



## 2015 OPERATING BUDGET EXECUTIVE SUMMARY

### **Overview:**

The 2015 Operating Budget is summarized in the following pages. This overview outlines City service modifications and other significant changes by Department and dollar amount.

### **Background:**

As the current financial picture slowly brightens throughout the nation, the City of Westminster has also seen promising signs of sustained economic growth. However, Staff continues to proceed cautiously, as the growth is moderate in nature and the global economy remains fragile. Westminster remains well positioned for continued economic growth as unemployment, a strong predictor of economic health, continues to decrease in the Front Range, Colorado, and the nation; the State remains on the leading edge of the recovery.

In 2013, sales tax showed a strong rebound with a total collections amount 7.7% over 2012 collections. Although still positive, year-to-date collections for 2014 have slowed slightly and demonstrate the need for caution with future budget commitments. Sales tax data remains a critical indicator for budget development in the City, as approximately 65% of the City's General Fund budget, which funds the majority of the City's day-to-day operations (police, fire, street maintenance, parks, recreation, libraries, etc.), is comprised of sales tax collections.

In the 2015 Budget, the improved economic picture has allowed Staff to return a few select positions that were cut in 2011 when the City eliminated 72.833 FTE in order to close a structural budget deficit. The return of these positions is following level of service assessments on the impacts of the elimination of these positions and future service demands. Staff is proposing the addition of 14.50 FTE across all funds as part of the 2015 Budget.



**Enhancement/Service Modification**

**ALL FUNDS**

**Citywide**

- |  | <b><u>Net Change<br/>to Department/<br/>Division Budget</u></b> |
|--|---|
| <ul style="list-style-type: none"> <li>• <b><u>Salary Adjustments</u></b> – Based on salary market survey work, new positions, anticipated step, merit and other adjustments, Staff is anticipating a \$3.2 million increase to salary costs in 2015 across all funds. Staff performed the City’s biennial market survey, which examined 75 benchmark classifications with market upgrade recommendations impacting 92 classifications and 453.8 full-time equivalent (FTE) employees. Colorado Municipal League (CML) conducts a statewide wage survey that provides initial information for the City’s market survey work. The City’s market survey group includes professional “competitors” in local government, including Aurora, Arvada, Boulder, Broomfield, Denver, Fort Collins, Lakewood, Longmont and Thornton. West Metro Fire, North Metro Fire, select parks and recreation districts, and golf courses are also surveyed. Staff conducts a full analysis of the market data, which includes reviewing pay range minimums and maximums as well as actual wages of incumbent employees in each agency. This comprehensive review results in recommendations for classification adjustments, which were approved by City Council. The cost of the recommended classification adjustments is \$818,475. In addition to position market adjustments a 1.5% market increase was approved to the five benefited pay plans as a strategy to keep classifications within market and ensure a competitive wage. Step increases for non-exempt employees as well as merit pay increases for exempt employees are funded in 2015. Cost estimates for the 1.5% market adjustment and step/merit increases total \$1,446,988. New positions are highlighted individually in this section and total \$963,371 citywide.</li> </ul>                                       | +\$3,228,834  |
| <ul style="list-style-type: none"> <li>• <b><u>Response Pay</u></b> – In 2010, the City adjusted overtime pay eligibility guidelines to be more in line with the federal Fair Labor Standards Act (FLSA). The City’s previous policies were more generous than FLSA requirements and these changes were made in a time of recession and financial challenges resulting in significant cost savings. In addition to the financial challenges of the times, employee equity and the appropriateness of certain benefits were examined. Since the 2010 overtime policy changes, Staff has experienced instances where employees called out to unplanned or uncontrolled incidents in addition to their regular shifts are not receiving overtime pay due to general leave taken, holiday implications or other factors. In order to recognize the unexpected nature of some of these events, address employee morale concerns and foster a healthy work-life balance, a new “premium pay” called response pay is budgeted. In general, an employee will be eligible for response pay when a qualifying event occurs outside of an employee’s normal shift that causes the employee to work beyond a scheduled shift. Examples include water main breaks, homicide and criminal investigations, sanitary sewer overflows, court appearances for public safety officers, major snow events, etc. In addition to response pay, the City will pay overtime to Fire Department Staff involved with coverage for wildland fire and urban search and rescue (USAR) deployments. When the City offers Staff resources for wildland and USAR deployments, those expenses, including staffing costs to backfill those Staff members deployed, are reimbursable at overtime rates. This policy change associated with the Fire Department will be cost-neutral to the City.</li> </ul> | +\$150,000  |
|  | +\$631,989  |



- **Medical/Dental Benefits** – Health care costs are projected to increase approximately 5%, which equates to an increase of \$631,989 in all funds, including new staff (General Fund +\$423,069, Utility Fund +\$178,004, Golf Course Fund -\$14,786 and Parks Open Space and Trails +\$45,702). (The decrease in the Golf Course Fund is the result of a staff relocation 1.0 FTE moved to the General Fund based on actual enrollments between the plans or staff opting out of the City’s health care plans.) This increase will be reflected in both the employer and employee portion of health insurance premiums. The increases in the health care industry continue to impact the City and its employees. Increases are budgeted for both the City’s self-insured plan and its Kaiser Permanente plan. Kaiser’s negotiated renewal is a 9.6% increase. Since the Kaiser plan is fully insured, the City is unable to capture savings in low claim years (2010-2012) and then bears the full burden of a high claim year as experienced in 2013. Therefore, the ability to mitigate Kaiser cost increases through proactive actions is limited. The City’s self-insured program is more actively managed through the City’s wellness clinic (Center for Healthy Living) and other proactive strategies in data claims analysis used in renewal negotiations and in wellness program strategies. The result is a robust healthcare plan with much lower than average health care cost trend. From 2010 through 2014, the average annual claims cost increase under the self-insured plan was 3%. This brings the total for medical and dental insurance citywide to \$10,405,212, including new staff benefits (General Fund, \$8,462,716; Utility Fund, \$1,739,580; Golf Course Fund, \$157,214; and Parks Open Space and Trails, \$45,702).
- **Other Benefits** – Premium rates for life insurance and survivor income benefit will remain the same in 2015 with increases in only the base wages the rates are calculated from and a 7.1% increase to long-term disability insurance premiums in addition to escalation for wage increases. Life insurance for employees is provided by the City at 1.0 times annual salary for non-exempt employees and 1.5 times annual salary for exempt employees. The total budget in 2015 for this coverage is \$165,500 (General Fund, \$133,944; Utility Fund, \$26,600; Golf Course Fund, \$4,400; and Parks Open Space and Trails, \$556). Long-term disability provides 60% of current salary after a 180-day period has passed following disability onset from illness or accidental injury. The total budget in 2015 for this coverage is \$348,700 (General Fund, \$290,000; Utility Fund, \$52,800; Golf Course Fund, \$5,900; and Parks Open Space and Trails, \$1,161). Survivor income benefit provides 60% on an employee’s base salary to surviving spouse and dependent children. Total budget in 2015 for this coverage is \$312,900 (General Fund, \$257,963; Utility Fund, \$48,500; Golf Course Fund, \$5,400; and Parks Open Space and Trails, \$1,037). Since the City does not participate in Social Security, long-term disability and survivor income benefits are provided in this manner. +\$68,400
- **General Leave Buyback** – This program allows employees to receive payment for unused general leave up to 24 hours at a 75% rate. This program was an annual budgeted item eliminated in 2002 due to the City’s tight financial status and has been funded periodically since then through carryover funds; it was last funded in 2014 with 2013 carryover. This program helps reduce the City’s unfunded liability of general leave at today’s dollars instead of an increasing pay rate in the future. This item includes \$76,500 in the General Fund and \$16,400 in the Utility Fund. +\$92,900



## GENERAL FUND

### City Manager's Office

- **1.0 FTE Communication & Outreach Coordinator** – Due to budget reductions and the associated reduction in force in 2010, the City eliminated a Community Outreach Coordinator position in the City Manager's Office that previously led efforts related to community outreach and engagement. After elimination of the position, these responsibilities were disseminated to various other workgroups in the City Manager's Office. Staff has worked diligently with City Council, other departments and the community to offer new avenues for outreach and engagement. However, these efforts are limited due to current realities of internal resources and the increasing demands of other existing core service businesses. Based on City Council's Strategic Plan and interests in increasing the City's community engagement efforts, a similar 1.0 FTE position was approved to focus on community outreach in 2015. This position will coordinate outreach and engagement efforts for City Council; oversee Web-based engagement tools such as Access Westminster, WestyConnect and social media; support outreach and engagement efforts in other departments and programs; provide Staff support for the Human Services Board; and assist with City Council's inclusiveness efforts. Salary and benefit costs are projected at \$74,538. Ancillary costs include mileage, meeting expenses, training, a computer and software, and a cell phone and data plan allowance. +\$78,628
- **1.0 FTE Deputy City Manager** – Staff is proposing the addition of a new 1.0 FTE Deputy City Manager in 2015. While the current organizational structure with the City Manager and one Deputy City Manager has worked well over the years, the organization's size, nature and complexity of city operations continues to grow in a manner that Staff believes warrants the addition of a second Deputy City Manager. Many cities of comparable size to Westminster utilize a two or three Deputy City Manager approach to provide support and assistance to departments, the City Manager and City Council. This position will be filled after the new City Manager is on board and he/she has had time to assess the City's operations and determine what he/she needs, including if he/she believes second Deputy City Manager is the best approach to his/her management style. In addition to the salary expenses of this position, Staff is proposing a telephone, computer, car allowance, career development and office furniture (net change +\$183,541, which includes \$162,534 in salary/benefits and \$21,007 in ancillary costs; ongoing costs are estimated at \$171,831). +\$183,541
- **New Divisions and Budget Account Structural Changes** – The Communication and Outreach Division and the Management and Budget Division is being formalized in the City Manager's Office (CMO). This will result in three divisions in the City Manager's Office (adding to the existing Economic Development Division). CMO has been operating in this capacity for years but formalizing this structure should streamline budgeting and resource management. Updates to account structures are primarily as an accounting function, including reallocating all of the Communication and Outreach functions previously appropriated in Central Charges. Staff is proposing to consolidate all of Communication and Outreach responsibilities within the City Manager's Office budget, thus reallocating funds associated with Community Outreach (\$37,717 for both 2015 and 2016) and Electronic Media (\$63,209 in 2015, \$93,209 in 2016) from the Central Charges budget into the City Manager's Office. A total of \$100,926 was previously budgeted in the General Fund – Central Charges business unit for these activities. To streamline budgeting and purchasing, while also creating greater clarity with the +\$0



level of resources associated with outreach and communication activities, these funds will shift to the City Manager’s Office in the new Communication and Outreach Division. No additional funding is budgeted in 2015; this is merely a change in where these funds are allocated. (CMO’s budget will increase by \$100,926 in 2015 with corresponding decrease in the Central Charges budgets.)

- **Temporary Research Assistance: Economic Development** – A total of \$20,000 is funded in 2015 to provide part-time research support to Economic Development in the areas of labor availability, available real estate, demographics and market data. These efforts are aimed at helping to retain and grow existing businesses as well as recruit new businesses to the City. +\$20,000
- **State of the City and Real Estate Event** – A total of \$10,000 in 2015 will fund a special event aimed at promoting the City and high-level projects, including the Westminster Center Urban Reinvestment Project (WURP) and the South Westminster Transit Oriented Development Project, as well as the U.S. 36 corridor and north I-25 corridor in the City as great places for business. The total cost of this event is approximately \$30,000. Staff is proposing to raise funds to cover the balance of the cost as was done successfully when the City hosted the Showcase Event years ago. +\$10,000
- **Restaurant Recruitment Efforts** – Per City Council’s Strategic Plan, recruitment of unique, chef-owned or -operated restaurants is a high-priority action item. Accordingly, City Council approved \$30,000 in 2015 to hire specialized consultants to develop a strategy, marketing plan and potential special incentive program to attract these types of restaurants. These funds could also be utilized for consultant assistance and special incentives for these types of businesses. +\$30,000
- **New Business Incubator** – Per City Council’s Strategic Plan, commencement of a new business incubator is a high-priority action item. Staff included \$5,000 in 2015 to research and augment online services related to the incubation of new and growing businesses. This will enhance the City’s current business services efforts, which have been responsive to local business feedback and are similar to efforts undertaken successfully by other cities interested in entrepreneurial growth. Staff will continue to explore, identify and recruit private-sector partners to create, manage and fund private-sector business incubation. +\$5,000

#### **Central Charges**

- **GCORF Vehicle Replacement** – 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. This effort involved revising replacement criteria by vehicle/equipment class (age, miles and maintenance costs) and developing strategies to prolong the useful life of vehicles/equipment (GPS monitoring, vehicle/equipment rotations, etc.). During the development of this plan, approximately 550 individual vehicles/pieces of heavy equipment were analyzed for their specific operational needs, fleet maintenance demands and costs. In order to avoid significant budgetary spikes, service impacts to customers due to decreased vehicle/equipment reliability, and unsustainable demands on fleet maintenance operations, Staff developed a five-year “catch up” strategy for vehicles/equipment budgeted in the General Capital Outlay Replacement Fund (GCORF). This plan addresses current replacement needs and results in a baseline budget of a little over \$1 million for the next five years in GCORF. Following the five-year period, it is anticipated that the vehicle budget baseline will drop to approximately \$850,000 over the next five years. This “catch +\$321,000



up” strategy primarily allows for the replacement of critical street and park maintenance vehicles/equipment that have been delayed over the years due to available funding levels. Part of the funding strategy for the plan involves a cautious use of fund balance in GCORF, which was generated from years of cost savings and efficiencies. In 2015, Staff is proposing a total budget of \$1,009,500 for general/non-public safety vehicles, of which \$859,500 is budgeted 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 reallocated from the current \$1,039,744 in fund balance in GCORF. Vehicles/equipment are also budgeted in Public Safety Tax (PST GCORF) and the Utility Fund. Staff is proposing to maintain the Amended 2014 level of funding for PST GCORF vehicles/equipment and to utilize \$210,250 from the current \$1,058,388 in PST GCORF fund balance for a total of \$1,003,000 in 2015 vehicle replacements. The baseline level of funding for PST GCORF vehicles is roughly \$1 million per year for the next 12 years, followed by a modest increase to \$1.1 million. Utility Fund vehicles are included in the Capital Improvement Program (CIP).

- **Lease Payments to Others** – Certificates of participation (COPs) payments and energy audit project costs are budgeted in Central Charges. An increase is scheduled in 2015 primarily associated with the City’s 2010 Refund COPs. These COPs refinanced existing COPs in 2010 and, delaying the cost to the City for several years, in 2015 the amount of principal payment returns to the previous level. +\$145,425
- **Human Services Board (HSB)** – Funding increased from \$90,000 to \$100,000 per City Councils direction. The HSB concluded its agency interviews for 2015 funding and developed a funding program predicated on \$100,000 outlined in the Central Charges section of this budget document (behind the General Government tab). HSB funding provides assistance to nonprofit organizations that provide food, mental health, housing and other services to Westminster citizens. +\$10,000
- **128<sup>th</sup> Avenue Bridge Reimbursement** – Per an intergovernmental agreement (IGA) with the City of Thornton, a \$475,000 payment is budgeted in 2015 as the second installment of a reimbursement for the construction costs associated with the 128<sup>th</sup> Avenue bridge replacement. In February 2007, the City entered an IGA with the City of Thornton regarding the funding, design, contract administration and construction of the bridge replacement on 128<sup>th</sup> Avenue over I-25. The design and construction IGA provided that the two cities share of the total cost to expand the overpass from two to four lanes. Thornton agreed to “front” the total of the incremental difference in cost for the construction of a four-lane bridge instead of a two-lane bridge (\$1,519,128, or \$759,564 per city), which was completed several years ago. Per the IGA, the City of Westminster owes Thornton reimbursement payments once Westminster starts to receive sales/use tax payments from Thornton on their side of the I-25 revenue sharing area. Westminster received its first revenue and made the first reimbursement payment in 2014, which was not part of the original Amended 2014 Budget. Staff anticipates payoff of the total reimbursement in 2016. +\$475,000

**Community Development Department**

- **0.3 FTE Planner** – A 0.3 FTE Planner was approved for the Planning Division to create a 1.0 FTE Planner and a 0.5 FTE Planner in 2015. Recently, two separate 0.6 FTE Planners left employment with the City (one retirement and one transition to a planning position with another municipality). This left the Planning Division with a 1.2 FTE vacancy in the planner position. Due to the nature of the planner position, the complexity of the plan review process and other factors, the previous arrangement with two part-time positions brought challenges. In 2014, Staff recruited for a 1.0 FTE Planner. Moving to a full-time staffing situation will provide improved customer service and efficiencies. However, due to the improved economy, increased development activity and the corresponding workload effects, additional staffing may be necessary to ensure excellent customer service and timely plan review processes for the development community. The additional 0.3 FTE will be combined with the remaining 0.2 FTE to create a 0.5 FTE Planner position to complement the 1.0 FTE Planner, ensuring staffing resources to handle current and anticipated workload. Salary and benefit costs are projected at \$24,040. No ancillary costs are budgeted. As City Council is aware, a consulting firm is currently conducting an evaluation of the City’s development review process; additional recommendations with budgetary impacts may be forthcoming following this effort. +\$24,040
- **Additional 1.5 FTE Temporary Development Review Positions** – Workload related to plan review has increased dramatically. Staff is anticipating 223 development submittals in 2014, which represents a 43% increase in submittals from 2013. From 2011 to 2013, the average annual number of development submittals was roughly 153. In addition, there are 105 active projects currently in development review and many were submitted during prior calendar years. These numbers do not reflect project referrals from other jurisdictions or other special projects. In response to this dramatic workload increase, a 0.5 temporary full-time planner and 1.0 temporary full-time position in Engineering were added for development review in 2015 (and continue funding in 2016). The Planning Division currently has one full-time temporary planner and funding for this will continue in 2015 and 2016 in the Planning Division. In addition, on the Engineering Division side, development review is currently completed by a 1.0 FTE permanent Engineer plus a 0.5 temporary Engineer. Current staffing for development review is 5.5 planners to 1.5 engineers; these temporary position will result in a ratio of 6.0 planners to 2.5 engineers in the development review process (3:1.25 ratio). In order to fund this proposal, an additional \$93,000 was added in 2015 (and will be carried into 2016). +\$93,000



## Finance

- **1.0 FTE Contract Coordinator** – City Council authorized the addition of a 1.0 FTE Contract Coordinator in the Finance Department. This position will report directly to the Director of Finance and work with all departments to assist with contract administration and grant compliance. Both contract and grant administration is decentralized; varying levels of contract administration and oversight exists. This position is not intended to centralize these efforts but rather assist in streamlining efforts and closing gaps. It will assist in the tracking and follow through associated with contracts, ensuring the contractor is delivering on what they committed to and vice versa. In addition, this position will assist with grant compliance and reporting requirements, particularly federal grants that have many complexities associated with acceptance of federal funds or “pass through” federal funds distributed by the state. Responsibility for a grant award includes understanding and submitting to specific requirements for spending accountability and reporting of grant dollars. Additional training, new informational tools, and standard contract modifications have already been employed to specifically address the risk of non-compliance associated with federal funding; this position will strengthen what has been done and help close gaps in the process. Salary and benefit costs are projected at \$92,598. In addition to the salary expenses of this position, ancillary cost include a telephone, computer, office reconfiguration costs and additional career development dollars. +\$97,193

## Fire

- **Overtime Staffing to Operate 5<sup>th</sup> Ambulance** – City Council authorized increasing minimum staffing levels for line fire personnel from the current 30 to 32 across all three shifts in 2015. This increased minimum staffing level will allow Medic 4 (the “fifth” ambulance) to be staffed the majority of the time by increasing the overtime accounts to pay for additional staffing when needed in order to keep a level of 32 staff per shift. Based on initial analysis conducted, increasing the FD overtime accounts by approximately \$60,000 above the 2014 approved amounts will add approximately 75 additional 24-hour shifts to ensure staffing levels that will keep the “fifth” ambulance (Medic 4) regularly in service. While this cost is slightly more than 1.0 FTE firefighter position, it will take three firefighter positions to have the same impact that these additional overtime funds will have on maintaining a staffing level of 32 across all three shifts. +\$60,000
- **Mobile Data Terminal (MDT) replacements** – Per the City’s four-year replacement schedule, MDTs will be replaced in 2014 and thus budgeted the initial funding in the 2015 budget to replace 19 MDTs deployed in fire operations again in 2018. The MDTs are the essential field computers that fire personnel use to access the City’s computer-aided dispatch (CAD) and report management software (RMS) systems. The MDTs are replaced on a four-year schedule and over four years to level out the cost versus budgeting the total amount needed in the year of replacement. The 2014 replacement was budgeted over a period of two years (2013 and 2014), but spreading this over four years will normalize the budget and prevent spikes in future years, which results in the reduction from the 2014 budgeted cost from \$43,381 to \$19,000. -\$24,381
- **Intergraph Computer-Aided Dispatch (CAD) and Report Management System (RMS) Software Maintenance Support** – The Fire Department utilizes Intergraph for CAD and RMS (iLeads) software tools. CAD/RMS software is critical and +\$6,631



standard public safety technology that improves the overall effectiveness and efficiency of the Fire and Police departments. For Fire and Police operations, the maintenance contract for these tools is anticipated to increase from \$155,889 in 2014 to \$177,993 in 2015. For the Fire Department's share of this cost, this reflects an expected increase from \$46,767 to \$53,398.

### General Services

- **E-learning** – Funds are budgeted (\$30,000) for the Human Resources Division budget to offer new e-learning opportunities to help meet the training needs of employees across the organization. E-learning training provides a greater level of flexibility for employees and increased diversity in offerings than could be achieved with the traditional classroom training model. +\$30,000
- **Inclusivity Board** – Funds are budgeted for use with the creation of an inclusivity board in the Volunteer Program budget in the Human Resources Division. The funds will help cover board expenses and events. +\$5,000

### Parks, Recreation and Libraries

- **Special Promotions** – Staff budgeted an increase in the special promotions budget within the Administration Division to assist with a new centralized marketing effort, increasing funding by \$75,000. Staff believes that the increased focus on marketing and patron experience will result in increased revenue that will offset the additional expenditure. In addition, Staff budgeted \$20,000 for community scholarships that can be utilized by Westminster youth who want to participate in recreation programs but may not be able to financially afford them. Currently, funding for scholarships relies solely on donations from patrons, fundraising efforts by the Youth Advisory Panel, etc., which have inconsistent funding levels and availability to participate in programs (i.e., the funds may not be available in January, so youth may miss opportunities for spring recreation programming until scholarship funds are available). By budgeting the funds initially, it allows for greater equity and efficiency in providing scholarships to Westminster youth to utilize recreational programming. Donations will offset this cost. +\$95,000
- **Lease Payments to Others** – The budget for lease payments for park maintenance equipment to increase by \$25,000 in the Park Services Division. Staff has utilized this master lease tool for several years to help bridge the gap in funding for all the equipment needed to continue to meet the City's high maintenance requirements for parks. This increase allows for additional equipment to be replaced in a timelier manner, including mowers and small tractors. +\$25,000
- **Utility Savings** – Staff reallocated \$49,660 in electric and gas savings associated with several energy efficiency projects that have been implemented over the past few years in the Recreation Program & Facilities Division. The funds were redistributed to a variety of accounts throughout the Recreation Facilities budget, primarily associated with the aquatics program. -\$49,660
- **0.7 FTE Recreation Specialist at the MAC** – City Council authorized the reallocation of 0.7 FTE Recreation Specialist at the MAC. This position is currently funded by and located in the Hyland Hills Park and Recreation District (Hyland Hills) staffing plan, as part of a cost-sharing intergovernmental agreement (IGA) for the shared operations of the MAC; however, both parties agree that it will make more sense for the position to be located in the City of Westminster staffing plan. The position cost will continue to be shared with Hyland Hills under the IGA (half of salary and benefits), but will be supervised and report directly to City of +\$50,166



Westminster Staff. This is consistent with an amendment to the Hyland Hills IGA change made in 2005 when 0.8 FTE was reallocated from Hyland Hills supervision/staffing to the City of Westminster.

- **Summer Camp Temporary Salaries** – The Recreation Programs Temporary Salaries budget increase by \$52,000, which will allow for the City to better meet the demand for our summer camp programs. Staff anticipates that these funds will be offset with increased summer camp revenues. +\$52,000

## Police

- **1.0 FTE School Liaison Sergeant and Re-Deployment of Current Officers** – +\$103,336  
Due to budget reductions and the associated reduction in force in 2010, the City reduced the number of school resource officers (SROs) by 2.0 FTE, eliminating two SRO's from the middle schools in Jefferson County. One SRO covers the three middle schools in Jefferson County (Mandalay, Moore and Wayne Carle). A full-time SRO was retained at Silver Hills Middle School (Adams County School District 12) because the school district reimburses the City for one-half of the officer's salary. Currently, one SRO is assigned to each high school in the City (Westminster, Hidden Lake, Standley Lake and Mountain Range). Staff's subsequent level of service (LOS) evaluation of the SRO program indicated that the Westminster High School SRO has substantial and continual demands and workload is over capacity. In response, the Hidden Lake High School SRO will be reassigned to Westminster High School, thereby creating a 2.0 FTE SRO unit at Westminster High with the ability to respond to Hidden Lake High School as needed. In addition, the LOS analysis showed that SROs are generally reactive due to increasing calls for service and issues requiring police services in and around the schools. The evaluation recommends a need for a first line supervisor to address day-to-day needs, meet regularly with school staff and principals and assist in covering schools when SRO's are unavailable due to training, court and other activities. The City has lacked a dedicated resource that can meet daily and evaluate the SRO performance and needs, particularly related to calls for service. At this time, administrative supervision is provided by a commander who has other responsibilities and only has occasional contact with the schools. A 1.0 FTE Sergeant assigned to the SRO program, schools and school district administration is funded. This structure places the Sergeant in a much better position to interact with the three different school districts, assist at the current schools covered and help cover issues at the other 30 schools in the City. Salary and benefit costs are projected at \$94,642. Ancillary costs include a computer, software, radio, uniform, uniform cleaning allowance, taser and other supplies.
- **1.0 FTE Animal Management Officer** – +\$58,323  
Due to budget reductions and the associated reduction in force in 2010, the Animal Management Unit was reduced by 1.0 FTE. With this staffing reduction, the City reduced animal management service hours, discontinued public education events, eliminated responses to wildlife calls and eliminated the collection of deceased wildlife on private property. Calls for animal management services have increased by 5.8% since the 1.0 FTE reduction and calls that require increased investigative time (i.e., animal neglect/cruelty, vicious animals and dog/cat bites) have steadily grown by 28% since 2010. Since the staffing reduction, the percentage of dog licenses sold has declined as well. In 2011, Westminster saw a 23% licensing compliance rate. The current figure is 21% and the current intergovernmental agreement with Jefferson County requires a 20% licensing ratio. Failure to meet that threshold will result in additional costs to the City. Another impact is reduced time for supervisory and administrative duties.



The current Animal Management Unit is comprised of 3.5 FTE animal management officers and a 1.0 FTE supervisor. The supervisor works 15% of the time on front line functions during a normal week and 80% during a week when an animal management officer is attending court, in training, on vacation, ill, etc. Other effects of the reduced workforce include decreased proactive enforcement efforts, reduced support for the Patrol Division, increased overtime expenses and a reduced ability to staff vaccination clinics. Based on these impacts and following a level of service evaluation, City Council authorized a 1.0 FTE animal management officer to the Animal Management Unit to improve service levels to the community. Salary and benefit costs are projected at \$52,228. Ancillary costs include a uniform, radio, taser and supplies.

- **Mobile Data Terminal (MDT) replacements** – Per the City’s four-year replacement schedule, as noted previously in the Fire Department, MDTs will be replaced in 2014 and initial funding is budgeted in 2015 to replace 76 MDTs deployed in police operations again in 2018. With the replacements of current MDTs to occur in 2014, funds are budgeted based on a four-year replacement schedule, which results in the reduction of the 2015 budgeted cost from \$173,526 to \$76,000. -\$97,526
- **Radio System Maintenance** – In 2015, Staff is budgeted an additional \$18,002 in radio maintenance costs, which are reflected in user departments’ budgets. A major portion of that increase is reflected in the Police Department’s budget. A majority of this increase is associated with the City’s new P-25 radio system and the addition of a third transmit-receive site in the City that was not originally contemplated in the initial designs of the system. These maintenance costs cover 24/7 support for the P-25 radio system, on-site preventive maintenance, parts and labor support for radio units, radio removal and installation costs associated with vehicles, and support for radio batteries and other accessories. +\$15,995
- **Intergraph Computer-Aided Dispatch (CAD) and Report Management System (RMS) Software Maintenance Support** – As noted in the Fire Department previously, CAD/RMS software is critical and standard public safety technology that improves overall effectiveness and efficiency of the Police and Fire Departments. The Police Department’s share of this maintenance cost is expected to increase from \$109,122 to \$124,595. However, some of this increased cost is offset by the elimination of an Intergraph software escrow account and the elimination of a medical software component that is no longer needed. Intergraph will no longer support the iLeads RMS product in the future, so Staff will be preparing to issue a request for proposals during fall 2014 for a replacement RMS system. +\$9,976
- **Jefferson County Police Academy** – Staff budgeted \$36,016 for costs associated with sending officer recruits through the Jefferson County Police Academy. This represents a \$24,016 increase in this budget and is associated with current and anticipated attrition with patrol officers. Historically, the City has budgeted to send three entry-level officers through the academy, but future hiring needs will likely necessitate the hiring of more entry-level officers. The increased budget will allow for seven entry-level officers to go through the academy. +\$24,016
- **Peer Support Program** – Staff budgeted \$2,500 to help support contractual services costs associated with the Police Department’s peer support program. This program is run by officers, but sometimes third-party costs are incurred associated with providing assistance to fellow officers dealing with professional or personal challenges. +\$2,500



- Foothills Animal Shelter** – The City saw a significant reduction to the budget associated with the City’s participation costs for the Foothills Animal Shelter. These savings were reallocated to offset other cost increases in the Police Department’s budget, including some of the items highlighted above. This reduction is due to an intergovernmental agreement that was finalized in 2012 that shifted certain cost responsibilities associated with the shelter. In 2015, Westminster and other participating cities will be responsible for funding debt payments associated with the construction of the facility and dog license revenue is anticipated to cover operating expenses of the shelter. In the past, cities were responsible for covering operating expenses. The City’s 2015 budget associated with the shelter will reduce from \$162,173 to \$88,000. The \$88,000 is based on the debt schedule for the facility and the estimated dog population in Westminster.

-\$74,173

### Public Works and Utilities

- Street Maintenance and Repair** – Based on the City’s pavement management program, Staff budgeted additional funding in 2015 for street maintenance activities. On the contractual side, this includes an additional \$50,000 for concrete replacement in conjunction with street rehabilitation projects (\$786,000 to \$836,000), an additional \$125,000 for contractual crack sealing to prolong the investment of resurfacing projects and overall pavement life (\$110,000 to \$235,000), and an additional \$75,000 for contractual patching to properly prepare for resurfacing projects (\$130,000 to \$205,000). On the in-house crew side, an additional \$23,232 is budgeted for crack seal material, hot mix asphalt and cold mix asphalt for street patching and crack sealing work (\$454,113 to \$477,345). Per performance measures and pavement management guidelines, the City’s goal is to maintain 10% of the total street network, or 110 lane miles per year. However, with inflationary pressures on materials, revenue realities and other budget priorities, funding this level of maintenance is cost prohibitive at this time. With additional funds budgeted in the operating budget and in the Capital Improvement Program (CIP), an additional 14 miles of street will receive treatment in 2015, which will represent an increase from 85 miles maintained in 2014 to 99 miles in 2015 (16% increase).

+\$273,323
- Street Lights** – An additional \$50,000 is funded in the street lighting budget for the Xcel Energy-driven pole replacement project. Xcel recently inspected all street light poles in the City and based on this assessment, Xcel is scheduled to replace 23 poles at a cost of \$68,310 in 2015. The budget increase represents the additional funds needed in the street lighting account to cover this pole replacement.

+\$50,000



**UTILITY FUND**

**Central Charges**

- **Principal and Interest Costs** – Based on current debt schedules of existing issues, Staff is reflecting a \$661,045 decrease in principal and interest costs. These debt costs include issues associated with a variety of projects and include the Reclaimed Water Treatment Facility, the Northwest Water Treatment Facility, 2010 Build America Bonds and Big Dry Creek Wastewater Treatment Facility. The decrease in principal and interest costs is due to the retirement of the 2001 issue (1992 and 1994 revenue bond refundings), resulting in \$274,505 of savings in the Water Fund and \$386,540 in the Wastewater Fund. -\$661,045

**Information Technology**

- **1.0 FTE Software Engineer** – City Council authorized the creation of a new mobile application team that will include a new 1.0 FTE Software Engineer in 2015 to address the software side and a 1.0 Technical Support Specialist in 2016 to address the hardware side of mobile applications. The explosive growth of mobile hardware and applications capable of enhancing service delivery, productivity and efficiency is providing significant opportunities for organizations. The next generation of citizens, business owners and employees will expect to have mobile applications at hand to help them in their daily activities. Navigating a course toward creating and executing a coherent mobile strategy is a challenge for many organizations due to the fragmentation and chaos in the mobile marketplace, where new hardware and mobile operating systems are being released frequently. Westminster, not unlike other organizations, has made some progress in deploying mobile applications within the organization, but to date has done so in a limited, tactical fashion. The team will allow Westminster to design and build an enterprise strategy and infrastructure for developing and managing mobile apps over the long term. Without a well-defined and executed plan, Westminster faces risk of missing opportunities and executing only tactical and non-cohesive mobile application development strategies that will result in more costly, less integrated and less sustainable solutions. Salary and benefit costs are projected at \$99,543 plus associated expenses for new furniture, computers, career development and phone. +\$113,958
- **0.5 FTE ERP Software Engineer** – City Council formalized the creation of a 0.5 FTE ERP Software Engineer that has been filled on a temporary basis for the past year to help meet current and ongoing needs related enterprise software such as JD Edwards. This application is used by every department and is the backbone to the City’s financial and human resources system. To keep this application maintained and technologically viable, a variety of upgrades and enhancements are being performed on it annually. These upgrades include the application itself, its underlying tools platform, data and web servers, functional enhancements, and so on. In addition to the upgrades, much of the general day-to-day maintenance and development on JD Edwards is also done in-house, thus saving the City significant money when compared to contracting out these services. Salary and benefit costs are projected at \$59,378. +\$59,378

**Public Works and Utilities**

- **1.0 FTE Utilities Construction Engineer/Sr. Engineer: Utility Fund Capital Improvement Program (CIP)** – The Public Works and Utilities Department currently manages roughly \$14-20 million in construction projects each year. These projects represent a significant cost and have impacts on traffic flow, street and +\$97,553



pavement lifespan, and water and sewer services. It is imperative that their construction is of a high quality to maximize their life span and minimize City and customer costs over the long term. A key component of ensuring high-quality projects is to have full-time construction inspection by a trained engineer. The City historically contracts with consultants who specialize in utility projects to perform full-time inspection services during construction. Based on historical expenditures, \$700,000 to \$1,000,000 is spent on contractual field inspections each year. By having this FTE cover 15-20% of those costs, the City will realize a savings in the overall contractual costs and will pay for this FTE, as this amount is significantly more than the cost of a 1.0 FTE. An additional and meaningful benefit to the cost savings will include having an inspector fully vested in the City's long-term interests and having a resource who will be intimately familiar with City standards and operational preferences, increasing quality control of construction projects and ultimately provide long-term cost savings to the utility and its customers. It is recognized that many of the City's projects are implemented at the same time, which means that one FTE most likely could not cover inspection for all of the City's construction projects. The construction engineer will spend the majority of his/her time covering a portion of the project field inspection and consultants will be hired to cover the remaining portion. Salary and benefit costs are budgeted at \$95,708 and ancillary costs include a uniform allowance, cell phone allowance, a computer and software.

- +\$263,000

• **4.0 FTE Crew for Meter Shop** – Due to budget reductions and the associated reduction in force in 2010, the City reduced 4.0 FTE from the Meter Shop (3.0 FTE Senior Maintenance Workers/Maintenance Workers and a 1.0 FTE Meter Shop Foreman). Using industry best management practices, the Utility Operations Division evaluated operational efficiencies and the effectiveness of its maintenance and regulated program administration and found that current staffing levels are inadequate to fully support potable and reclaimed meter testing, pressure regulator valve (PRV) maintenance, other valve maintenance, and backflow prevention program administration. Minimal large meter testing is occurring and this has resulted in diminished accuracy in water consumption assessment and lost revenues. Based on certain “spot” tests, the failure rate of many large meters, especially three-, four- and six-inch meters, is relatively high. When meters “fail,” they under-report usage, causing a loss of revenue to the City. The lack of PRV maintenance exposes the distribution system to failures and impacts to customers' pressures and flows, while the lack of other valve maintenance diminishes Staff's ability to isolate systems during emergency operations, thereby exacerbating the impact of events such as water main breaks. To address these issues, City Council authorized the reinstatement of 4.0 FTE in the Meter Shop. Based on conservative revenue projections with historical actuals and climatic adjustments, Staff anticipates \$581,000/year in additional revenues with well-calibrated and maintained meters, which will offset the costs associated with the addition of this crew. Staff and benefit costs are budgeted at \$195,875 and ancillary costs include a uniform allowance, cell phone allowance, a new computer and software. Also funded is \$63,600 for the addition of two ¾ ton trucks. One will be outfitted with a plow to assist with snow removal duties in the winter and the other does not include a plow package. In relation to the previous reduction in force, one truck was eliminated from this operation as part of the 2011 Fleet Optimization Study and a second truck was re-purposed to other priority operations.



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- **Seasonal Geographic Information Systems (GIS) Specialist** – Each year, the Utilities Operations Division hires a part-time seasonal GIS specialist to assist with data collection and to improve the accuracy of utility-related data in the City’s GIS system. This position is typically employed for a period of six months, but an increase in funding will allow for nine months of employment to address additional workload associated with meters, maintaining/improving the quality of the GIS data and other infrastructure needs with GIS in 2015. This brings the budget for this item from \$7,500 to \$11,800. +\$4,300
  - **Street Cut Impact Fees** – Based on City Council’s rate policy over the past several years and the more robust and proactive water line replacement program that it allowed, Staff budgeted a reduction to the street cut impact fee budget in the Utilities Operations Division budget. Historically, the City has budgeted for an average of 107 water main breaks per year. However, based on performance measures and actual experience following increased water main replacements, Staff reduced this figure to 83 water main breaks. This represents a budget decrease from \$185,880 to \$144,130. Street cut impact fees cover asphalt patching associated with excavation activities related to water main breaks. These savings were re-programmed to help offset other cost increases in the Utility Fund. -\$41,750
  - **Materials for Water Line Replacements and Pump Stations** – Staff budgeted an additional \$20,000 in 2015 for pipeline parts for water line replacements in the Utilities Operations Division. This includes valves, hydrants, fittings and copper and brass components. This will provide for \$77,370 for these items and complement the \$220,000 for pipes for replacements performed in-house. +\$20,000
  - **Parts for Pump Stations** – Staff budgeted an additional \$5,000 for parts to repair pumps and other electrical equipment at water pump stations in the Utilities Operations Division. This is based on actual expenses incurred in recent years. This will bring the total budget from \$20,000 to \$25,000. +\$5,000
  - **Water Resources Engineering Services: Clear Creek Water Quality Agreement or “Cosmic” Agreement** – Staff budgeted an additional \$20,000 in the professional services area of the Utilities Planning and Engineering Division budget related to additional engineering and water rights protection contract work to optimize compliance with the Cosmic agreement and to improve Cosmic accounting tools for the City. The Cosmic agreement was signed in 1988 to resolve conflicts over water from Clear Creek and Standley Lake. Westminster and Thornton share water rights accounting duties associated with this agreement, but Westminster Staff is concerned about new accounting expectations of the State Engineer’s Office and the State Water Commissioner. This will create a “parallel accounting” approach, which will ultimately help protect Westminster’s water rights claims should any conflicts arise. +\$20,000
  - **Ditch Assessments** – City Council authorized an increase in the budget for ditch assessments from \$608,530 to \$742,968 in 2015 in the Utilities Planning and Engineering Division. This increase is primarily associated with the Church Ditch, which is one of three ditches that conveys water to Standley Lake. The City of Northglenn operates the Church Ditch and is increasing user assessments from \$85/inch to \$135/inch to address significant capital improvement projects that have been deferred for many years. This includes design and construction of a replacement headworks system, a flush structure at the Leyden dam and seepage mitigation (lining) improvements. The City of Westminster owns 2,670 inches of the Church Ditch. Other major users include Northglenn (1,078 inches) and Arvada (1,000 inches). All entities will share these costs. +\$134,438



- **Professional Services: Wastewater Plants** – In 2014, Staff is conducting a water quality assessment in advance of the Colorado Department of Health and Environment’s discharge permit renewal process in 2015 for the Big Dry Creek Wastewater Treatment Facility (BDCWWTF). This will allow for a robust testing of the discharge and an opportunity to address any issues before the actual renewal process. This is a one-time project and is not necessary in 2015. This was funded in 2014 from a lower-than-anticipated adjustment in fees due to the Metropolitan Wastewater Reclamation District (MWRD). These savings were re-programmed to help offset other 2015 cost increases related to wastewater plant operations. -\$70,000
- **Grease Cleaning at Big Dry Creek Wastewater Treatment Facility (BDCWWTF)** – Quarterly grease cleaning is budgeted at BDCWWTF. Due to issues with grease accumulation in the influent wet well, funding for regular cleaning will help with the wastewater treatment process. +\$10,000
- **Metropolitan Wastewater Reclamation District (MWRD) Special Assessment** – The City sends a portion of its wastewater (the area roughly south of 92<sup>nd</sup> Avenue) to the MWRD, which determines its assessment to the City based on a three-part calculation. The City will incur a 2015 treatment cost of \$2,669,577, which represents an increase of \$98,117 or 3.8% over 2014 base charges and is one component of charges from MWRD. A second component involves a revised estimate of charges for the current year’s (2014) wastewater treatment charges. The third component is a final adjustment for any outstanding treatment costs (or credits) from the previous treatment year (2013). +\$98,117

**FLEET MAINTENANCE FUND**

- **Tires and Parts** – An increase is budgeted to the Fleet Maintenance Division from \$2,536,530 to \$2,696,894. Of the increase, \$80,000 is associated with increased parts costs and \$20,000 is associated with tire costs and replacement needs. Other increases are associated with regular salary adjustments and monitoring costs for cellular/monitoring charges associated with GPS units on vehicles. GPS monitoring will assist with ongoing fuel management and idling mitigation. Based on these efforts, fuel lock strategies and market forecasts, Staff is maintain the 2015 fuel budget at 2014 levels at \$1,082,036. +\$160,364

**PARKS, OPEN SPACE AND TRAILS (POST) FUND**

**Parks, Recreation and Libraries**

- **Community Development Related Expenses to Parks, Recreation and Libraries** funds totaling \$187,424 in funds previously appropriated in Community Development related to open space activities will be transferred to Parks, Recreation and Libraries per the ongoing transition of focus in the open space program from acquisitions to stewardship and maintenance. These expenses include staffing, professional services and other costs. Staff is working on transition issues and areas of focus for the future based on the newly developed Open Space Stewardship Plan (net change \$0; funds are being moved between departments within POST). +\$0
- **2.0 FTE New for a 4.0 FTE Construction Crew** – City Council authorized the re-creation of the Construction Crew that was disassembled in order to balance the 2011/2012 Budget. This crew (comprised of 1.0 FTE Foreman, 1.0 FTE Equipment Operator, and 2.0 FTE Parks workers I/II) will build and renovate park and open space facilities within the City. Two of the four FTE are will be reallocated from existing crews in the Park Operations Division, resulting in a net of two new FTE and a two FTE transfer from the General Fund. Staff will backfill the Park +\$477,895



Operations Division park maintenance crews with a combination of seasonal and hourly employees (\$60,000). Additionally, the reallocation of FTEs will be accomplished through natural turnover or promotion and will involve no layoffs, as the Construction Crew will have more construction-oriented and construction-experienced staff. The objective of this re-created crew will be to reduce costs related to the contracting of various construction projects and increase the flexibility and staff capacity to perform important park infrastructure and capital improvements throughout the City. Staff estimates a 20-25% savings on capital projects by doing the work in-house. During inclement weather, this crew will assist with general park facility maintenance such as repairing bathrooms at outlying facilities and preparing new play structures for installation. The crew will need construction vehicles and equipment totaling \$290,000 in the first year. Staff is also budgeting an increase in various accounts of approximately \$2,000 for items associated with the new crew, including telephones, computers and uniforms. This crew and all associated expenses is budgeted within the POST Fund, with a reduction in the transfer from the POST Fund to the GCIF that offsets the cost of the crew (net estimated change reflects +\$290,000 for the first year vehicles/equipment purchase costs, +\$2,000 ancillary costs, +\$125,895 in salaries/benefits for the new 1.0 FTE Foreman and 1.0 FTE Equipment Operator, and approximately +\$60,000 for temporary salaries).



## 2016 OPERATING BUDGET EXECUTIVE SUMMARY

### Overview:

The following is an overview of the 2016 Operating Budget. The following pages list significant changes by Department and dollar amount. The 2015 Budget provided the base for working on the 2016 Budget with major level of service or other adjustments listed here.

<u>Enhancement/Service Modification</u>	<u>Net Change to Department/ Division Budget</u>
<b>ALL FUNDS</b>	
<b>Citywide</b>	
<ul style="list-style-type: none"> <li>• <b><u>Salary Adjustments</u></b> – Based on salary market survey work, new positions and anticipated step, merit and other adjustments, Staff is anticipating a \$2.55 million increase to salary costs in 2016 across all funds. Cost estimates for the 1.0% market adjustment, step/merit increases and possible special audits total a projected \$2,237,247. New positions are highlighted individually in this section and total \$320,813 citywide. Staff will be conducting mid-year budget work during the summer of 2015, including special audit and salary surveys. Updated figures will be reviewed with City Council with the mid-year budget review of the amendment to the Adopted 2016 Budget.</li> </ul>	+\$2,558,060
<ul style="list-style-type: none"> <li>• <b><u>Medical/Dental Insurance</u></b> – Health care costs are projected to increase approximately 5%, which equates to an increase of \$550,071 in all funds, including new staff (General Fund, +\$503,935; Utility Fund, +\$25,837; Golf Course Fund, +\$7,966; and POST Fund, +\$12,333). This increase will be reflected in both the employer and employee portion of health insurance premiums. The increases in the health care industry continue to impact the City and its employees. Increases are for both the City’s self-insured plan and its Kaiser Permanente plan. This brings the total for medical and dental insurance citywide to \$10,955,283 (General Fund, \$8,966,651; Utility Fund, \$1,765,417; Golf Course Fund, \$165,180; and POST Fund, \$58,035).</li> </ul>	+\$550,071
<b>GENERAL FUND</b>	
<b>Central Charges</b>	
<ul style="list-style-type: none"> <li>• <b><u>Human Services Board</u></b> – Based on direction from City Council, an increase of \$15,000 was budgeted bringing the total to \$115,000 for 2016 HSB funding, which provides assistance to nonprofit organizations that provide food, mental health, housing and other services to Westminster citizens.</li> </ul>	+\$15,000
<ul style="list-style-type: none"> <li>• <b><u>128<sup>th</sup> Avenue Bridge Reimbursement</u></b> – Per an intergovernmental agreement with the City of Thornton, Staff budgeted an increase of \$25,000 in the City’s 2016 payment as the anticipated final installment of a reimbursement for the construction costs associated with the 128<sup>th</sup> Avenue bridge replacement, for a total estimated payment of \$500,000.</li> </ul>	+\$25,000
<ul style="list-style-type: none"> <li>• <b><u>GCORF Vehicle Replacement</u></b> – In 2016, Staff budgeted a total of \$1,045,000 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 2015 Budget. The remaining \$150,000 will be reallocated</li> </ul>	-\$64,000



from the fund balance in GCORF per the 15-year vehicle replacement plan “catch up” strategy. Vehicles/equipment are also budgeted in Public Safety Tax (PST GCORF) and the Utility Fund. Staff will reduce the 2016 level of funding for PST GCORF vehicles/equipment by \$100,000 and to utilize \$181,750 from the PST GCORF fund balance. This \$100,000 adjustment is associated with a down payment for a replacement fire engine; this amount is reflected in the Fire Department budget per the historical budgeting approach for down payments/lease payments for fire apparatus. Utility Fund vehicles are included in the Capital Improvement Program.

**City Manager’s Office**

- **Communication and Outreach Division** – In 2016, the Division will be redesigning the City website for \$30,000. The last update to the website was launched in the summer of 2008. This redesign is intended to enhance the user interface and continue to bring increased mobile device functionality to the site. +\$30,000

**Finance Department**

- **Audit Services** – An additional \$8,366 is budgeted for the Accounting Division budget for anticipated increases in the contractual services account associated with the audit contract. The contract will be up for bid in 2015 and Staff anticipates significant increases in the rates based on current expenditures by peer cities that have recently renewed contracts. +\$8,366

**Fire Department**

- **1.0 FTE Fire Inspector** – City Council authorized a new 1.0 FTE Fire Inspector for 2016. This will be a uniformed civilian position and be responsible for a variety of fire/life safety inspections throughout the City. This position will not only assist with technical inspections within the Fire Prevention Bureau, but also will complete a number of business fire inspections currently being conducted by the fire line crews. This position will also conduct institutional and facility inspections, normally conducted by line crews, which have a higher risk involved regarding fire and life safety. The inspector position will relieve the Fire Plans Examiner from having to conduct the majority of the technical inspections, thereby allowing a better turn-around time on plan reviews for contractors. The Fire Inspector will further impact all line fire crews by assuming responsibility for an estimated 30-50% of all current company fire inspections, thereby allowing more unit availability time for call response, training, maintenance and other details that fire companies must attend to. Salary and benefits are projected at \$69,750. In addition to the salary expenses of this position, ancillary costs include a telephone, computer, portable radio and additional career development dollars. +\$76,260
- **Major equipment replacements** – Staff budgeted an increase to the Fire Department budget in 2016 for the down payment for the replacement of a 2001 Pierce Quantum truck, estimated to cost \$660,000. Major apparatus are replaced on a regular 15-year replacement cycle with an attempt to normalize the replacement schedule of these very expensive pieces of equipment. Staff works to finance the larger vehicles through lease purchases in order to smooth out the annual costs. The \$100,000 down payment of this vehicle is reflected in the budget; however, as a result of other obligations rolling off, the net change to the Fire Departments budget is an increase of \$41,747. +\$41,747



### General Services Department

- **1.0 FTE Records Management Technician** – City Council authorized the addition of a 1.0 FTE Records Management Technician for 2016. In 2013, the City increased efforts around records management and retention with the creation of the Information/Records Management Coordinator position focused on implementing records management strategies throughout the City. The extensive workload has required this position to allocate time to more routine aspects of records management including records and information administration, design of templates, design of workflow processes, and conducting organizational trainings. The Records Management Technician will be able to assist with these tasks, helping the records management program to move forward. Addition of this position will allow the Coordinator to focus on enhanced functionality of the software and developing greater uniformity in electronic file management citywide. In addition to the salary and benefit costs projected at \$56,145, Staff budgeted for a telephone, computer, office reconfiguration costs and additional career development dollars. +\$60,770
- **Laserfiche Maintenance** – Staff budgeted for the addition of \$11,190 to the City Clerk’s Office budget to cover the cost of new licenses and increasing maintenance cost associated with the City’s Laserfiche system. This represents a 19% increase over the 2015 budget, due in part to adding more licenses to the City’s contract allowing greater access to the system. Laserfiche is the software that is used throughout the organization for document management, including archiving. +\$11,190
- **Public Defender Contract** – City Council authorized approximately \$20,000 for the Municipal Court based on anticipated increases in the contractual services account associated with the public defender contract. The contract will be bid in late 2014 and Staff is anticipating increases in the rates based on current expenditures by peer cities that have recently renewed contracts. Additionally, the complexity of cases in Westminster has increased, including more jury trials, resulting in more hours per case and thus an increase in the total cost for public defender services. The City is mandated to provide a public defender to those who cannot afford representation. +\$19,188

### Public Works and Utilities

- **Street Lighting** – An additional \$40,000 is budgeted in the street lighting budget for the Xcel Energy-driven pole replacement project. In 2016, Xcel is scheduled to replace 91 poles at a maximum cost of \$187,000. The budget increase represents the additional funds needed in the street lighting account to cover a portion of the projected pole replacement. +\$40,000

### UTILITY FUND

#### Information Technology Department

- **1.0 FTE Technical Support Specialist** – City Council authorized a 1.0 FTE Technical Support Specialist in 2016 to address the hardware side of mobile applications as part of the new mobile application team being created in 2015. The incredible growth of mobile hardware and applications capable of enhancing service delivery, productivity and efficiency is providing significant opportunities for organizations. Salary and benefits are budgeted at \$52,228 plus associated expenses for new furniture, computers, career development and phone. +\$58,428

**Public Works and Utilities**

- **Chemicals** – The budget for water treatment chemicals will increase from \$701,600 to \$733,540 in 2016 in the Utilities Operations Division based on anticipated increases in the cost of essential chemicals used in the water treatment process. +\$31,940

**PARKS, OPEN SPACE & TRAILS (POST) FUND****Parks, Recreation & Libraries Department**

- **4.0 FTE Open Space Maintenance Crew** – A new open space maintenance crew was authorized by City Council for 2016, including 1.0 FTE Recreation Specialist (Naturalist), 1.0 FTE Horticultural Specialist, and 2.0 FTE Parksworkers. This began as a level of service evaluation in 2013 and continued into 2014 with the development of an Open Space Stewardship Plan. As the City reaches the goal of 15 percent open space lands and transitions from open space acquisition to maintenance, the City needs to look at increasing maintenance to care for the numerous properties totaling 3,073.63 acres. These properties need high levels of management that relate to accessibility, customer service and safety, recreational trail management, wildlife management, erosion control, noxious weed control, and natural resource enhancement. The current open space staffing level is not sufficient to provide a comprehensive, proactive management program. An Open Space Stewardship Plan was created in 2014 to assess the needs and identify strategies for management resources. This plan will help address desired level of service, resource needs, funding options, etc. The crew will require additional vehicles and equipment totaling approximately \$190,000 to be most effective. This crew is budgeted for 2016, when part of the Parks, Open Space and Trails (POST) debt is paid off, freeing up funding for ongoing maintenance; this crew is budgeted within the POST Fund (net estimated change in 2016 is +\$431,643, including +\$190,000 for the first year vehicles/equipment purchase costs, +\$40,000 overtime and temporary salaries associated with the crew, +\$4,415 ancillary costs, +\$197,228 in salaries/benefits for the new 4.0 FTE; anticipated ongoing costs total \$240,608, excluding one-time startup costs associated with vehicles/equipment and computer purchases). +\$431,643



# WESTMINSTER