



GENERAL RESERVE FUND

The City’s General Reserve Fund is intended to act as a source of funds for unanticipated one-time expenditures and emergencies. These funds are not available for expenditure except when qualifying events occur. City Council action is required to authorize the use of these funds. Under the Colorado State Constitution Article X, Section 20 (also known as TABOR), the City is required to set aside 3% of its fiscal spending subject to the constitutional provision into a reserve. The City has earmarked this 3% in the General Reserve Fund in compliance with Article X, Section 20, with the balance available for other emergencies or unusual situations. The City continues to maintain a healthy reserve that far exceeds the Article X, Section 20 requirement.

The 2015 General Reserve Fund represents a 3.4% increase over the estimated year-end total 2014 General Reserve Fund and represents 10% of the total General Fund expenditures, excluding contingency. In 2016, the General Reserve Fund represents a 3.3% increase over the 2015 budgeted General Reserve Fund. The 2016 General Reserve Fund represents 10% of the total General Fund expenditures for that year. A transfer payment from the Sales and Use Tax Fund of \$198,000 in 2015 and \$180,000 in 2016 will ensure the fund remains at 10% of total General Fund expenditures, which is the City practice.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the General Reserve Fund in 2013. Staff does not anticipate making expenditures out of the fund in the remainder of 2014, 2015 or 2016.

Total Reserve Fund Balance

	2013 Ending Balance (Actual)	2014 Revised Ending Balance (Adjusted Budget)	2014 Ending Balance (Estimated)	2015 Estimated Ending Balance (Adopted Budget)	2016 Estimated Ending Balance (Adopted Budget)
Fund Balance	\$9,743,926	\$10,163,488	\$10,068,076	\$10,347,645	\$10,611,391
TOTAL	\$9,743,926	\$10,163,488	\$10,068,076	\$10,347,645	\$10,611,391

GENERAL FUND STABILIZATION RESERVE

In August 2009, City Council passed a resolution creating the General Fund Stabilization Reserve (GFSR). The GFSR is intended to level the ebbs and flows of revenue collections, particularly the sales and use tax revenues, and smooth out any peaks or valleys that may result from the unpredictable nature of this primary revenue source. This fund is intended to serve as a stabilizer during reduced revenue collections, allowing City services to continue to be delivered despite downturns in the economy. The GFSR is to be replenished in more favorable revenue collection years or from carryover funds. The GFSR is not intended to replace the General Reserve Fund. The GFSR operates as a separate fund from the General Reserve Fund, retaining a separate and distinct balance and earning interest accordingly. The General Fund Stabilization Reserve is utilized to fund General Fund operations, General Capital Improvement Fund projects and General Capital Outlay Replacement Fund capital outlay costs as needed should significant expenditure reductions be required to remain within available revenues. This fund may be tapped prior to, in conjunction with or as a final step after budget reductions have been made.

When not in an economic downturn, the target amount of the General Fund Stabilization Reserve (GFSR) in any given year shall range from 5% to 10% of the total Sales and Use Tax Fund revenues for that year. For 2015, sales and use tax revenues are budgeted at \$74,923,597, resulting in a GFSR target range of \$3,746,180 to \$7,492,360. The GFSR is budgeted at \$4,855,783 for 2015, which is 6.5% of the total 2015 Sales and Use Tax Fund. For 2016, Sales and Use Tax Fund revenues are budgeted at \$76,603,521, resulting in a GFSR target range of \$3,830,176 to \$7,660,352. In 2016, the GFSR is approved at \$5,101,529 and represents 6.7% of the Sales and Use Tax Fund.

The chart below reflects the actual and projected fund balances. There were no expenditures out of the GFSR in 2013. Staff does not anticipate making expenditures out of the fund in the remainder of 2014, 2015 or 2016. The 2015 Budget includes a \$52,000 transfer payment from the Sales and Use Tax Fund to the GFSR; in 2016, a \$206,000 transfer is budgeted.

Total Reserve Fund Balance

	2013 Ending Balance (Actual)	2014 Revised Ending Balance (Adjusted Budget)	2014 Ending Balance (Estimated)	2015 Estimated Ending Balance (Adopted Budget)	2016 Estimated Ending Balance (Adopted Budget)
Fund Balance	\$4,630,182	\$4,727,796	\$4,765,328	\$4,855,784	\$5,101,530
TOTAL	\$4,630,182	\$4,727,796	\$4,765,328	\$4,855,784	\$5,101,530

**UTILITY RESERVE FUND**

In 2006, City Council adopted a set of fiscal policies for how the Utility Fund operates and manages water and wastewater rates, debt, repair and replacement, capital improvements, and reserves. Since the Utility Fund is an enterprise fund, there are no requirements associated with Article X, Section 20 (also known as TABOR). Beginning in 2007, the Reserve Fund was split into two main components: rate stabilization and capital projects.

The Rate Stabilization Reserve (RSR) functions to offset revenue risk associated with low water demand years. If revenues do not materialize to fund expenses, the use of this reserve normalizes revenues without the need to increase rates. In years when revenues exceed expenses, the fund is replenished. The recommended minimum balance is 25% of projected rate revenue for the water utility and 10% of projected rate revenue for the wastewater utility. If the reserve goes above specific target amounts due to a string of years of abnormal revenue, options will include applying surplus to the Capital Projects Reserve or rate reduction. If the reserve is below the minimum level, rates could be increased with the goal of returning to the target level. A total of \$13,298,552 in 2015 and \$13,405,331 in 2016 is projected for the Rate Stabilization Reserve, which keeps the fund in compliance with Council's adopted policy.

The Capital Projects Reserve (CPR) functions as a source for new assets, replacement of existing assets and emergency funding for repairs. The balance will be relatively high initially and relatively low in periods of high investment. The minimum shall be \$3 million for water and \$2 million for wastewater. A maximum balance equal to 40% of the total adopted five-year Capital Improvement Program (CIP) funding is recommended. A portion of the Capital Projects Reserve will be utilized to offset CIP costs until the rate structure is adequate to cover ongoing repair and replacement costs for the overall utility. In 2015, \$22,009,647 is projected for the Capital Projects Reserve ending balance. A total of \$930,000 will be transferred from the CPR to the Utility Fund to assist in funding capital improvement projects for 2015 and \$10,730,000 for capital projects in 2016. This will provide a projected year-end balance of \$11,371,780 in 2016.

Total Reserve Fund Balances

	2013 Ending Balance (Actual)	2014 Revised Ending Balance (Adjusted Budget)	2014 Ending Balance (Estimated)	2015 Estimated Ending Balance (Adopted Budget)	2016 Estimated Ending Balance (Adopted Budget)
Rate Stabilization Rsv	\$12,533,996	\$12,763,802	\$13,192,623	\$13,298,552	\$13,405,331
Capital Projects Rsv	\$26,492,169	\$19,322,387	\$22,763,711	\$22,009,647	\$11,371,780
TOTAL	\$39,026,165	\$32,086,189	\$35,956,334	\$35,308,199	\$24,777,111

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
RSR Transfers	\$342,116	\$0	\$0	\$0	\$0
CPR Transfers	\$2,533,172	\$8,906,830	\$8,906,830	\$930,000	\$10,730,000
TOTAL	\$2,875,288	\$8,906,830	\$8,906,830	\$930,000	\$10,730,000

CONSERVATION TRUST FUND

The Conservation Trust Fund was created solely to manage the City’s share of state lottery proceeds. The state limits the spending of these funds to the development or improvement of City parks, facilities and libraries. The City’s share is determined by population data and the existence of special recreation districts. The City continues to use these funds for trail, park, recreation facility and library purposes. In 2015 and 2016, proposed projects to be funded by Conservation Trust funds include recreation facility maintenance, park renovations and library technology improvements.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Proposed	2016 Proposed
Capital Projects	\$880,616	\$857,000	\$857,000	\$932,000	\$750,000
TOTAL	\$880,616	\$857,000	\$857,000	\$932,000	\$750,000

**GENERAL CAPITAL OUTLAY REPLACEMENT FUND**

This fund finances the replacement of vehicles (except utility vehicles), replacement computers, replacement mobile devices and replacement copiers. GCORF is funded by an equipment rental charge to the General and POST funds for vehicles and copiers (general, public safety and POST) and a PC replacement fee to all funds for computers.

GCORF will fund the replacement of 50 vehicles in 2015 and 49 in 2016. In early 2014, Staff completed a 15-Year Vehicle/Equipment Replacement Plan to “smooth out” replacements to a manageable level, both from a budgetary and operational standpoint. In 2015, a total budget of \$1,009,500 is provided for general/non-public safety vehicles, of which \$859,500 is from 2015 funds in Central Charges, which represents an increase of \$307,000 in the GCORF vehicle/equipment funding level in the Amended 2014 Budget. The remaining \$150,000 will be appropriated from the current \$1,039,744 in fund balance in GCORF. The City will maintain the Amended 2014 level of funding for PST GCORF vehicles/equipment and utilize \$210,250 from the current \$1,058,388 in PST GCORF fund balance. In 2015, \$274,500 is budgeted in POST GCORF for vehicles/equipment associated with the new Construction Crew in the Parks, Recreation and Libraries Department. In 2016, a total budget of \$1,045,000 is provided for general/non-public safety vehicles, of which \$895,000 is from 2016 funds in Central Charges, which represents an increase of \$35,500 in the GCORF vehicle/equipment funding level from the Adopted 2015 Budget. The remaining \$150,000 will be reallocated from the fund balance in GCORF. The 2016 level of funding for PST GCORF vehicles/equipment is reduced by \$100,000 compared to 2015 and \$181,750 from the PST GCORF fund balance will be utilized. This \$100,000 adjustment is associated with a down payment for a replacement fire engine, which is reflected in the Fire Department budget. In 2016, POST GCORF is budgeted at \$190,000 for the purchase of new vehicles/equipment associated with the new Open Space Maintenance Crew.

With the Adopted 2015/2016 Budget, an annual PC replacement fee of \$140 per desktop, \$275 per laptop and \$245 per tablet device will be charged to each department per year. In 2015 and 2016, this will provide \$280,766 in funding in each year to fund desktop, laptop and tablet replacements. This amount also includes \$95,000 per year semi/ruggedized mobile data terminals (MDT's) for the Police and Fire Departments. In 2015/2016 this includes five new desktops, three new tablets and two new laptops in the General Fund; four new desktops, one new tablet and three new laptops in the Water Fund; and two new desktops in the Parks, Open Space and Trails (POST) fund. Most of these new devices are associated with additional staffing in 2015/2016.

In 2015/2016, Staff is continuing a consolidated budgeting approach for copier/multi-functional machine replacements. \$63,356 is provided in 2015 and \$8,065 in 2016 for these replacements. Eleven machines are funded for replacement in 2015 and two in 2016.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Vehicles - General	\$511,220	\$552,500	\$552,500	\$859,500	\$895,000
Vehicles - PST	\$1,366,435	\$792,750	\$792,750	\$792,750	\$692,750
Leases - Fire Trucks	\$508,198	\$462,027	\$429,261	\$343,904	\$385,651
PC Replacement	\$242,187	\$390,674	\$89,001	\$294,783	\$296,991
Copier Replacement	\$31,365	\$101,000	\$15,695	\$63,356	\$8,065
Wildland Fire Truck	\$0	\$0	\$96,859	\$0	\$0
Vehicles - POST	\$0	\$0	\$0	\$274,500	\$190,000
TOTAL	\$2,659,405	\$2,298,951	\$1,976,066	\$2,628,793	\$2,468,457

DEBT SERVICE FUND

The Debt Service Fund was created to manage the City’s repayment of long-term debt-financed projects. It accounts for the financial resources used for the payment of long-term non-enterprise fund debt, principal, interest and related costs. The debt service is funded primarily via transfer payments from the Sales & Use Tax and Open Space Sales and Tax Funds. The Fund includes debt payments associated with the 2001 Sales Tax (STX) Revenue Bonds for the widening of 112th Avenue between Sheridan Boulevard and Stuart Street, the 2007A STX Revenue Refunding Bonds for the partial refunding of the 1997A STX Revenue Bonds, 2007B Parks Open Space and Trails (POST) Revenue Refunding Bonds for the partial refunding of the 1997B POST revenue bonds, 2007C STX Revenue Refunding Bonds for the partial refunding of the 1997A Revenue Bonds, the 2007D POST Revenue Bonds for open space land purchases and parks and recreation facility capital improvements, and the 2010 STX Revenue Refunding Bonds for the partial refunding of the 2001 and 2002 STX Revenue Bonds.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Principal Payments	\$5,155,000	\$5,480,000	\$5,480,000	\$5,835,000	\$6,105,000
Interest Payments	\$2,440,865	\$2,107,664	\$2,107,665	\$1,864,233	\$1,582,208
Paying Agent Fees	\$3,225	\$7,600	\$7,600	\$5,100	\$7,600
TOTAL	\$7,599,090	\$7,595,264	\$7,595,265	\$7,704,333	\$7,694,808



WESTMINSTER ECONOMIC DEVELOPMENT AUTHORITY

The Westminster Economic Development Authority (WEDA), the City's Urban Renewal Authority, enables the City to utilize tax increment financing for needed development/re-development in specific urban renewal areas (URA's) throughout the City. Westminster City Council serves as the Board of Directors for WEDA. The Authority acts in a separate capacity from the City. WEDA revenues are used to pay for debt service on bonds and for other WEDA expenses, such as economic development agreement payments, contractual services for certain maintenance expenses and loans from other funds. WEDA revenues are derived from the sales tax and property tax increment generated in each specific URA.

WEDA currently consists of seven Urban Renewal Areas (URAs): Holly Park, Mandalay Gardens, North Huron, South Sheridan, South Westminster, Westminster Center East Sub-Area and Westminster Center Urban Reinvestment Plan Area (WURP). The preliminary 2014 estimated incremental assessed valuation from Adams County and Jefferson County for WEDA is \$81,623,151 and is used to calculate the estimated property tax increment of \$9,079,243 to be paid to WEDA in 2015. This same estimated valuation plus anticipated changes in property value within the URAs during 2015 was used to calculate the estimated property tax increment of \$9,309,865 to be paid to WEDA in 2016.

Total revenues, which include incremental revenues, interest earnings, other miscellaneous revenues and prior year excess revenues, are \$10,143,398 for 2015 and \$10,400,592 for 2016. Expenditures, which include contractual obligations, property tax collection fees, debt service and transfers, are \$9,394,707 for 2015 and \$9,434,934 for 2016. Expenditures consist primarily of debt service and contractual obligation payments that are non-discretionary in nature. Failure to budget for these payments would put WEDA in violation of its legal commitments. The WEDA budget projects a substantial remaining fund balance. These funds are necessary in order to meet bond and loan reserve requirements and are not available for other purposes.

Significant WEDA achievements in 2013/2014 include progress on exclusive negotiations related to a development agreement for WURP with OliverMcMillan. Related to this redevelopment, WEDA began over lot grading of the site in preparation for road construction in early 2015. WEDA also completed a master plan for the 105-acre WURP site.

Objectives for WEDA in 2015/2016 include the commencement of construction of roadways on the WURP site, as well as construction of initial residential, office, and retail phases. Recruitment activities for future phases of the development will be ongoing.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Contractual	\$522,274	\$1,046,505	\$1,151,731	\$531,790	\$535,249
Capital Projects	\$1,161,035	\$9,026,059	\$7,216,793	\$0	\$0
Debt Service	\$8,515,573	\$8,515,646	\$8,514,646	\$8,512,917	\$8,524,685
Transfers	\$300,000	\$350,000	\$350,000	\$350,000	\$375,000
TOTAL	\$10,498,882	\$18,938,210	\$17,233,170	\$9,394,707	\$9,434,934

STORMWATER DRAINAGE FUND

OVERVIEW

- Created in 2001 to help the City comply with the requirements set forth in the state administered National Pollutant Discharge Elimination System (NPDES) permit, which is federally mandated for all counties, cities and other government agencies throughout the United States to reduce stormwater pollution in accordance with the Clean Water Act of 1972.
- Oversees floodplain management.
- Manages six program areas required by the NPDES permit; Community Development administers the fund, calculates billing with the Geographic Information System (GIS) and provides technical expertise for the design and construction of drainage projects; Risk Management in the General Services Department responds to emergency spills, provides public outreach and education through the Environmental Advisory Board to the City's citizens and provides training to all City departments for good housekeeping measures; the Street Division in the Public Works and Utilities Department cleans hundreds of storm sewer inlets, pipes and ditches and conducts street sweeping operations throughout the City every year; and the Park Services Division in the Parks, Recreation and Libraries Department maintains drainage ways throughout the City.
- Represents the City on the Colorado Stormwater Council.

2015 Objectives:

- Continue the implementation of storm drainage and park improvements to Little Dry Creek in the vicinity of the commuter rail Westminster Station.
- Install storm drainage improvements in coordination with the bridge replacement at 72nd Avenue and Raleigh Street.
- Continue accelerated stormwater drainage capital improvement program made possible by the \$1 per month Stormwater Fee increase (increase \$1/month in 2015 to new fee rate of \$5/month).
- Complete construction of the Ranch Creek drainage structure and pedestrian underpass at 120th Avenue, near Federal Boulevard.
- Continue responding to minor drainage and flood control projects in the City.

2016 Objectives:

- Continue to develop the Little Dry Creek regional drainage and park improvements.
- Commence work on stabilizing channels on the south branch of Hylands Creek, Middle Cotton Creek and along Big Dry Creek.
- Commence design work on Phase 2 of the City Park Channel project.
- Implement the final increase of a three-year phased increase associated with the accelerated stormwater drainage capital improvement program made possible by the \$1 per month Stormwater Fee increase (increase \$1/month in 2016 to new fee rate of \$6/month).
- Provide training and support for City departments that deal with projects and activities that require a state-issued construction permit through the Colorado Water Quality Control Division.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$172,022	\$178,990	\$178,990	\$181,396	\$186,237
Contractual	\$457,338	\$616,010	\$414,378	\$624,604	\$637,763
Commodities	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Capital Projects	\$1,349,000	\$1,941,000	\$1,941,000	\$2,602,000	\$3,268,000
TOTAL	\$1,978,360	\$2,736,000	\$2,534,368	\$3,408,000	\$4,092,000

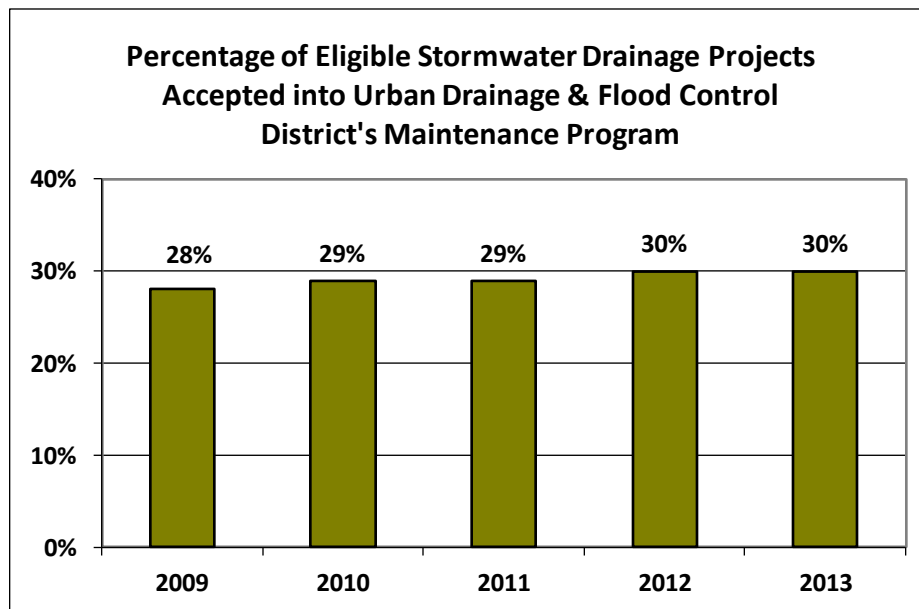


2013/2014 Achievements:

- Continued to successfully implement an intergovernmental agreement and planned “betterments” with the Regional Transportation District for the commuter rail Westminster Station, which includes critical stormwater considerations and improvements.
- Continued work on the Little Dry Creek regional drainage and park improvements on the south side of the Westminster Station platform; secured significant outside funding for Little Dry Creek drainage and park improvements.
- Completed the installation of three major utility tunnels through the Federal Boulevard embankment at Little Dry Creek in preparation for the construction of the Little Dry Creek Regional Flood Control and Park Project.
- Completed the design and commenced construction of the final phase of the McKay Lake Outfall Project, removing several acres of prime developable land from the 100-year floodplain.
- Completed the design and commenced the construction of the Ranch Creek underpass of Federal Boulevard at 120th Avenue.
- Coordinated with the Urban Drainage and Flood Control District on the design and construction of improvements to Tanglewood Creek between 121st and 123rd avenues.
- Mapped and maintained the State storm water permits.

Staffing (Full-Time Equivalent Employees)

	2013	2014	2015	2016
	Authorized	Authorized	Authorized	Authorized
Stormwater	2.50	2.50	2.50	2.50
TOTAL	2.50	2.50	2.50	2.50



Performance Measure Snapshot...

The City realized thousands of dollars in savings by qualifying for maintenance assistance from this outside source and the potential exists to realize more cost savings in the future. Staff ensures that all new stormwater facilities constructed in the City meet Urban Drainage & Flood Control District’s guidelines for the program.

FLEET MAINTENANCE FUND

OVERVIEW

- Maintains the City’s diverse fleet of approximately 550 vehicles and pieces of equipment.
- Provides vehicle and equipment replacement recommendations to the City Manager’s Office based on vehicle condition, utilization and operating costs.
- Monitors gasoline and diesel fuel consumption by the City.
- Maintains fuel storage tanks to ensure compliance with state and federal requirements.
- Monitors vehicle repair/maintenance records and operating costs.
- Continues Automotive Service Excellence (ASE) Blue Seal Certification.

2015 Objectives:

- Establish ownership of fuel consumption by all operations and coordinate efforts to reduce consumption and minimize unnecessary fuel use through GPS technology.
- Incorporate information derived from the 15-Year Vehicle Replacement Plan into 2015 vehicle purchases.
- Refine parts purchasing through the City’s third party provider, including tire purchase considerations.
- Rebuild six police Crown Victoria patrol cars and purchase six new Ford Interceptors.
- Wrap up the initial comparison costs for two 2012 Ford Interceptors, two 2012 Chevrolet Caprices and 2012 Ford Crown Victoria rebuilds; decisions for future patrol cars include cost and reliability of these rebuilds.
- Continue to review vehicle purchases to ensure that fuel is conserved.
- Purchase at least 70% vehicle fuel on long-term, reliable contracts.
- Improve on preventive maintenance compliance throughout the City organization.

2016 Objectives:

- Continue to focus on reduced fuel consumption through the reduction of idling and proactive management efforts.
- Update the 15-year Vehicle Replacement Plan and incorporate information into 2016 vehicle purchases.
- Complete four-year review of Factory Motor Parts operational costs and benefits before contract renewal.
- Have all Mechanic II employees become ASE Master Certified.
- Verify first full year of plug-in electric vehicle costs.
- Continue to identify opportunities to replace gasoline cars and trucks with electric and hybrid vehicles.
- Purchase at least 70% of the City fuel on long-term, reliable contracts.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$636,687	\$655,042	\$630,408	\$663,461	\$691,772
Contractual	\$190,510	\$275,690	\$304,403	\$324,763	\$339,868
Commodities	\$1,655,660	\$1,592,714	\$1,588,488	\$1,693,670	\$1,733,724
Capital Outlay	\$3,677	\$13,084	\$13,084	\$15,000	\$0
TOTAL	\$2,486,534	\$2,536,530	\$2,536,383	\$2,696,894	\$2,765,364

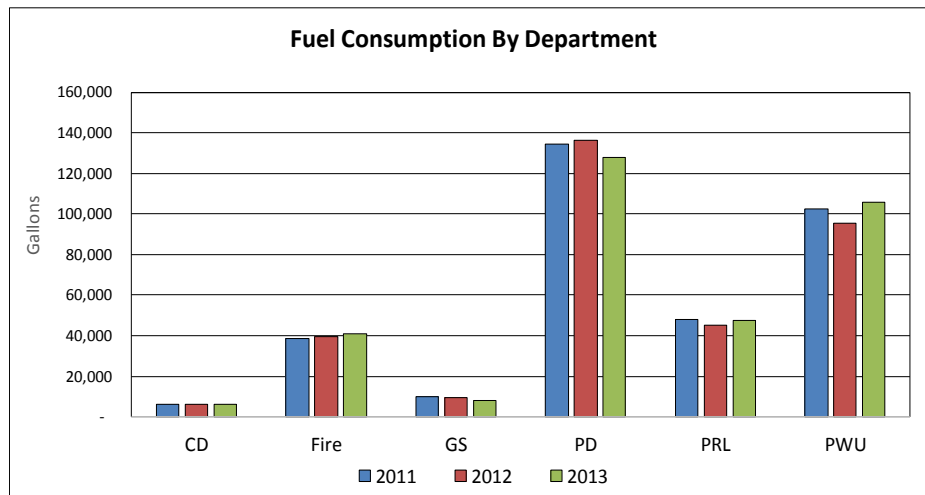


2013/2014 Achievements:

- Developed and completed a 15-year, sustainable vehicle replacement plan.
- Completed take-home vehicle review, reducing City take-home vehicles by 14.
- Completed the citywide vehicle alternative fuel study shared alternative fuel study results with City Council and began GPS integration to identify and reduce high idling vehicles.
- Selected vendor and installed 180 GPS units on City vehicles.
- Rebuilt eight Crown Victoria patrol cars, saving approximately \$16,000 per car when compared to new replacement patrol cars.
- Improved direct billable hours and vehicle downtime.
- Completed auto-notification of completed work on vehicles through email.
- Continued to identify opportunities to replace gasoline cars and trucks with hybrid vehicles.

Staffing (Full-Time Equivalent Employees)

	2013	2014	2015	2016
	Authorized	Authorized	Authorized	Authorized
Fleet Maintenance	9.50	9.50	9.50	9.50
TOTAL	9.50	9.50	9.50	9.50



Performance Measure Snapshot....

The chart shows comparative fuel consumption from 2011-2013. This data helps departments better understand their consumption patterns and work to be more efficient. Staff looks forward to measuring the impacts of GPS technology and anti-idling efforts on these numbers in future years.

PROPERTY/LIABILITY AND WORKERS' COMPENSATION FUNDS

OVERVIEW

- Manages the property and liability, workers' compensation, and environmental compliance programs to minimize potential liabilities to the City.
- Oversees the Safety and Loss Control Program and Safety Committee to prevent accidents and reduce the consequences if an accident should occur.
- Serves as staff liaison to the Environmental Advisory Board.

2015 Objectives:

- Revamp the community Hard to Recycle Guide so changes and updates can be more efficiently communicated to the citizens on an ongoing basis.
- Pilot new SafeStart program with the Public Works and Utilities Department.
- Pilot testing of new remediation method for the Gasoline Recovery Project at the Municipal Service Center.
- Continue work on ADA compliance analysis of City facilities and intersections partnering with all departments affected.
- 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.
- Improve the environmental audit database.
- Continue to develop training for employees on City and employee liability, infectious disease control and ongoing topics for Risk Management road shows to departments.
- Continue to support departments involved in land acquisition by reviewing environmental screening conditions and managing cleanups where needed.

2016 Objectives:

- Implement roll-out of SafeStart program based on results of pilot project with the Public Works and Utilities Department.
- Remediate the Gasoline Recovery Project at the MSC.
- Conduct an employee safety perception survey.
- Continue to respond to potential changes to Colorado Workers' Compensation law.
- Continue to control and contain property and liability losses and employee safety through tracking, monitoring and implementing programs to reduce the likelihood of repeat losses.
- Continue to support departments involved in land acquisition by reviewing environmental screening conditions and managing cleanups where needed.
- Complete annual environmental regulatory audit of City operation.
- Continue to provide the home household hazardous collection program.
- Continue to maintain contracted support to the City for the cleanup of environmental spills.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Adopted	2016 Adopted
Personnel	\$161,648	\$172,493	\$172,493	\$183,529	\$188,921
Contractual	\$1,635,519	\$2,075,951	\$1,994,486	\$2,040,490	\$2,035,098
Commodities	\$3,002	\$6,748	\$6,748	\$31,173	\$31,173
Capital Outlay	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,800,169	\$2,255,192	\$2,173,727	\$2,255,192	\$2,255,192

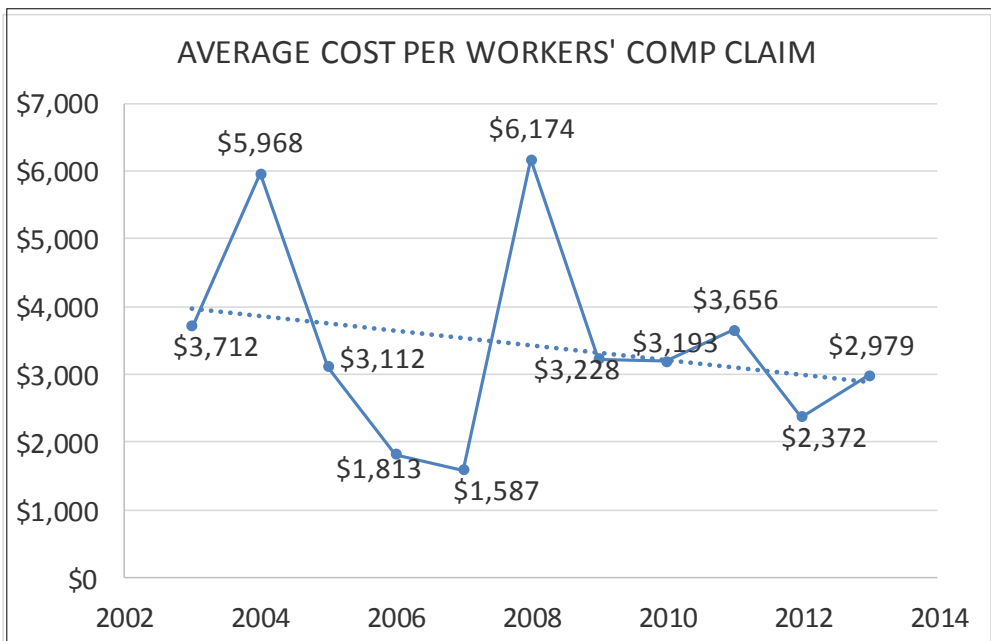


2013/2014 Achievements:

- Brought in new ADA etiquette training for customer service positions citywide.
- Completed successful RFP process, resulting in new contractor selection for aggressive but cost effective remediation of the Gasoline Recovery Project at the MSC.
- Hired a qualified Environmental Health and Safety Analyst with a wide variety of experience in environmental cleanup, emergency response and proactive mitigation of issues.
- Addressed Medicare regulations affecting liability and workers' compensation payments and settlements.
- Continued successful administration of the property and liability program.
- Continued successful administration of the workers' compensation program.
- Continued a successful environmental compliance program.
- Continued to track and respond to impacts of reduced maintenance on City infrastructure and the resulting impact on liability claims.
- Continued to emphasize a citywide safety culture with complete management support and involvement across all City divisions and departments including consistent general safety policies and procedures.

Staffing (Full-Time Equivalent Employees)

	2013	2014	2015	2016
	Authorized	Authorized	Authorized	Authorized
Risk Management	2.000	2.000	2.000	2.000
TOTAL	2.000	2.000	2.000	2.000



Performance Measure Snapshot....

Over the last 10 years, the City has experienced a steady decrease in the severity of Workers' Compensation claims on average. Severity of claims, or employee work-related injuries, is indicated by the claim costs to the City's self-insured program. Although the City experienced spikes in two of the last 10 years, overall costs per Workers' Compensation claim has been on a downward trend.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

Community Development Block Grant (CDBG) funds are received annually 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. The City's Community Development Department administers the CDBG program. CDBG funds projects that include affordable housing, commercial revitalization, economic development and infrastructure improvements. The CDBG program and City Staff also facilitate partnerships with the Westminster Housing Authority, the Westminster Economic Development Authority, and other non-profit and governmental agencies to support south Westminster revitalization efforts. In addition, the CDBG program administers and funds the Emergency and Essential Home Repair Program where qualified Westminster residents are eligible to receive up to \$5,000 in emergency home repairs to improve in-home safety and mobility.

In 2013 and 2014, program enhancements were implemented to the Emergency and Essential Home Repair Program, including the addition of emergency health/safety home repairs to the program. CDBG funds also allowed for design and construction of improvements to the area north of the Rodeo Market for a gathering space, lawn areas, expanded art opportunities, and gardens. The CDBG program also funded the preparation of a facility improvement strategy, which included a market study and business development plan to determine the required construction, activity programming, and operating plan if the Westminster Grange and Rodeo Market are to be merged to create an enhanced community arts center in the future. CDBG funds were also utilized to complete design work to evaluate the continuance of improved sidewalks, curb cuts and landscaping improvements along Lowell Boulevard from 80th Avenue to U.S. 36. A smaller expenditure of CDBG funds occurred to remove unsightly tree stumps from the public right-of-way along Bradburn Boulevard and the 7200 block of Newton Street. A CDBG-related effort included continued implementation of the HUD approved Section 108 loan in support of the redevelopment project at 73rd Avenue and Lowell Boulevard.

In 2015/2016, the CDBG program will continue to implement qualifying projects and activities benefiting low to moderate-income persons in the City of Westminster. City Council will determine ultimate priorities and projects for future years' funding. Based on past City Council direction, the City anticipates continued support of the Emergency and Essential Home Repair program for low-income homeowners as well.

Total Budget by Category

	2013 Actual	2014 Adjusted	2014 Estimated	2015 Proposed	2016 Proposed
Personnel	\$118,385	\$122,802	\$122,802	\$122,802	\$122,802
Contractual	\$40,000	\$110,000	\$110,000	\$0	\$0
Capital Projects	\$433,540	\$381,208	\$381,208	\$491,208	\$491,208
TOTAL	\$591,925	\$614,010	\$614,010	\$614,010	\$614,010

* City Council formally appropriates CDBG funds upon receiving official notification from the federal government regarding the City's 2015 funding level, which is anticipated to occur in August 2015. The 2016 amounts will be reviewed and approved by City Council in 2016 upon receipt of official funding notification from the Federal government. As such, the 2015 and 2016 amounts shown above are reflected as "Proposed" and reflect best estimates at the current time.