
	<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	1.00
	Engineering Division - Civil Section Total	0.00	0.00	5.00
100353800972	Engineering Division - Civil - Capital Construction Section			
	<i>Capital and Development Projects Inspector</i>	0.00	0.00	1.00
	<i>Capital Projects Administrator</i>	0.00	0.00	1.00
	<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	1.00
	<i>Engineering Projects Specialist</i>	0.00	0.00	1.00
	Engineering Division - Civil - Capital Construction Section Total	0.00	0.00	4.00
100353800992	Engineering Division - Civil - Facilities Section			
	<i>Construction Projects Specialist</i>	0.00	0.00	2.00
	<i>Facilities and Projects Coordinator</i>	0.00	0.00	1.00
	Engineering Division - Civil - Facilities Section Total	0.00	0.00	3.00
100353800983	Engineering Division - Civil - Pavement Section			
	<i>Pavement Management Coordinator</i>	0.00	0.00	1.00
	<i>Street Inspector</i>	0.00	0.00	4.00
	<i>Street Projects Specialist</i>	0.00	0.00	1.00
	Engineering Division - Civil - Pavement Section Total	0.00	0.00	6.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department			
100353800987	Engineering Division - Civil - Transportation Section		
<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	1.00
<i>Traffic Technician</i>	0.00	0.00	1.00
<i>Transportation Engineer</i>	0.00	0.00	1.00
<i>Transportation Systems Coordinator</i>	0.00	0.00	1.00
Engineering Division - Civil - Transportation Section - Total	0.00	0.00	4.00
10035440	Engineering Division - GIS Section		
<i>GIS Coordinator</i>	0.00	0.00	1.00
<i>GIS Specialist</i>	0.00	0.00	3.00
<i>Infrastructure Asset Management Coordinator</i>	0.00	0.00	1.00
<i>Utilities Asset Management Planner/Scheduler</i>	0.00	0.00	1.00
<i>Utilities Specialist I/II</i>	0.00	0.00	2.00
Engineering Division - GIS Section Total	0.00	0.00	8.00
20035380	Engineering Division - Utilities Section		
<i>Assistant City Engineer</i>	0.00	0.00	1.00
<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	6.00
<i>Utilities Engineering Administrator</i>	0.00	0.00	1.00
Engineering Division - Utilities Section Total	0.00	0.00	8.00
25035380	Engineering Division - Utilities - Storm Drainage Fund		
<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	1.00
<i>Stormwater Analyst</i>	0.00	0.00	1.00
<i>Stormwater Coordinator</i>	0.00	0.00	1.00
<i>Stormwater Inspector</i>	0.00	0.00	2.00
<i>Stormwater Utility Administrator</i>	0.00	0.00	1.00
Engineering Division - Utilities - Storm Drainage Fund Total	0.00	0.00	6.00
200353800943	Engineering Division - Utilities - Water Quality Section		
<i>Water Quality Administrator</i>	0.00	0.00	1.00
<i>Water Quality Analyst/Senior Water Quality Analyst</i>	0.00	0.00	4.00
<i>Water Quality Supervisor</i>	0.00	0.00	2.00
Engineering Division - Utilities - Water Quality Section Total	0.00	0.00	7.00
21035380	Engineering Division - Utilities - Water Quality Wastewater Section		
<i>Water Quality Analyst/Senior Water Quality Analyst</i>	0.00	0.00	3.00
<i>Water Quality Supervisor</i>	0.00	0.00	1.00
Engineering Division - Utilities - Water Quality Wastewater Section Total	0.00	0.00	4.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department			
200353800947	Engineering Division - Utilities - Water Resources Section		
<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	0.00	2.00
<i>Water Resources Administrator</i>	0.00	0.00	1.00
<i>Water Resources Analyst/Senior Water Resources Analyst</i>	0.00	0.00	1.00
<i>Water Resources Technician</i>	0.00	0.00	1.00
Engineering Division - Utilities - Water Resources Section Total	0.00	0.00	5.00
Engineering Division Total	0.00	0.00	62.00
10035050	Operations Division - Administrative Section		
<i>Public Works and Utilities Operations Manager</i>	0.00	0.00	1.00
Operations Division - Administrative Section Total	0.00	0.00	1.00
10035390	Operations Division - Facilities Section		
<i>Access Control and Hardware Technician</i>	0.00	0.00	1.00
<i>Assistant Facilities Superintendent</i>	0.00	0.00	1.00
<i>Contract Services Coordinator</i>	0.00	0.00	1.00
<i>Electrician I/II/III</i>	0.00	0.00	1.00
<i>Facilities Maintenance Technician I/II</i>	0.00	0.00	3.00
<i>Facilities Superintendent</i>	0.00	0.00	1.00
<i>Facilities Supervisor</i>	0.00	0.00	1.00
<i>HVAC Specialist</i>	0.00	0.00	2.00
Operations Division - Facilities Section Total	0.00	0.00	11.00
30035460	Operations Division - Fleet Section		
<i>Administrative Assistant</i>	0.00	0.00	1.00
<i>Applications Specialist</i>	0.00	0.00	1.00
<i>Crewleader</i>	0.00	0.00	1.00
<i>Fleet Manager</i>	0.00	0.00	1.00
<i>Fleet Supervisor</i>	0.00	0.00	1.00
<i>Mechanic I/II</i>	0.00	0.00	4.00
<i>Mechanic II/Emergency Vehicle Technician I</i>	0.00	0.00	1.00
Operations Division - Fleet Section Total	0.00	0.00	10.00
300354600911	Operations Division - Fleet Section - Public Safety Section		
<i>Emergency Vehicle Technician I/II/III</i>	0.00	0.00	1.00
Operations Division - Fleet Section - Public Safety Section Total	0.00	0.00	1.00
Operations Division - Fleet Section Total	0.00	0.00	11.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department				
10035450	Operations Division - Street Section			
	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
	<i>Pavement Management Coordinator</i>	1.00	1.00	0.00
	<i>Street Inspector</i>	3.00	4.00	0.00
	Street Maintenance Worker I/II	10.00	10.00	10.00
	<i>Street Operations Superintendent</i>	1.00	1.00	1.00
	Street Operations Supervisor	2.00	2.00	2.00
	<i>Street Projects Specialist</i>	1.00	1.00	0.00
	Traffic Signs Technician	2.00	2.00	2.00
	Operations Division - Street Section Total	28.00	29.00	23.00
	Operations Division Total	28.00	29.00	46.00
10035050	Utilities Division - Administrative Section			
	<i>Administrative Assistant</i>	0.00	0.00	1.00
	<i>Utilities Manager</i>	0.00	0.00	1.00
	Utilities Division - Administrative Section Total	0.00	0.00	2.00
210354900401	Utilities Division - Biosolids Section			
	Biosolids Operator I/II	3.00	3.00	3.00
	Utilities Division - Biosolids Section Total	3.00	3.00	3.00
200354700402	Utilities 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 Division - Meter Shop Section Total	11.00	11.00	11.00
20035280	Utilities Division - Utility Billing Section			
	<i>Applications Specialist</i>	0.00	0.00	1.00
	<i>Customer Service Coordinator</i>	0.00	0.00	2.00
	<i>Customer Service Representative I/II</i>	0.00	0.00	6.50
	<i>Utility Billing Applications Analyst</i>	0.00	0.00	1.00
	<i>Utility Billing Supervisor</i>	0.00	0.00	1.00
	Utilities Division - Utility Billing Section Total	0.00	0.00	11.50

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title	2022 Amended	2023 Authorized	2024 Aopted
Public Works and Utilities Department			
21035470	Utilities Division - Wastewater Field Operations Section		
Administrative Assistant	0.50	0.50	0.50
<i>Utilities Inspector/Senior Utilities Inspector</i>	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 Division - Wastewater Field Operations Section Total	13.50	13.50	13.50
21035490	Utilities Division - Wastewater Plant Section		
Administrative Assistant	0.50	0.50	0.50
Chief Plant Operator	1.00	1.00	1.00
<i>Control Systems Engineer</i>	1.00	1.00	0.00
<i>Control Systems Specialist</i>	0.50	0.50	0.00
Electrician I/II/III	1.00	1.00	1.00
Lead Plant Operator	0.00	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	8.00	8.00
Plant Superintendent	1.00	1.00	1.00
Utilities Division - Wastewater Plant Section Total	16.00	16.00	14.50
20035470	Utilities Division - Water Field Operations Section		
<i>Administrative Assistant</i>	0.50	0.50	0.00
Community Assistant	1.00	1.00	1.00
Crewleader	0.00	2.00	2.00
<i>Utilities Inspector/Senior Utilities Inspector</i>	1.00	1.00	1.00
<i>Utilities Operations Manager</i>	1.00	1.00	0.00
Utilities Operations Supervisor	1.00	1.00	1.00
Utilities Operator II/III	1.00	1.00	1.00
Utilities Operator III	2.00	0.00	0.00
Utilities Operator-In-Training/Utilities Operator I	4.00	4.00	4.00
Water Superintendent	1.00	1.00	1.00
Utilities Division - Water Field Operations Section Total	12.50	12.50	11.00

**City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary**

Position Title	2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department			
200354700498	Utilities Division - Water Field Operations - Infrastructure Support Services Section		
<i>Administrative Assistant</i>	0.50	0.50	0.00
<i>GIS Specialist</i>	1.00	1.00	0.00
<i>Infrastructure Asset Management Coordinator</i>	1.00	1.00	0.00
<i>Utilities Asset Management Planner/Scheduler</i>	1.00	1.00	0.00
<i>Utilities Inventory Specialist</i>	1.00	1.00	0.00
<i>Utilities Specialist I/II</i>	2.00	2.00	0.00
Utilities Division - Water Field Operations - Infrastructure Support Services Section	6.50	6.50	0.00
Total			
200354700023	Utilities Division - Water Field Operations - Reclaimed Section		
Reclaimed System Analyst	1.00	1.00	1.00
Reclaimed System Coordinator	1.00	1.00	1.00
Utilities Division - Water Field Operations - Reclaimed Section Total	2.00	2.00	2.00
200354700497	Utilities Division - Water Field Operations - Water Line Replacement Section		
Crewleader	0.00	2.00	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	0.00	0.00
Utilities Operator-In-Training/Utilities Operator I	5.00	5.00	5.00
Utilities Division - Water Field Operations - Water Line Replacement Section Total	10.00	10.00	10.00
20035490	Utilities Division - Water Plant Section		
Administrative Assistant	0.50	0.50	0.50
Chief Plant Operator	1.00	1.00	1.00
<i>Control Systems Engineer</i>	1.00	1.00	2.00
<i>Control Systems Specialist</i>	0.50	0.50	1.00
Electrician I/II/III	3.00	3.00	3.00
<i>Engineer/Senior Engineer/Principal Engineer</i>	0.00	1.00	0.00
Lead Plant Operator	0.00	1.00	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	8.00	8.00
Plant Superintendent	1.00	1.00	1.00
Utilities Division - Water Plant Section Total	19.00	20.00	20.50
200354900023	Utilities Division - Water Plant - Reclaimed Section		
Electrician I/II/III	0.00	1.00	1.00
Maintenanceworker/Senior Maintenanceworker	1.00	0.00	0.00
Utilities Division - Water Plant - Reclaimed Section Total	1.00	1.00	1.00
Utilities Division Total	94.50	95.50	100.00

City of Westminster
2024 Adopted Pay Plan
Full Time Equivalent Staffing Summary

Position Title		2022 Amended	2023 Authorized	2024 Adopted
Public Works and Utilities Department				
20035430	Utilities Engineering Division			
	<i>Engineer/Senior Engineer/Principal Engineer</i>	7.00	6.00	0.00
	<i>Utilities Engineering Manager</i>	1.00	1.00	0.00
	Utilities Engineering Division Total	8.00	7.00	0.00
20035480	Water Resources and Quality Division			
	<i>Administrative Assistant</i>	1.00	1.00	0.00
	<i>Engineer/Senior Engineer/Principal Engineer</i>	3.00	3.00	0.00
	<i>Water Resources and Quality Manager</i>	1.00	1.00	0.00
	<i>Water Resources Technician</i>	1.00	1.00	0.00
	Water Resources and Quality Division Total	6.00	6.00	0.00
210354800943	Water Resources and Quality Division - Laboratory Services Section			
	<i>Water Quality Analyst/Senior Water Quality Analyst</i>	3.00	3.00	0.00
	<i>Water Quality Supervisor</i>	1.00	1.00	0.00
	Water Resources and Quality Division - Laboratory Services Section Total	4.00	4.00	0.00
200354800943	Water Resources and Quality Division - Water Quality Section			
	<i>Water Quality Administrator</i>	1.00	1.00	0.00
	<i>Water Quality Analyst/Senior Water Quality Analyst</i>	4.00	4.00	0.00
	<i>Water Quality Supervisor</i>	2.00	2.00	0.00
	Water Resources and Quality Division - Water Quality Section Total	7.00	7.00	0.00
	Water Resources and Quality Division Total	17.00	17.00	0.00
Public Works and Utilities Department Total		153.50	154.50	211.00
Grand Total		1,092.60	1,109.50	1,115.50

Summary by Fund	2022	2023	2024
	Amended	Authorized	Adopted
General Fund	880.35	895.25	919.00
Water Fund	98.50	99.50	87.00
Wastewater Fund	36.50	36.50	35.00
Golf Fund	18.00	18.00	18.00
Storm Drainage Fund	7.25	7.25	6.00
Parking Management Fund	4.00	5.00	4.00
Fleet Maintenance Fund	11.00	11.00	11.00
Insurance Funds	5.50	5.50	4.50
Parks, Open Space, and Trails Fund	30.00	30.00	30.00
Community Development Block Grant Fund	1.50	1.50	1.00
All Fund Total	1,092.60	1,109.50	1,115.50

Summary by Department	2022	2023	2024
	Amended	Authorized	Adopted
City Attorney's Office	16.80	16.80	16.80
City Manager's Office	32.00	25.00	59.60
Community Development	75.10	77.50	56.50
Economic Development	13.50	13.50	14.50
Finance	37.50	38.50	29.50
Fire	144.00	147.00	153.00
General Services	54.60	63.60	0.00
Human Resources	26.00	26.00	27.50
Information Technology	37.00	40.00	40.00
Parks, Recreation, and Libraries	205.30	213.30	213.30
Police	288.30	293.80	293.80
Policy and Budget	9.00	0.00	0.00
Public Works and Utilities	153.50	154.50	211.00
All Departments Total	1,092.60	1,109.50	1,115.50



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 payment from the City's Utility Fund to the City's General and Parks, Open Space and Trails (POST) Funds in lieu of construction use tax. City-managed capital projects are exempt from paying use tax on materials used in the construction. However, Westminster's Home Rule Charter requires that the rates and charges for any City utility be fixed as to at least meet all the operating costs of such utility. Therefore, the cost of use tax should be borne by the payer's rate and factored into utility rates. Exempting materials used in utility construction projects from the City's use tax provides an indirect subsidy of utility costs by the General Fund. This

payment is calculated based on estimated construction materials used in projects undertaken and managed by the Utility Fund, calculated at the 3.85% use tax rate.

Performance Measure - A performance measure is an indicator that quantifies a department's or a division's effectiveness and efficiency in meeting stated service delivery goals. Performance measures are used to improve decision making through the objective measurement of performance.

Personal Property Tax - Tax on items of personal property such as household furniture, jewelry, etc., levied by local or state governments.

Personnel Services - Compensation for direct labor of persons in the employment of the City; salaries and wages paid to employees for full-time, part-time, and temporary work, including overtime and similar compensation.

Property and Liability Fund - A fund that serves as the City's property and liability self-insurance financing mechanism. Monies are set aside to pay insurance premiums and claim expenses.

Property Tax - A tax levied by the City on the assessed valuation of all taxable property located within the City calculated using the mill levy. The calculation for property tax equals the actual value x the assessment rate x the mill levy/1000.

Proprietary Fund - A fund established to account for City operations that are financed and operated in a manner that is self-sustaining. Proprietary funds operate like a private business (but without profit motive) and costs are generally expected to be fully supported by user fees and charges. Proprietary fund include both enterprise funds, such as the City's utility enterprise, or internal service fund, that provides services to internal City departments.

Public Land Dedication (PLD) - Developers in the City are generally required to dedicate land in connection to proposed or potential residential uses. In lieu of dedicating actual land, cash may also be paid to the City for public land purposes.

Recreation Charges - Within the General and Golf Funds, recreation charges are revenues generated by the operation of recreation facilities and programs, including Standley Lake operations and park rentals.

Reserve - Financial resources of a fund that are set aside for some future use. These funds are not available for appropriation or expenditure except when qualifying events occur, which may or may not be related to an emergency. Reserves may also be formal or informal.

Revenue Bonds - Bonds payable from a specific source of revenue and do not pledge the full faith and credit of the issuer.

Revised Budget - Revised budget is commonly used to describe changes to the budget outside of the Adopted or Amended Budget processes. Revisions generally occur through administrative budget revisions, or through City Council-authorized

supplemental appropriations.

Sales Tax - A tax levied by the City on retail sales of tangible personal property and some services. Westminster's total sales and use tax rate (3.85%) is comprised of three components: General (3.00%); Parks, Open Space and Trails (0.25%); and Public Safety (0.60%).

SPiRiT Values - An acronym representing the City's organizational values of Service, Pride, Integrity, Responsibility, Innovation and Teamwork.

Strategic Plan - A plan developed by City Council that identifies broad goals of the City in support of achieving the overall City Vision. Objectives to accomplish strategic goals are often identified within the strategic plan as near-term action steps toward achieving the City's goals.

Stormwater Drainage Fee - A fee assessed against a property to support stormwater drainage programs and services. The fee is often based on the "demand" a property places on the drainage system, as measured by runoff amount, impervious area or land use characteristics.

Urban Renewal Area - A designated area with boundaries established for the purpose of eliminating blighted areas within the City. This designation often makes the area eligible for tax-increment financing and allows for development or redevelopment.

Use Tax - A tax levied by the City on the retail purchase price of tangible personal property and some services purchased outside the City, but stored, used or consumed within the City.

Vision - A statement made by an organization defining where the organization wants to go. The City's vision is, "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 2023



WESTMINSTER

COLORADO



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 a new 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 120 miles of trails.

Just ask companies like Ball Aerospace, Maxar and Trimble. 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.

118,940

POPULATION

47,628

HOUSEHOLDS

37.6

MEDIAN AGE

39.2%

**BACHELOR'S DEGREE
OR HIGHER**

13.6%

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

\$79,079

**AVG. DISPOSABLE
INCOME**

1,358,829

**WORKFORCE WITHIN
10 MILES**

Source: US Census Bureau, Community Analyst, December 2020



Real Estate

With 30 business parks, 68 retail centers, and almost 18.7 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	3,538,068	1.1%	68,471
Retail	8,882,614	7.6%	771,133
Office Class A	2,635,699	9.1%	307,461
Office Class B	3,228,719	6.5%	438,400
Office Class C	357,487	0.9%	3,068

Source: Costar, July 2022

*Includes available space that may not be vacant.



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	3,422
2	Maxar* Geospatial Technologies	1,183
3	St. Anthony's North Hospital Healthcare Provider	1,115
4	Trimble Geopositioning Technologies	955
5	MTech Mechanical Technologies Group* HVAC Systems	542
6	Epsilon Marketing Agency	530
7	ReedGroup* Human Resources Management	500
8	Tri-State Generation* Electric Energy Wholesaler	480
9	Bread Financial Network Credit Authorization	385
10	Zimvie* Healthcare & Lifesciences	310

Note: Chart does not include retail businesses. Source: City of Westminster Department of Economic Development, August 2022.

* 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

- ▶ Alloya
- ▶ Bread Financial
- ▶ 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*
- ▶ Zimvie*

MANUFACTURING

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

RESEARCH AND DEVELOPMENT

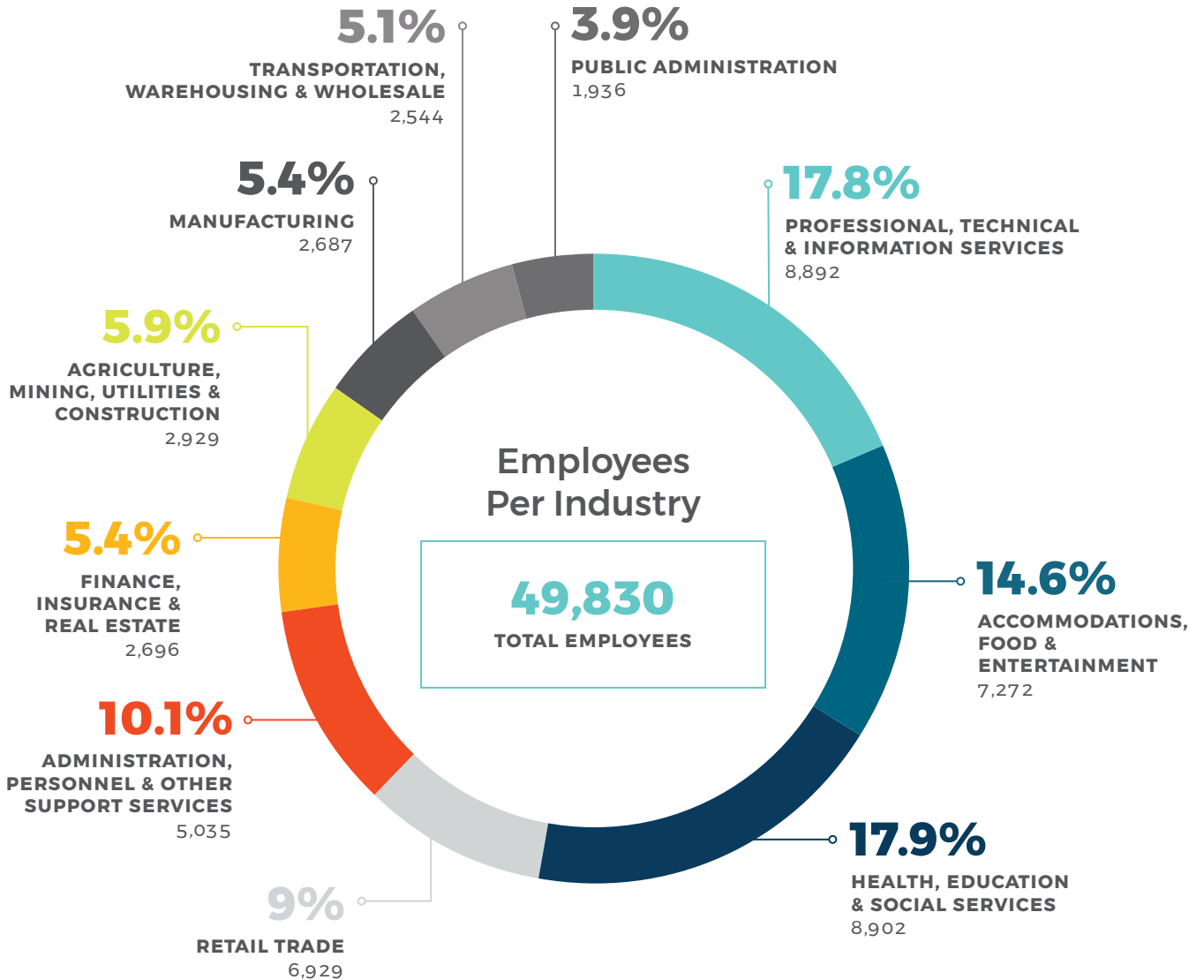
- ▶ Alten Technology
- ▶ Cintron Medical*
- ▶ Inotiv

TECHNOLOGY AND INFORMATION

- ▶ Coalfire*
- ▶ Deck Nine*
- ▶ Epsilon Data Practice*
- ▶ General Dynamics IT
- ▶ Poly
- ▶ ReedGroup*

Daytime Employment by Industry

Source: Quarterly Census of
Employment and Wages, Q2, 2022



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 13 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

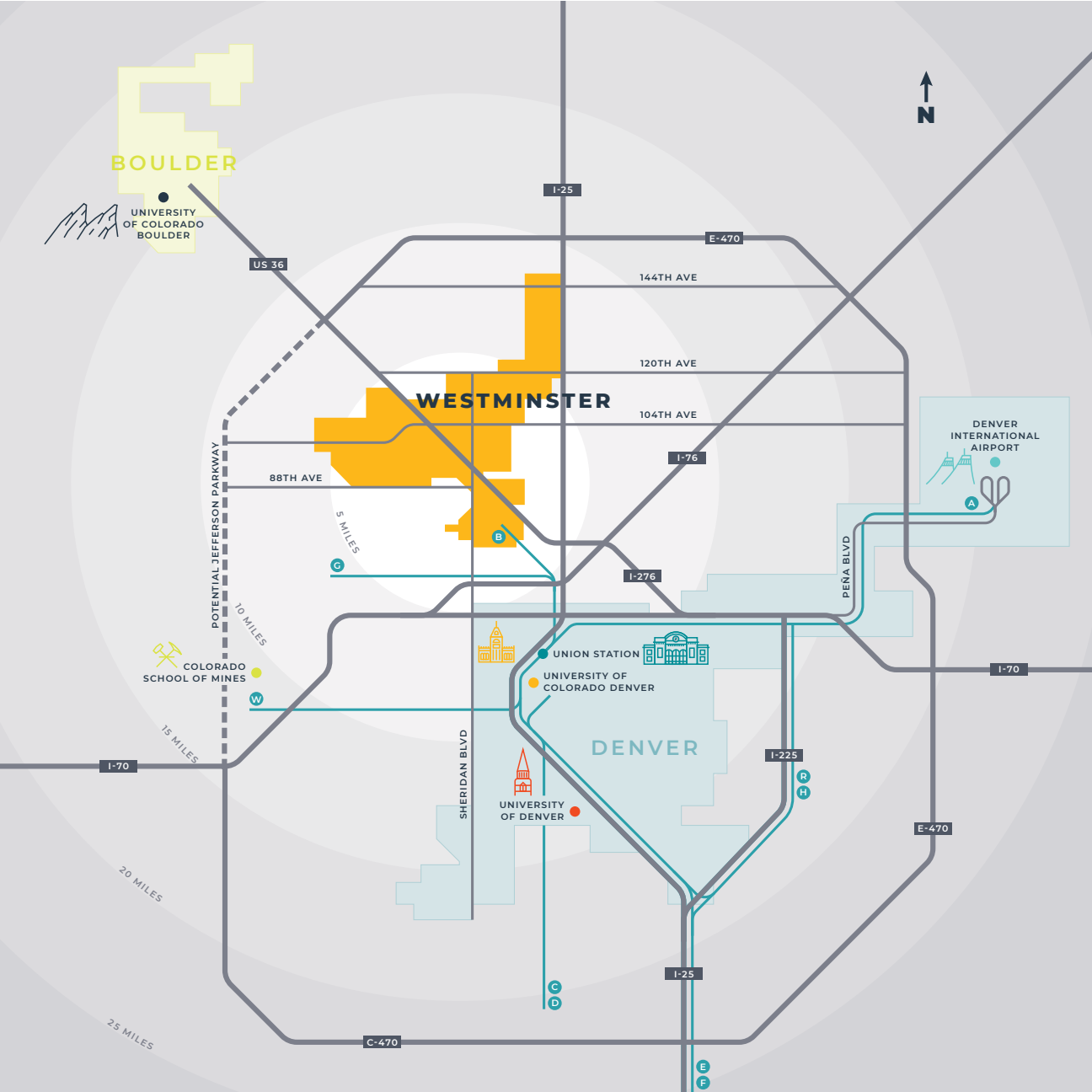
DENVER INTERNATIONAL AIRPORT is a 30-minute drive from Westminster. It offers non-stop service to 180 destinations including London, Frankfurt, Mexico City, and Tokyo.

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 120 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 redeveloping several areas of the city, including its new hub, Downtown Westminster.

With the arrival of commuter rail, the Westminster Station area is quickly growing as a transportation 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)

79.1%
CAUCASIAN

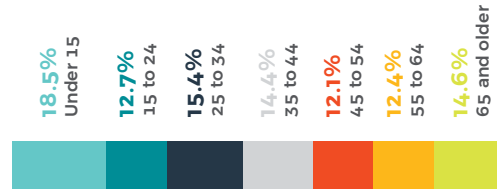
13.2%
OTHER

6.0%
ASIAN

23.6%
HISPANIC OR
LATINO
PERSONS OF HISPANIC
ORIGIN MAY BE OF ANY
RACE

1.7%
AFRICAN

AGE DISTRIBUTION



EMPLOYED RESIDENT POPULATION BY OCCUPATION

13.5%
MANAGEMENT

22.9%
SERVICE

27.2%
PROFESSIONAL

5.1%
PRODUCTION

25.9%
SALES & OFFICE

5.4%
CONSTRUCTION

Source: US Census Bureau, Community Analyst, December 2020



34

**CITY SIZE IN
SQUARE MILES**



3,805

**ACRES OF
OPEN SPACE**



120

**MILES OF
TRAILS**



64

**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; www.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, as well as 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 2022, 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 2022 (calculated using average water consumption from December through February).

RECLAIMED WATER SYSTEM

\$6.04 per 1,000 gallons in 2022 . 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, August 2022. To determine rates for businesses using large quantities of water or to determine availability of reclaimed water, contact the Public Works and Utilities Department at 303.658.2176.

Housing Market Statistics

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

FOR SALE HOUSING	WESTMINSTER	DENVER	BOULDER COUNTY
Median Sale Price Year-over-year change	\$565,000 ↑13.0%	\$699,003 ↑5.6%	\$830,000 ↑9.9%
Total Sales	115	589	286
Median Days on Market Year-over-year change	21 ↑162.5%	18 ↑63.6%	41 ↑13.9%

Source: Denver Metro Association of Realtors, August 2022 Market Trends Report

MULTIFAMILY RENTAL HOUSING TYPE	AVG. ASKING RENT
Studio	\$1,603
One Bedroom	\$1,979
Two Bedroom	\$2,638
Three Bedroom	\$3,337

Source: CoStar 2022





WESTMINSTER
COLORADO

DEPARTMENT OF ECONOMIC DEVELOPMENT

4800 WEST 92ND AVENUE, WESTMINSTER, CO 80031

P | 303.658.2108 W | WESTMINSTERECONOMICDEVELOPMENT.ORG | @WESTMINSTERBIZ

2024 Budget-in-Brief

Beginning Fund Balance:	\$ 172.4M
Projected Revenues:	\$ 378.0M
Budgeted Expenditures:	\$ 397.4M
<i>Ending Fund Balance:</i>	<i>\$ 153.0M</i>

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.



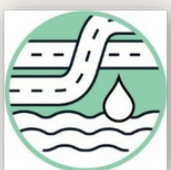
Strategic Priority 3: Shared Sense of Community

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.












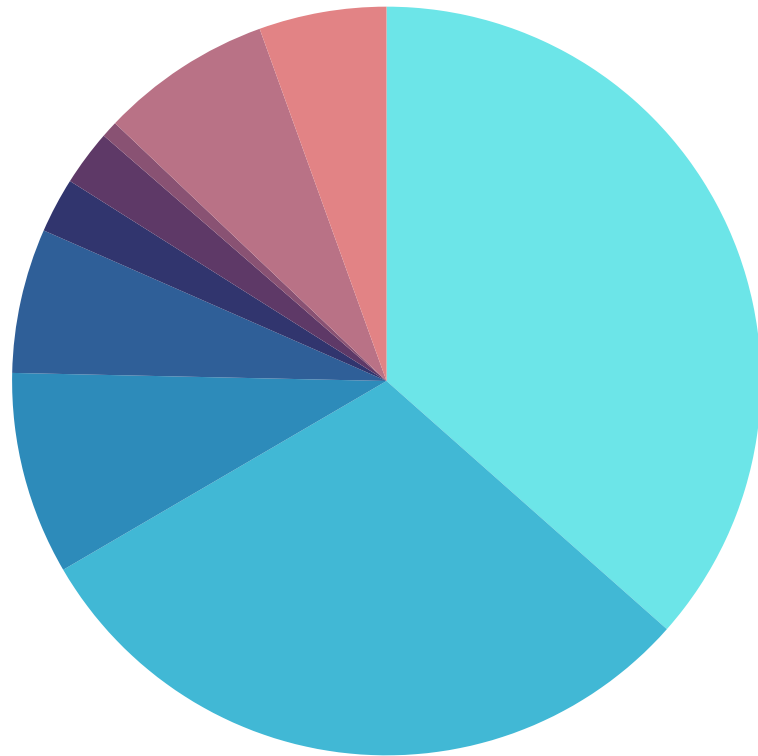
Strategic Priority 5: Robust Infrastructure

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.

2024 Revenues by Source

SOURCES

Sales and Use Tax	\$138.1M	37%	
Charges for Services	\$113.6M	30%	
Interfund Transfers	\$33.1M	9%	
Intergovernmental	\$23.6M	6%	
Internal Billings	\$9.0M	2%	
Property Taxes	\$9.1M	2%	
Licenses and Permits	\$2.7M	1%	
Debt Issuance	\$28.0M	7%	
Other	\$11.7M	6%	



Sales and Use Tax: this is the largest source of revenue for the City. 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 and is one of the lowest in the Front Range. A house valued at \$540K pays only \$197/year in property taxes to the City.






Licenses and Permits: fees for commercial businesses, sales tax-only licenses, new home occupation business licenses, etc.

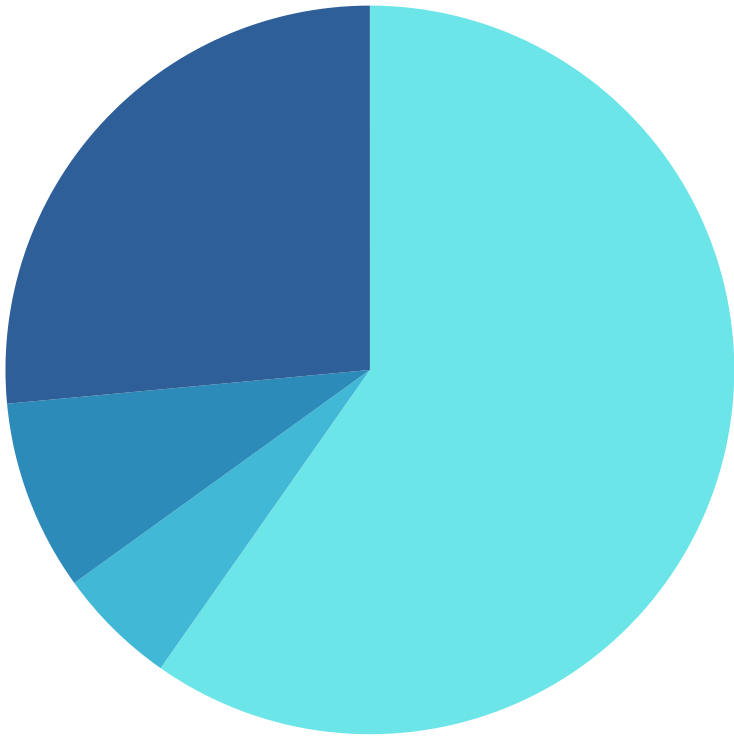
Debt Issuance: bond proceeds for major capital projects.

Other: miscellaneous income such as interest payments or payments in- lieu of taxes (PILUT).

2024 Uses by Type

USES

Operating Expenses	\$237.1M	60%	
Debt Service	\$21.1M	5%	
Interfund Transfers	\$33.6M	8%	
Capital Improvement	\$105.1M	26%	
Contingency	\$0.5M	<1%	







Operating Expenses: the day-to-day expenditures of all City departments, including \$153M for personnel (salaries, benefits, overtime, etc.), \$67M for contractual services, \$12M for commodities, and \$5M 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 2024 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.

Westminster is a Full Service City

The City of Westminster provides full service to its Citizens, including fire protection, police services, parks, recreation & libraries, as well as street maintenance, water, wastewater and stormwater services.

Operating and Capital by Department

Department	Operating	Capital	Total
City Attorney's Office	\$2.8M ⁰⁵	\$0M	\$2.8M
City Council	\$0.4M	\$0M	\$0.4M
City Manager's Office	\$10.8M	\$0M	\$10.8M
Community Development	\$8.2M	\$0M	\$8.2M
Economic Development	\$3.2M	\$4.0M	\$7.2M
Finance	\$4.7M	\$0M	\$4.7M
Fire Dept.	\$26.9M	\$1.1M	\$28.0M
Human Resources	\$4.7M	\$0M	\$4.7M
Information Technology	\$11.2M	\$0.2M	\$11.4M
Parks, Recreation, and Libraries	\$42.6M	\$10.8M	\$53.4M
Police Dept.	\$47.0M	\$0.6M	\$47.6M
Public Works and Utilities	\$62.8M	\$89.2M	\$152.0M
Central Charges	\$11.8M	\$4.3M	\$16.1M
TOTAL	\$237.1M	\$110.2M	\$347.3M

2024 Capital Plan Highlights

Continue to increase our investment in the City's roadway quality and safety, including \$7.5M for Arterial Roadways, and street and transit improvements at 92nd Avenue and Lowell, as well as West 100th Avenue and Simms.



1,136
lane miles
maintained
by the City



A nearly combined \$69M for investments in our water and wastewater utility, including the first steps of the Westminster Blvd. Drinking Water Treatment Facility.

Major investments in the Downtown such as \$2M for street and pedestrian improvements at 92nd and Eaton Street.

