

Proposed 2021 Budget

9/15/2020 Version



WESTMINSTER

Proposed 2021 Budget
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BUDGET MESSAGE

Mayor, Mayor Pro Tem, and City Councillors:

Staff is pleased to present the Proposed 2021 Budget. We believe this proposal should be a starting point for a discussion with you and our community around the City's financial response to the COVID-19 pandemic and related economic crisis. We expect that this proposal will have many revisions with Council input, community input, and potential changes in the City's revenue outlook.

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

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

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

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

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

Additionally, this Proposed Budget will be more succinct than in years past due to the shorter production time created by a volatile economic environment. Because of the fluid nature of the situation, Staff expects this Proposed Budget to be the beginning of the budget work, not the end. We further expect that the Proposed Budget will have

revisions with input from City Council and community as well as potential changes in the City's revenue outlook. We further propose an October 5 budget Study Session as an anticipated follow-up to your work on September 19. Staff will remain available for additional follow-up sessions after October 5 as needed. We propose two public hearings to receive input from the community: September 28 and October 26. We also propose the budget to be adopted on November 23.

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

Economic Climate

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

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

Both the State and City disaster declarations remain in place.

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

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

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

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

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

Budget Guiding Principles

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

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

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

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

2021 - Navigating the Near-Term

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

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

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

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

In response to the COVID-19 pandemic, Staff implemented a strategic hiring plan on March 17, 2020, which is estimated to save the General Fund \$2.3M. The 2021 Budget proposes the continuation of the hiring plan by keeping vacant, and therefore not

budgeting for, 29.3 permanent benefited full-time equivalent (FTE) positions along with 6.5 temporary benefited FTE. This approach will provide additional salary savings of over \$1.9M in the 2021 General Fund budget.

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

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

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

Department	Program	Approximate Amount of Reduction
CD	Reallocation of Costs to Stormwater Fund	\$ 156,000
CD	Off Hour Inspections	\$ 17,500
FD	Public Outreach	\$ 6,000
GS	Community Recycling Centers	\$ 54,000
HR	Employee Recognition	\$ 30,000
PBD	Reduction in Lobbyist Contract	\$ 10,000
PD	Motorcycles for Traffic Enforcement	\$ 62,000
PD	K-9 Patrol/Drug Detection	\$ 12,000
PRL	Library Hours	\$ 400,000
PRL	FTE Vacancy Savings Through 2021	\$ 350,000
PRL	Recreation Center and Pool Operations	\$ 345,000
PRL	Park Operations	\$ 200,000
PRL	Mature Adult Center (MAC) Operations	\$ 125,000
PRL	Pension Costs Reallocated to Golf	\$ 90,000
PRL	Recreation Programs	\$ 55,000
PRL	Standley Lake	\$ 40,000
PRL	Special Events	\$ 17,000
PWU	Large Item Cleanup	\$ 175,000

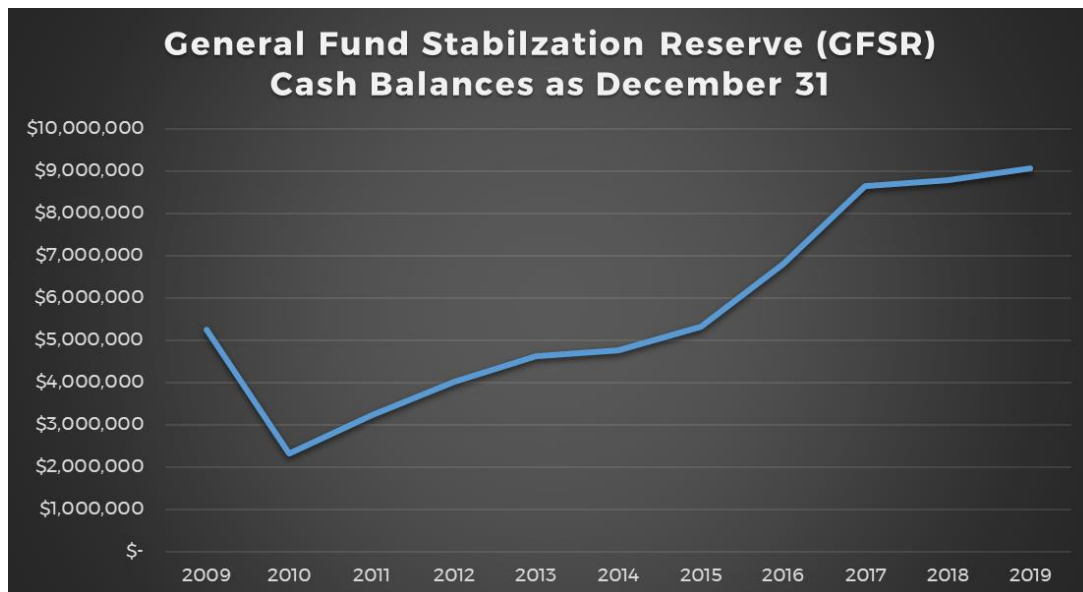
We do not believe these changes to the City's services will affect quality of life or property values for the Westminster community.

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

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

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

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



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

Budget as a Beginning

We expect to provide City Council updates up until the adoption of the 2021 Budget. We also believe this budget will continue to change during 2021. As mentioned, each month provides us with additional insight and trend as to whether there will be more or less revenue to run this great city.

As I mentioned at the beginning, we expect this Proposed Budget to be the beginning, not the end, of our budget work to ensure continued services to our community. We further expect that the Proposed Budget will have revisions with Council input, community input, and potential changes in the City's revenue outlook.

We propose two public hearings to receive input from the community: September 28 and October 26. We also propose the budget to be adopted on November 23.

We further propose an October 5 budget Study Session as an anticipated follow-up to your work on September 19. We will remain available for additional follow-up sessions after October 5 as needed. We understand that this budget will be challenging and unpleasant, and there are many difficult decisions that you will make that go into the adoption of a balanced budget. We look forward to this additional engagement for the benefit of the community.

Conclusion

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

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

Respectfully Submitted,



Donald M. Tripp
City Manager



WESTMINSTER

REVENUE & EXPENDITURE SUMMARY

Budget Summary by Fund - Proposed 2021 Budget											
	Beginning		Funds				Ending				
	Balance		Revenues =	Available -	Expenses -	Contingency =	Balance				
	(1/1/21)	+		=		-	=				
							(12/31/21)				
General	\$0	+	\$141,566,731	=	\$141,566,731	-	\$140,566,731	-	\$1,000,000	=	\$0
Utility Enterprise	\$0	+	\$95,777,273	=	\$95,777,273	-	\$95,313,038	-	\$0	=	\$464,235
GF Stabilization Reserve	\$9,219,828	+	\$111,666	=	\$9,331,494	-	\$6,325,094	-	\$0	=	\$3,006,400
General Reserve	\$14,473,615	+	\$167,910	=	\$14,641,525	-	\$0	-	\$0	=	\$14,641,525
Utility Rate Stabilization Rsv	\$23,119,810	+	\$11,456,891	=	\$34,576,701	-	\$0	-	\$0	=	\$34,576,701
Utility Capital Projects Rsv	\$35,639,877	+	\$216,732	=	\$35,856,609	-	\$8,530,895	-	\$0	=	\$27,325,714
Golf Course	\$0	+	\$4,160,219	=	\$4,160,219	-	\$4,160,219	-	\$0	=	\$0
Parking Management	\$0	+	\$699,983	=	\$699,983	-	\$699,983	-	\$0	=	\$0
Fleet Maintenance	\$0	+	\$2,443,177	=	\$2,443,177	-	\$2,443,177	-	\$0	=	\$0
Gen Cap Outlay Replacement	\$0	+	\$2,325,000	=	\$2,325,000	-	\$2,325,000	-	\$0	=	\$0
Sales & Use Tax	\$0	+	\$92,206,063	=	\$92,206,063	-	\$92,206,063	-	\$0	=	\$0
Parks, Open Space & Trails (POST)	\$0	+	\$9,079,418	=	\$9,079,418	-	\$9,079,418	-	\$0	=	\$0
Conservation Trust	\$58,144	+	\$871,856	=	\$930,000	-	\$930,000	-	\$0	=	\$0
General Cap Improvement	\$3,322,853	+	\$4,203,147	=	\$7,526,000	-	\$7,526,000	-	\$0	=	\$0
Debt Service	\$124,150	+	\$3,230,619	=	\$3,354,769	-	\$3,354,769	-	\$0	=	\$0
SUBTOTAL	\$85,958,277	+	\$368,516,685	=	\$454,474,962	-	\$373,460,387	-	\$1,000,000	=	\$80,014,575
(Less Transfers)	\$0	+	-\$137,129,320	=	-\$137,129,320	-	-\$137,129,320	-	\$0	=	\$0
GRAND TOTAL 2020	\$85,958,277	+	\$231,387,365	=	\$317,345,642	-	\$236,331,067	-	\$1,000,000	=	\$80,014,575

General Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Taxes	\$7,393,602	\$7,509,399	\$8,473,723	\$7,094,217	\$7,262,588	\$6,982,965
Licenses & Permits	\$3,280,098	\$4,192,595	\$2,888,423	\$1,604,170	\$2,412,478	\$2,463,999
Intergovernmental Revenue	\$8,384,623	\$8,860,309	\$17,710,441	\$10,361,771	\$17,483,344	\$7,787,895
Charges for Services	\$19,434,296	\$18,323,070	\$18,627,280	\$8,249,099	\$13,112,042	\$15,765,710
Fines	\$1,632,697	\$1,522,989	\$1,400,000	\$639,825	\$1,003,470	\$1,400,000
Interest Income	\$312,575	\$510,723	\$296,520	\$205,370	\$288,572	\$235,777
Miscellaneous	\$2,922,218	\$2,793,120	\$2,011,018	\$650,262	\$1,958,420	\$2,062,500
Leases	\$223,584	\$122,276	\$80,164	\$122,477	\$143,225	\$82,600
Interfund Transfers	\$83,982,509	\$91,709,854	\$102,822,418	\$68,981,612	\$89,767,499	\$104,785,285
Carryover	\$1,482,434	\$0	\$0	\$0	\$5,962,235	\$0
Total Sources	\$129,048,636	\$135,544,335	\$154,309,987	\$97,908,803	\$139,393,873	\$141,566,731
Uses						
City Attorney's Office	\$1,583,834	\$1,683,559	\$1,805,465	\$1,118,472	\$1,432,425	\$1,723,412
City Council	\$256,031	\$233,589	\$298,392	\$133,696	\$200,700	\$254,038
City Manager's Office	\$2,706,014	\$3,182,675	\$3,403,605	\$2,164,438	\$3,239,383	\$3,602,381
Community Development	\$5,922,730	\$6,460,413	\$6,682,482	\$4,307,013	\$6,417,304	\$6,409,773
Economic Development	\$1,631,497	\$1,955,832	\$2,367,034	\$1,122,332	\$2,105,014	\$2,134,381
Finance	\$2,603,442	\$2,676,051	\$2,947,738	\$1,863,353	\$2,881,156	\$2,888,497
Fire	\$15,224,502	\$16,396,145	\$16,784,581	\$10,849,122	\$16,829,850	\$17,103,468
General Services	\$4,735,282	\$5,223,685	\$5,739,142	\$3,333,766	\$5,806,570	\$5,976,871
Human Resources	\$2,160,739	\$2,367,179	\$2,705,379	\$1,503,532	\$2,404,502	\$2,496,416
Information Technology (1)	\$0	\$40,000	\$4,874,095	\$3,038,320	\$4,848,740	\$4,915,015
Parks, Recreation and Libraries	\$17,761,059	\$18,307,928	\$19,170,423	\$10,125,747	\$15,746,525	\$17,879,383
Police	\$25,941,956	\$27,702,666	\$29,960,336	\$19,081,666	\$29,861,589	\$29,381,736
Policy & Budget (2)	\$0	\$0	\$747,015	\$409,476	\$626,101	\$624,945
Public Works & Utilities	\$9,301,045	\$10,525,699	\$10,741,987	\$4,500,952	\$10,183,150	\$10,408,606
Central Charges	\$30,200,615	\$32,048,280	\$33,854,974	\$17,892,643	\$30,808,394	\$32,162,407
Central Charges (Emergency CARES Act Funds)	\$0	\$0	\$8,978,448	\$3,214,570	\$8,978,448	\$0
Transfer Payments	\$9,019,890	\$6,738,475	\$2,248,891	\$1,461,925	\$2,070,862	\$2,605,402
Contingency	\$0	\$0	\$1,000,000	\$0	\$0	\$1,000,000
Total Uses	\$129,048,636	\$135,542,176	\$154,309,987	\$86,121,023	\$144,440,713	\$141,566,731
(1) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.						
(2) Policy & Budget Department was created in 2019; 2020 is the first year it is reflected as a new department in the budget.						

Utility Enterprise Fund						
(comprised of Water, Wastewater, and Storm Drainage)						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Licenses & Permits	\$105,884	\$105,854	\$113,000	\$60,763	\$89,223	\$106,000
Intergovernmental Revenue	\$430,165	\$409,360	\$0	\$44,550	\$44,550	\$0
Charges for Services	\$76,143,490	\$82,846,506	\$92,381,210	\$55,711,687	\$88,964,831	\$83,907,265
Interest Income	\$1,511,574	\$2,386,818	\$1,246,331	\$1,065,554	\$1,206,796	\$851,106
Miscellaneous	\$2,420,738	\$2,207,246	\$872,368	\$760,085	\$863,824	\$874,111
Interfund Transfers	\$14,073,560	\$3,204,465	\$1,204,465	\$802,977	\$1,204,465	\$10,038,791
Bond Proceeds	\$0	\$28,046	\$21,780,000	\$45,254,062	\$45,254,062	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$164,271,655	\$0	\$0	\$0
Carryover	\$11,583,449	\$11,184,757	\$146,580	\$0	\$15,510,511	\$0
Total Sources	\$106,268,859	\$102,373,053	\$282,015,609	\$103,699,679	\$153,138,261	\$95,777,273
Uses						
Community Development	\$229,963	\$584,302	\$942,628	\$498,121	\$846,555	\$996,555
General Services	\$60,673	\$0	\$0	\$0	\$0	\$0
Finance	\$761,708	\$822,060	\$909,629	\$572,073	\$936,571	\$1,004,661
Information Technology (1)	\$4,122,109	\$4,077,774	\$0	\$0	\$0	\$0
Parks, Recreation and Libraries	\$372,516	\$354,232	\$396,231	\$172,542	\$336,823	\$383,863
Public Works & Utilities	\$24,319,667	\$24,876,051	\$30,036,236	\$15,728,892	\$26,194,746	\$30,648,559
Central Charges	\$13,011,819	\$16,176,554	\$40,618,516	\$27,802,707	\$30,693,108	\$11,055,485
Transfer Payments	\$12,265,405	\$9,771,101	\$19,450,714	\$12,959,464	\$34,961,225	\$20,600,915
<i>Sub-Total Operating</i>	<i>\$54,853,224</i>	<i>\$56,077,772</i>	<i>\$91,411,326</i>	<i>\$57,235,678</i>	<i>\$93,122,473</i>	<i>\$63,693,483</i>
Capital Improvement Program	\$49,266,061	\$43,184,470	\$189,661,655	\$10,285,537	\$32,646,824	\$30,623,000
Total Uses	\$104,409,921	\$99,846,544	\$282,015,609	\$68,019,337	\$126,615,852	\$95,313,038
(1) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.						

Water Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Licenses & Permits	\$105,884	\$105,854	\$113,000	\$60,763	\$89,223	\$106,000
Intergovernmental Revenue	\$430,165	\$409,360	\$0	\$44,550	\$44,550	\$0
Charges for Services - Sales	\$42,583,266	\$43,424,244	\$53,881,926	\$30,545,948	\$50,690,953	\$49,792,500
Charges for Services - Tap Fees	\$9,423,611	\$10,578,705	\$9,000,000	\$6,177,308	\$9,620,199	\$6,500,000
Charges for Services - Other	\$582,212	\$798,212	\$30,192	\$265,423	\$74,580	\$581,098
Interest Income	\$826,483	\$1,265,473	\$667,406	\$711,433	\$702,430	\$493,258
Miscellaneous	\$1,000,451	\$1,110,140	\$402,818	\$246,052	\$350,587	\$400,000
Interfund Transfers	\$4,928,255	\$1,204,465	\$1,204,465	\$802,977	\$1,204,465	\$1,507,896
Bond Proceeds	\$0	\$0	\$21,780,000	\$21,092,124	\$21,092,124	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$96,162,249	\$0	\$0	\$0
Carryover	\$11,583,449		\$0	\$0	\$9,745,878	\$0
Total Sources	\$71,463,776	\$58,896,453	\$183,242,056	\$59,946,578	\$93,614,989	\$59,380,752
Uses						
Finance	\$761,708	\$822,060	\$909,629	\$572,073	\$936,571	\$1,004,661
Information Technology (1)	\$4,122,109	\$4,077,774	\$0	\$0	\$0	\$0
Parks, Recreation and Libraries	\$127,871	\$121,507	\$146,231	\$24,763	\$86,823	\$146,363
Public Works & Utilities	\$16,822,188	\$17,068,080	\$20,405,736	\$10,776,775	\$18,261,416	\$20,826,512
Central Charges	\$8,454,374	\$10,486,337	\$34,060,681	\$26,180,568	\$24,135,273	\$5,748,200
Transfer Payments	\$9,758,570	\$4,495,957	\$15,884,530	\$10,583,736	\$25,630,408	\$17,103,016
<i>Sub-Total Operating</i>	<i>\$40,046,820</i>	<i>\$37,071,715</i>	<i>\$71,406,807</i>	<i>\$48,137,915</i>	<i>\$69,050,491</i>	<i>\$44,828,752</i>
Capital Improvement Program	\$31,416,956	\$20,745,877	\$111,835,249	\$4,897,320	\$24,564,498	\$14,552,000
Total Uses	\$71,463,776	\$57,817,592	\$183,242,056	\$53,035,235	\$93,614,989	\$59,380,752
(1) Information Technology was previously in the Utility Fund (Water) and moved to the General Fund in 2020 to better align services.						

Wastewater Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Charges for Services - Sales	\$16,480,736	\$19,106,462	\$23,186,252	\$13,831,210	\$21,003,376	\$20,867,627
Charges for Services - Tap Fees	\$2,961,092	\$4,719,269	\$2,100,000	\$2,108,500	\$3,401,282	\$2,000,000
Charges for Services - Other	\$11,744	\$11,705	\$11,040	\$7,903	\$11,771	\$11,040
Interest Income	\$639,388	\$994,570	\$514,320	\$298,781	\$422,830	\$304,453
Miscellaneous	\$453,077	\$617,922	\$12,000	\$7,465	\$11,169	\$10,000
Interfund Transfers	\$9,145,305	\$2,000,000	\$0	\$0	\$0	\$8,530,895
Other (e.g. Bond Proceeds)	\$0	\$28,046	\$0	\$24,161,938	\$24,161,938	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$62,200,983	\$0	\$0	\$0
Carryover	\$0	\$11,184,757	\$0	\$0	\$5,764,633	\$0
Total Sources	\$29,691,343	\$38,662,731	\$88,024,595	\$40,415,797	\$54,776,999	\$31,724,015
Uses						
Public Works & Utilities	\$7,194,018	\$7,566,355	\$9,172,593	\$4,753,335	\$7,511,830	\$9,403,140
Central Charges	\$3,465,291	\$4,616,580	\$6,557,835	\$1,622,139	\$6,557,835	\$5,307,285
Transfer Payments	\$2,474,835	\$5,236,144	\$3,566,184	\$2,375,728	\$9,330,817	\$3,347,590
<i>Sub-Total Operating</i>	<i>\$13,134,144</i>	<i>\$17,419,079</i>	<i>\$19,296,612</i>	<i>\$8,751,202</i>	<i>\$23,400,482</i>	<i>\$18,058,015</i>
Capital Improvement Program	\$16,159,849	\$21,243,652	\$68,727,983	\$4,897,320	\$7,345,981	\$13,666,000
Total Uses	\$29,293,993	\$38,662,731	\$88,024,595	\$13,648,522	\$30,746,463	\$31,724,015

Storm Drainage Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Charges for Services	\$4,100,828	\$4,207,909	\$4,171,800	\$2,775,395	\$4,162,669	\$4,155,000
Interest Income	\$45,702	\$126,775	\$64,605	\$55,340	\$81,536	\$53,395
Miscellaneous	\$967,210	\$479,185	\$457,550	\$506,568	\$502,068	\$464,111
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$5,908,423	\$0	\$0	\$0
Carryover	\$0	\$0	\$146,580	\$0	\$0	\$0
Total Sources	\$5,113,741	\$4,813,869	\$10,748,958	\$3,337,304	\$4,746,273	\$4,672,506
Uses						
General Services	\$60,673	\$0	\$0	\$0	\$0	\$0
Community Development	\$229,963	\$584,302	\$942,628	\$498,121	\$846,555	\$996,555
Parks, Recreation and Libraries	\$244,645	\$232,725	\$250,000	\$147,779	\$250,000	\$237,500
Public Works & Utilities	\$303,461	\$241,616	\$457,907	\$198,782	\$421,500	\$418,907
Central Charges	\$1,092,154	\$1,073,637	\$0	\$0	\$0	\$0
Transfer Payments	\$32,000	\$39,000	\$0	\$0	\$0	\$150,309
<i>Sub-Total Operating</i>	<i>\$1,962,896</i>	<i>\$2,171,280</i>	<i>\$1,650,535</i>	<i>\$844,682</i>	<i>\$1,518,055</i>	<i>\$1,803,271</i>
Capital Improvement Program	\$1,689,256	\$1,194,941	\$9,098,423	\$490,897	\$736,345	\$2,405,000
Total Uses	\$3,652,152	\$3,366,221	\$10,748,958	\$1,335,579	\$2,254,400	\$4,208,271

Golf Course Enterprise Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Other Grants	\$1,400	\$1,500	\$0	\$0	\$0	\$0
Charges for Services	\$3,655,051	\$4,194,475	\$3,718,689	\$2,292,998	\$3,082,785	\$3,761,011
Interest Income	\$31,833	\$69,777	\$33,373	\$22,237	\$30,335	\$24,556
Miscellaneous	\$16,208	\$78,356	\$0	\$1,519	\$1,519	\$0
Interfund Transfers	\$524,910	\$450,000	\$467,174	\$311,449	\$467,174	\$374,652
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$1,429,834	\$0	\$0	\$0
Carryover	\$258,300	\$0	\$209,211	\$0	\$419,849	\$0
Total Sources	\$4,487,702	\$4,794,108	\$5,858,281	\$2,628,203	\$4,001,662	\$4,160,219
Uses						
Parks, Recreation & Libraries	\$2,948,751	\$3,151,607	\$3,800,040	\$2,001,821	\$3,506,094	\$3,416,675
Central Charges	\$236,522	\$1,006,332	\$281,233	\$168,175	\$232,977	\$312,864
Transfer Payments	\$1,073,893	\$0	\$217,174	\$144,783	\$217,174	\$280,680
<i>Sub-Total Operating</i>	<i>\$4,259,166</i>	<i>\$4,157,939</i>	<i>\$4,298,447</i>	<i>\$2,314,779</i>	<i>\$3,956,245</i>	<i>\$4,010,219</i>
Capital Improvement Program	\$220,515	\$206,671	\$1,559,834	\$104,328	\$116,159	\$150,000
Total Uses	\$4,479,681	\$4,364,610	\$5,858,281	\$2,419,107	\$4,072,404	\$4,160,219

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

Fleet Maintenance Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Interest Income	\$16,129	\$26,206	\$0	\$10,407	\$14,913	\$0
Miscellaneous	\$286	\$3,386	\$0	\$2,189	\$0	\$0
Internal Billings	\$2,817,198	\$2,831,595	\$2,660,201	\$1,773,467	\$2,660,201	\$2,412,380
Carryover	\$491,982	\$381,885	\$0	\$0	\$412,612	\$30,797
Total Sources	\$3,325,595	\$3,243,071	\$2,660,201	\$1,786,063	\$3,087,726	\$2,443,177
Uses						
General Services	\$2,361,705	\$2,667,868	\$2,660,201	\$1,433,531	\$2,289,850	\$2,443,177
Transfer Payments	\$491,982	\$381,885	\$0	\$0	\$412,612	\$0
Total Uses	\$2,853,687	\$3,049,753	\$2,660,201	\$1,433,531	\$2,702,462	\$2,443,177

Sales & Use Tax Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Sales Tax	\$82,446,946	\$84,431,611	\$82,917,509	\$52,096,016	\$75,653,804	\$77,642,387
Use Tax	\$17,383,976	\$19,929,549	\$16,814,591	\$9,667,819	\$14,385,074	\$14,238,000
Interest Income	\$194,673	\$417,844	\$256,788	\$113,446	\$143,405	\$135,858
Miscellaneous	\$29	\$4,008	\$0	\$0	\$0	\$0
Interfund Transfers	\$513,684	\$733,975	\$342,210	\$228,140	\$342,210	\$189,818
Carryover	\$4,622,006	\$5,586,027	\$0	\$0	\$2,301,309	\$0
Total Sources	\$105,161,314	\$111,103,015	\$100,331,098	\$62,105,421	\$92,825,802	\$92,206,063
Expenditures						
Central Charges	\$4,890,035	\$6,531,699	\$0	\$0	\$0	\$0
Transfer Payments (1)	\$92,997,813	\$102,203,808	\$100,331,098	\$66,887,399	\$92,825,802	\$92,206,063
Total Uses	\$97,887,848	\$108,735,507	\$100,331,098	\$66,887,399	\$92,825,802	\$92,206,063
(1) Interfund transfers typically include a transfer to the General Capital Improvement Fund (GCIF). This transfer is eliminated through the 2021 proposed budget due to a fiscally constrained budget.						

Parks, Open Space & Trails Fund (POST)

	2018 Actuals	2019 Actuals	2020 Revised	2020 Actual (9/1/2020)	2020 Estimated	2021 Proposed
Sources						
Sales Tax	\$5,756,392	\$5,893,477	\$5,897,796	\$3,770,788	\$5,479,810	\$5,734,532
Use Tax	\$1,206,522	\$1,383,197	\$1,264,500	\$790,199	\$1,117,664	\$988,355
Intergovernmental (1)	\$0	\$0	\$0	\$0	\$0	\$2,328,000
Interest Income	\$28,716	\$36,400	\$24,797	\$8,358	\$10,266	\$10,349
Miscellaneous	\$6,940	\$6,616	\$19,800	\$4,290	\$4,290	\$5,000
Interfund Transfers	\$37,316	\$59,575	\$23,790	\$15,860	\$23,790	\$13,182
Other	\$0	\$36,988	\$0	\$0	\$0	\$0
Carryover	\$1,013,522	\$1,248,071	\$229,189	\$233,239	\$608,188	\$0
Total Revenues	\$8,049,408	\$8,664,325	\$7,459,872	\$4,822,734	\$7,244,008	\$9,079,418
Uses						
Parks, Recreation & Libraries	\$1,469,993	\$2,206,426	\$2,342,220	\$1,364,178	\$2,085,028	\$2,671,738
Central Charges	\$307,122	\$362,051	\$360,236	\$286,945	\$297,357	\$332,789
Transfer Payments (2)	\$5,525,045	\$5,729,524	\$4,757,416	\$3,171,611	\$4,757,416	\$1,842,891
<i>Sub-Total Operating</i>	<i>\$7,302,160</i>	<i>\$8,298,001</i>	<i>\$7,459,872</i>	<i>\$4,822,734</i>	<i>\$7,139,801</i>	<i>\$4,847,418</i>
Capital Improvement Program (2)	\$0	\$0	\$0	\$0	\$0	\$4,232,000
Total Uses	\$7,302,160	\$8,298,001	\$7,459,872	\$4,822,734	\$7,139,801	\$9,079,418

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

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

Conservation Trust Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Interest Income	\$48,235	\$118,234	\$61,206	\$35,699	\$50,712	\$41,856
Intergovernmental	\$835,924	\$943,905	\$863,000	\$408,334	\$818,490	\$830,000
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$2,837,713	\$0	\$0	\$0
Carryover	\$333,544	\$634,504	\$31,794	\$410,283	\$412,272	\$58,144
Total Sources	\$1,217,703	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000
Uses						
Capital Improvement Program	\$310,045	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000
Total Uses	\$310,045	\$1,696,643	\$3,793,713	\$854,316	\$1,281,474	\$930,000

General Capital Improvement Fund (GCIF)						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Taxes	\$3,702,208	\$3,737,240	\$2,825,000	\$781,069	\$1,067,545	\$0
Cash in Lieu	\$341,601	\$5,736,517	\$200,000	\$1,187,977	\$1,168,384	\$200,000
Intergovernmental (1)	\$4,147,470	\$6,945,044	\$10,402,790	\$2,375,669	\$10,893,244	\$1,800,000
Interest Income	\$894,827	\$1,991,304	\$929,656	\$827,462	\$1,190,579	\$803,147
Miscellaneous	\$226,541	\$894,178	\$1,400,000	\$1,089,926	\$1,745,929	\$0
Interfund Transfers (2)	\$20,963,075	\$21,723,358	\$24,844,314	\$6,434,114	\$24,844,314	\$1,400,000
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$66,422,362	\$0	\$0	\$0
Carryover	\$2,996,747	\$0	\$5,118,847	\$0	\$5,734,982	\$3,322,853
Total Sources	\$33,272,469	\$41,027,641	\$112,142,969	\$12,696,219	\$46,644,977	\$7,526,000
Uses						
Central Charges	\$1,141,222	\$0	\$0	\$0	\$0	\$0
Transfer Payments	\$6,551,000	\$0	\$0	\$0	\$0	\$0
<i>Sub-Total Operating</i>	<i>\$7,692,222</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>
Capital Improvement Program (2, 3)	\$25,580,247	\$23,271,666	\$112,142,969	\$8,238,169	\$17,226,350	\$7,526,000
Total Uses	\$33,272,469	\$23,271,666	\$112,142,969	\$8,238,169	\$17,226,350	\$7,526,000
<p>(1) Open space revenues received from Adams and Jefferson Counties previously were accounted for as revenues of GCIF and used for eligible open space capital expenditures. In an effort to consolidate open space activities into the Parks Open Space & Trails (POST) Fund, these county open space revenues are proposed to become a revenue of the POST Fund beginning in 2021, and still used for eligible open space capital expenditures.</p> <p>(2) Beginning in 2021, POST-funded capital projects are proposed to be budgeted directly in the POST fund in order to reduce complexity through the elimination of an interfund transfer. Previous practice included the budgeting of POST capital projects in the General Capital Improvement Fund and were funded by a transfer from POST into GCIF.</p> <p>(3) GCIF revenues often include a budgeted transfer from the Sales & Use Tax Fund to pay for general capital projects. This transfer is eliminated through the 2021 proposed budget due to a fiscally constrained budget.</p>						

General Capital Outlay Replacement Fund (GCORF)						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Interest Income	\$58,106	\$204,536	\$0	\$90,764	\$132,462	\$0
Miscellaneous	\$113,052	\$172,421	\$0	\$116,099	\$0	\$0
Internal Billings	\$2,612,666	\$2,677,020	\$2,929,380	\$2,122,724	\$2,929,380	\$2,325,000
Other Financing Sources	\$0	\$52,458	\$613,388	\$613,388	\$613,388	\$0
Interfund Transfers	\$962,386	\$1,272,090	\$0	\$0	\$0	\$0
Continuing CIP Appropriations from Prior Year	\$0	\$0	\$7,201,669	\$0	\$0	\$0
Carryover	\$279,233	\$205,320	\$0	\$0	\$336,260	\$0
Total Sources	\$4,025,442	\$4,583,846	\$10,744,437	\$2,942,975	\$4,011,490	\$2,325,000
Uses						
Capital Equipment Replacement	\$2,321,932	\$2,925,031	\$10,744,437	\$2,211,828	\$3,317,742	\$2,325,000
Total Uses	\$2,321,932	\$2,925,031	\$10,744,437	\$2,211,828	\$3,317,742	\$2,325,000

Debt Service Fund						
	2018	2019	2020	2020 Actual	2020	2021
	Actuals	Actuals	Revised	(9/1/2020)	Estimated	Proposed
Sources						
Interest Income	\$18,137	\$25,922	\$14,000	\$11,060	\$14,683	\$11,000
Interfund Transfers	\$3,337,819	\$3,344,019	\$3,327,919	\$2,063,946	\$3,327,919	\$3,219,619
Carryover	\$3,650	\$6,100	\$7,100	\$0	\$6,417	\$124,150
Total Sources	\$3,359,606	\$3,376,041	\$3,349,019	\$2,075,006	\$3,349,019	\$3,354,769
Uses						
Central Charges	\$3,353,619	\$3,349,119	\$3,349,019	\$425,084	\$3,349,019	\$3,354,769
Total Uses	\$3,353,619	\$3,349,119	\$3,349,019	\$425,084	\$3,349,019	\$3,354,769

Reserve Fund Balances						
	2018	2019	2020 Ending		2020	2021
	Ending	Ending	Balance	2020 Cash	Estimated	Proposed
	Balance	Balance	(Revised	Balance	Ending	Estimated
	(Actual)	(Actual)	Budget)	(9/1/2020)	Balance	Ending
						Balance
Reserves Cash Balance						
General Fund Stabilization Reserve	\$8,779,085	\$9,062,509	\$9,233,072	\$9,109,026	\$9,219,828	\$3,006,400
General Reserve	\$13,112,746	\$13,890,951	\$13,015,681	\$12,819,292	\$14,473,615	\$14,641,525
<i>Sub-Total General Reserves</i>	<i>\$21,891,831</i>	<i>\$22,953,460</i>	<i>\$22,248,753</i>	<i>\$21,928,318</i>	<i>\$23,693,443</i>	<i>\$17,647,925</i>
Utility Capital Project Reserve	\$19,245,885	\$21,558,200	\$25,274,248	\$28,552,250	\$35,639,877	\$27,325,714
Utility Rate Stabilization Reserve	\$16,576,784	\$17,681,395	\$18,003,555	\$17,958,077	\$23,119,810	\$34,576,701
<i>Sub-Total Utility Reserves</i>	<i>\$35,822,669</i>	<i>\$39,239,595</i>	<i>\$43,277,803</i>	<i>\$46,510,327</i>	<i>\$58,759,687</i>	<i>\$61,902,415</i>
Total Reserves	\$57,714,500	\$62,193,055	\$65,526,556	\$68,438,645	\$82,453,130	\$79,550,340

Interfund Transfers Summary

			2021
From:	To:	For:	Proposed
General Fund Stabilization Reserve	General Fund	Balancing the General Fund	\$6,325,094
General Fund	Fleet Maintenance Fund	General Fund Fleet Maintenance & Fuel Billings	\$1,866,338
	General Capital Outlay Replacement Fund	General Fund PC Replacements	\$421,514
	General Capital Outlay Replacement Fund	General Fund Fleet Replacements	\$1,299,000
	General Capital Outlay Replacement Fund	General Fund Fire Apparatus Leases	\$525,000
	Parking Management Fund	Subsidy (During Parking Enterprise Ramp-Up)	\$640,004
	Property/Liability Self-Insurance Fund	General Fund Property/Liability Contributions	\$1,965,398
Water Fund	General Fund	General Fund Indirect Cost Allocation	\$5,659,540
	General Capital Outlay Replacement Fund	Water Fund PC Replacements	\$53,289
	Water Capital Project Reserve Fund	Future Water System Capital Projects	\$11,185,943
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (for Capital Projects)	\$27,116
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (for Capital Projects)	\$1,883
	Fleet Maintenance Fund	Water Fund Fleet Maintenance & Fuel Billings	\$320,617
	Property/Liability Self-Insurance Fund	Water Fund Property/Liability Contributions	\$228,534
Wastewater Fund	General Fund	General Fund Indirect Cost Allocation	\$1,596,280
	Water Fund	Cost Share of Administration, Engineering, Utility Billing	\$1,507,896
	General Capital Outlay Replacement Fund	Wastewater Fund PC Replacements	\$13,584
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (for Capital Projects)	\$142,130
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (for Capital Projects)	\$9,870
	Fleet Maintenance Fund	Wastewater Fund Fleet Maintenance & Fuel Billings	\$150,983
	Property/Liability Self-Insurance Fund	Wastewater Fund Property/Liability Contributions	\$91,414
Wastewater Capital Project Reserve Fund	Wastewater Fund	Wastewater Capital Projects	\$8,530,895
Storm Drainage Fund	General Fund	General Fund Indirect Cost Allocation	\$128,308
	General Capital Outlay Replacement Fund	Storm Drainage Fund PC Replacements	\$1,210
	Sales & Use Tax Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$20,572
	Parks, Open Space & Trails Fund	Payment in Lieu of Use Tax (from Capital Projects)	\$1,429
Golf Course Fund (Legacy Ridge)	General Capital Outlay Replacement Fund	Legacy Ridge Golf Fund PC Replacements	\$1,650
	Golf Course Fund (Preserve at Walnut Creek)	Operational Subsidy	\$280,680
Golf Course Fund (Preserve at Walnut Creek)	General Capital Outlay Replacement Fund	Walnut Creek Golf Fund PC Replacements	\$2,589
Fleet Maintenance Fund	General Capital Outlay Replacement Fund	Fleet Maintenance Fund PC Replacements	\$6,037
Sales & Use Tax Fund	General Fund	General Fund Operational Budget	\$90,981,063
	Debt Service Fund	General Fund Debt Service	\$1,225,000
Parks, Open Space & Trails (POST) Fund	Golf Course Fund (Preserve at Walnut Creek)	Debt Service-2010 Certificates of Participation	\$93,972
	Fleet Maintenance Fund	POST Fund Fleet Maintenance & Fuel Billings	\$74,442
	Debt Service Fund	Debt Service-POST Bonds	\$1,748,919
	General Capital Outlay Replacement Fund	Post Fund PC Replacements	\$1,127
Total			\$137,129,320

General Debt Service							Outstanding
							Balance as of
		2021	2022	2023	2024	2025	12/31/20 *
Sales & Use Tax	Principal	\$215,000	\$0	\$0	\$0	\$0	\$215,000
Revenue Refunding Bonds	Interest	<u>\$10,750</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$10,750</u>
\$13,275,000; Issued 9/01	Total	\$225,750	\$0	\$0	\$0	\$0	\$225,750
Sales & Use Tax	Principal	\$1,125,000	\$1,155,000	\$1,190,000	\$1,250,000	\$1,315,000	\$15,315,000
Revenue Refunding Bonds - POST**	Interest	<u>\$623,569</u>	<u>\$589,819</u>	<u>\$555,169</u>	<u>\$495,669</u>	<u>\$433,169</u>	<u>\$3,894,856</u>
\$18,500,000; Issued 12/15	Total	\$1,748,569	\$1,744,819	\$1,745,169	\$1,745,669	\$1,748,169	\$19,209,856
Sales & Use Tax	Principal	\$1,255,000	\$1,215,000	\$0	\$0	\$0	\$2,470,000
Revenue Refunding Bonds	Interest	<u>\$123,500</u>	<u>\$60,750</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$184,250</u>
\$10,545,000; Issued 7/10	Total	\$1,378,500	\$1,275,750	\$0	\$0	\$0	\$2,654,250
Total Sales & Use Tax Debt	Principal	\$2,595,000	\$2,370,000	\$1,190,000	\$1,250,000	\$1,315,000	\$18,000,000
	Interest	<u>\$757,819</u>	<u>\$650,569</u>	<u>\$555,169</u>	<u>\$495,669</u>	<u>\$433,169</u>	<u>\$4,089,856</u>
	Total	\$3,352,819	\$3,020,569	\$1,745,169	\$1,745,669	\$1,748,169	\$22,089,856
Less:							
POST** Sales & Use Tax Debt		\$1,748,569	\$1,744,819	\$1,745,169	\$1,745,669	\$1,748,169	\$19,209,856
Total General Sales & Use Tax Debt	Principal	\$1,470,000	\$1,215,000	\$0	\$0	\$0	\$2,685,000
	Interest	<u>\$134,250</u>	<u>\$60,750</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$195,000</u>
	Total	\$1,604,250	\$1,275,750	\$0	\$0	\$0	\$2,880,000
* Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.							
**Parks, Open Space & Trails Fund							

		Certificates of Participation					Outstanding	
		2021	2022	2023	2024	2025	Balance as of	
							12/31/20 *	
Refunding of 2001 & 1998 Golf Course COPs	Principal	\$1,375,000	\$1,420,000	\$0	\$0	\$0	\$2,795,000	
2010 COPs Issued 8/10	Interest	<u>\$105,038</u>	<u>\$60,350</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$165,388</u>	
\$17,645,000	Total	\$1,480,038	\$1,480,350	\$0	\$0	\$0	\$2,960,388	
Refunding of 1998 Ice Centre COPs	Principal	\$855,000	\$1,880,000	\$0	\$0	\$0	\$2,735,000	
2010 COPs Issued 11/10	Interest	<u>\$110,363</u>	<u>\$78,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$188,363</u>	
\$9,950,000	Total	\$965,363	\$1,958,000	\$0	\$0	\$0	\$2,923,363	
Refunding of 2005 COPs	Principal	\$1,080,000	\$1,125,000	\$1,170,000	\$1,215,000	\$1,260,000	\$5,850,000	
2013 COPs Issued 1/13	Interest	<u>\$234,000</u>	<u>\$190,800</u>	<u>\$145,800</u>	<u>\$99,000</u>	<u>\$50,400</u>	<u>\$720,000</u>	
\$11,095,000	Total	\$1,314,000	\$1,315,800	\$1,315,800	\$1,314,000	\$1,310,400	\$6,570,000	
Downtown Infrastructure COPs	Principal	\$1,320,000	\$1,360,000	\$1,405,000	\$1,450,000	\$1,510,000	\$35,020,000	
2015 COPs Issued 7/15	Interest	<u>\$1,582,572</u>	<u>\$1,542,880</u>	<u>\$1,498,585</u>	<u>\$1,449,101</u>	<u>\$1,393,700</u>	<u>\$17,217,888</u>	
	Total	\$2,902,572	\$2,902,880	\$2,903,585	\$2,899,101	\$2,903,700	\$52,237,888	
Refunding of 2007 COPs	Principal	\$1,195,000	\$1,220,000	\$1,260,000	\$1,315,000	\$1,360,000	\$6,350,000	
2016 COPs Issued 9/16	Interest	<u>\$234,738</u>	<u>\$219,800</u>	<u>\$171,000</u>	<u>\$120,600</u>	<u>\$68,000</u>	<u>\$814,138</u>	
\$14,995,000	Total	\$1,429,738	\$1,439,800	\$1,431,000	\$1,435,600	\$1,428,000	\$7,164,138	
Total Certificates of Participation	Principal	\$5,825,000	\$7,005,000	\$3,835,000	\$3,980,000	\$4,130,000	\$52,750,000	
	Interest	\$2,266,710	\$2,091,830	\$1,815,385	\$1,668,701	\$1,512,100	\$19,105,776	
	Total	\$8,091,710	\$9,096,830	\$5,650,385	\$5,648,701	\$5,642,100	\$71,855,776	
Less External Funding:								
Hyland Hills Share of Ice Centre COPs (50%)	Principal	\$427,500	\$940,000	\$0	\$0	\$0	\$1,367,500	
	Interest	<u>\$55,181</u>	<u>\$39,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$94,181</u>	
	Total	\$482,681	\$979,000	\$0	\$0	\$0	\$1,461,681	
Thornton's Reimbursement for 2005 COPs	Principal	\$995,000	\$1,045,000	\$1,095,000	\$1,150,000	\$1,205,000	\$5,490,000	
	Interest	<u>\$274,500</u>	<u>\$224,750</u>	<u>\$172,500</u>	<u>\$117,750</u>	<u>\$60,250</u>	<u>\$849,750</u>	
	Total	\$1,269,500	\$1,269,750	\$1,267,500	\$1,267,750	\$1,265,250	\$6,339,750	
Net Certificates of Participation	Principal	\$4,402,500	\$5,020,000	\$2,740,000	\$2,830,000	\$2,925,000	\$45,892,500	
	Interest	\$1,937,028	\$1,828,080	\$1,642,885	\$1,550,951	\$1,451,850	\$18,161,845	
	Total	\$6,339,528	\$6,848,080	\$4,382,885	\$4,380,951	\$4,376,850	\$64,054,345	

* Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

Golf Course Fund Debt & Lease-Purchases

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20
Refunding 01 COPS & 98 GC	Principal	\$445,000	\$460,000	\$480,000	\$0	\$0	\$1,385,000
2010 COPS Issued 8/10	Interest	<u>\$52,013</u>	<u>\$37,550</u>	<u>\$18,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$107,563</u>
\$17,130,000	Total	\$497,013	\$497,550	\$498,000	\$0	\$0	\$1,492,563
Golf Cart Lease 2017	Principal	\$107,358	\$0	\$0	\$0	\$0	\$107,358
\$492,064	Interest	<u>\$787</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$787</u>
Purchased 02/17	Total	\$108,144	\$0	\$0	\$0	\$0	\$108,144
Total Golf Course Fund Debt & Lease-Purchases	Principal	\$552,358	\$460,000	\$480,000	\$0	\$0	\$1,492,358
	Interest	<u>\$52,799</u>	<u>\$37,550</u>	<u>\$18,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$108,349</u>
	Total	\$605,157	\$497,550	\$498,000	\$0	\$0	\$1,600,707

		General Fund Lease Purchases					Outstanding	
		2021	2022	2023	2024	2025	Balance as of	
							12/31/20 *	
Energy Audit Lease 2010	Principal	\$151,711	\$0	\$0	\$0	\$0	\$151,711	
\$2,517,094	Interest	<u>\$2,337</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$2,337</u>	
Purchased 5/10	Total	\$154,048	\$0	\$0	\$0	\$0	\$154,048	
Fire Truck - Engine 2016	Principal	\$152,042	\$155,634	\$159,313	\$0	\$0	\$466,989	
\$435,393	Interest	<u>\$11,035</u>	<u>\$7,442</u>	<u>\$3,765</u>	<u>\$0</u>	<u>\$0</u>	<u>\$11,035</u>	
Purchased 10/2013	Total	\$163,077	\$163,077	\$163,078	\$0	\$0	\$478,024	
Fire Truck 107' Ladder 2019	Principal	\$139,753	\$143,876	\$148,120	\$152,489	\$156,988	\$902,845	
\$1,139,835	Interest	<u>\$26,634</u>	<u>\$22,511</u>	<u>\$18,267</u>	<u>\$13,897</u>	<u>\$9,399</u>	<u>\$90,708</u>	
Purchased 2/2019	Total	\$166,387	\$166,387	\$166,387	\$166,386	\$166,387	\$993,553	
Fire Truck Dash Skyboom 2020	Principal	\$86,532	\$85,001	\$86,105	\$87,223	\$88,356	\$613,388	
\$713,388	Interest	<u>\$5,312</u>	<u>\$6,844</u>	<u>\$5,740</u>	<u>\$4,621</u>	<u>\$3,488</u>	<u>\$29,523</u>	
Purchased 5/2020	Total	\$91,844	\$91,844	\$91,844	\$91,844	\$91,844	\$642,911	
Pierce Dash Engine 2021	Principal	\$100,000	\$90,049	\$92,751	\$95,533	\$98,399	\$790,000	
\$790,000	Interest	<u>\$0</u>	<u>\$20,700</u>	<u>\$17,999</u>	<u>\$15,216</u>	<u>\$12,350</u>	<u>\$85,246</u>	
Projected Lease**	Total	\$100,000	\$110,749	\$110,749	\$110,749	\$110,749	\$875,246	
Total General Fund Lease-Purchases		Principal	\$630,039	\$474,560	\$486,289	\$335,246	\$343,744	\$2,924,934
		Interest	\$45,317	\$57,497	\$45,770	\$33,735	\$25,237	\$218,848
		Total	\$675,356	\$532,058	\$532,058	\$368,980	\$368,981	\$3,143,782

* Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

**\$100,000 reflects a down payment in 2021, with subsequent years reflecting projected lease payments.

Westminster Economic Development Authority (WEDA) Debt

		2021	2022	2023	2024	2025	Outstanding Balance as of 12/31/20 *
WEDA 2012 (N Huron)	Principal	\$3,705,000	\$3,835,000	\$3,969,000	\$4,109,000	\$4,253,000	\$40,582,000
\$59,000,000	Interest	<u>\$1,177,430</u>	<u>\$1,047,384</u>	<u>\$912,776</u>	<u>\$773,464</u>	<u>\$629,238</u>	<u>\$8,238,674</u>
Issued 8/12	Total	\$4,882,430	\$4,882,384	\$4,881,776	\$4,882,464	\$4,882,238	\$48,820,674
WEDA 2012 (Mandalay)	Principal	\$1,715,000	\$1,765,000	\$1,840,000	\$1,910,000	\$1,970,000	\$18,940,000
\$35,830,000	Interest	<u>\$614,875</u>	<u>\$563,425</u>	<u>\$492,825</u>	<u>\$419,225</u>	<u>\$361,925</u>	<u>\$4,359,425</u>
Issued 8/12	Total	\$2,329,875	\$2,328,425	\$2,332,825	\$2,329,225	\$2,331,925	\$23,299,425
WEDA 2012 (S Sheridan)	Principal	\$420,000	\$435,000	\$450,000	\$465,000	\$480,000	\$4,110,000
\$8,075,000	Interest	<u>\$145,354</u>	<u>\$127,674</u>	<u>\$112,623</u>	<u>\$97,053</u>	<u>\$80,964</u>	<u>\$925,501</u>
Issued 6/09	Total	\$565,354	\$562,674	\$562,623	\$562,053	\$560,964	\$5,035,501
Total WEDA Debt	Principal	\$5,840,000	\$6,035,000	\$6,259,000	\$6,484,000	\$6,703,000	\$63,632,000
	Interest	<u>\$1,937,659</u>	<u>\$1,738,483</u>	<u>\$1,518,224</u>	<u>\$1,289,742</u>	<u>\$1,072,127</u>	<u>\$13,523,600</u>
	Total	<u>\$7,777,659</u>	<u>\$7,773,483</u>	<u>\$7,777,224</u>	<u>\$7,773,742</u>	<u>\$7,775,127</u>	<u>\$77,155,600</u>

* Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.

		Utility Fund Debt					Outstanding
		2021	2022	2023	2024	2025	Balance as of 12/31/20 *
Wastewater Plant 2005	Principal	\$892,500	\$915,000	\$960,000	\$1,022,500	\$517,335	\$4,307,335
\$15,440,000	Interest	\$27,135	\$0	\$0	\$0	\$0	\$27,135
Issued 05/05	Service Fees	\$123,520	\$118,575	\$81,380	\$10,055	\$0	\$333,530
	Total	\$1,043,155	\$1,033,575	\$1,041,380	\$1,032,555	\$517,335	\$4,668,000
Big Dry Creek Sewer Interceptor	Principal	\$994,682	\$1,025,344	\$1,045,827	\$1,063,953	\$1,081,252	\$22,844,166
\$23,331,532	Interest	\$209,776	\$189,401	\$169,401	\$150,026	\$131,401	\$1,461,715
Issued 05/2020	Service Fees	\$151,655	\$151,655	\$151,655	\$151,655	\$151,655	\$2,303,989
	Total	\$1,356,113	\$1,366,400	\$1,366,883	\$1,365,634	\$1,364,308	\$26,609,869
Water 2016	Principal	\$680,390	\$690,194	\$725,488	\$743,135	\$772,547	\$14,899,963
\$20,000,000	Interest	\$643,126	\$632,920	\$598,410	\$580,273	\$550,548	\$6,279,504
Issued 05/16	Total	\$1,323,516	\$1,323,114	\$1,323,899	\$1,323,409	\$1,323,095	\$21,179,467
Wastewater 2016	Principal	\$1,054,610	\$1,069,806	\$1,124,512	\$1,151,865	\$1,197,453	\$23,095,037
\$31,000,000	Interest	\$996,849	\$981,030	\$927,540	\$899,427	\$853,352	\$9,733,271
Issued 05/16	Total	\$2,051,459	\$2,050,836	\$2,052,051	\$2,051,292	\$2,050,805	\$32,828,308
Rehfeld Note	Principal	\$14,392	\$14,968	\$15,567	\$0	\$0	\$44,927
\$180,000	Interest	\$1,797	\$1,221	\$623	\$0	\$0	\$3,641
Issued 03/08	Total	\$16,189	\$16,189	\$16,189	\$0	\$0	\$0
Water 2019	Principal	\$0	\$0	\$0	\$0	\$0	\$36,150,368
\$36,150,368	Interest	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$22,005,378
Issued 12/2019	Total	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$1,415,450	\$58,155,746
Wastewater 2019	Principal	\$0	\$0	\$0	\$0	\$0	\$1,874,633
\$1,874,633	Interest	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$1,141,122
Issued 12/2019	Total	\$73,400	\$73,400	\$73,400	\$73,400	\$73,400	\$3,015,755
Water 2020-Refunding of 2010 BABs	Principal	\$0	\$1,645,000	\$1,725,000	\$1,755,000	\$1,810,000	\$17,380,000
\$17,380,000	Interest	\$782,150	\$782,150	\$699,900	\$665,400	\$612,750	\$5,158,350
Issued 06/2020	Total	\$782,150	\$2,427,150	\$2,424,900	\$2,420,400	\$2,422,750	\$22,538,350
Total Utility Fund Debt	Principal	\$3,636,574	\$5,360,312	\$5,596,394	\$5,736,453	\$5,378,587	\$120,596,429
	Interest	\$4,149,683	\$4,075,573	\$3,884,724	\$3,783,976	\$3,636,901	\$45,810,116
	Service Fees	\$275,175	\$270,230	\$233,035	\$161,710	\$151,655	\$2,637,519
	Total	\$8,061,432	\$9,706,114	\$9,714,153	\$9,682,139	\$9,167,143	\$169,044,063

* Certain obligations extend beyond 2025; amounts in this column represent outstanding amounts through the final maturity.



WESTMINSTER

OPERATING BUDGET SUMMARY

Overview:

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

ALL FUNDS - City-wide

Revenues

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

The 2021 Proposed Budget assumes 2021 sales tax collections will be 98% of 2019 actual collections. Use taxes projected lower at close to 70% of 2019 collections; generally, use taxes are more susceptible to economic disruptions. Of the total sales & use taxes projected for 2021, approximately 85% is sales tax and 15% is use tax.

Expenditures

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

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

Staff also conduct a benchmark review, studying different positions to ensure they are paid at market, which is completed every other year. This review was completed this year as part of the 2021 budget development process. In all, 67 different positions were evaluated (the positions that are not evaluated are aligned internally to the 76 benchmarks to ensure that all positions receive an analysis). As a result of the review, there are 7 different recommended benchmark changes that impact 196.55 full-time equivalent (FTE) staff.

Furthermore, there are 26 other positions that are internally aligned that are also impacted, totaling 55.616 FTE. The majority of the increases are related to the Police Officer position (158 FTE) and related employees in the Non-Exempt Police pay plan (26 FTE). In all, 251.17 FTE are impacted.

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

The cost for benchmark and step/grade increases is approximately \$460,000.

- Hourly and Seasonal Pay Plan - Along with employees in the Non-Exempt General, Exempt, and Department Head/Division Manager pay plans, there are no recommended adjustments to the Hourly and Seasonal Pay Plan in 2021. The Pay Plan continues to meet the Colorado and Federal minimum wage standards.
- Pension - There are two pension funds in the City, one that covers sworn Police and Fire employees (Fire and Police Pension Association, or FPPA) and a second one that covers all other benefited employees. Employer FPPA contributions begin on the first date of employment while contributions for all other employees begin after 22 months of continuous employment.

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

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

- Medical/Dental Insurance - In order to control cost increases in 2021, the City will utilize some of the reserves in the Medical/Dental Fund to offset an increase in health care costs. Additionally, plan design changes are proposed to lower

costs. As a result, health care costs are projected to increase by less than 0.1% (compared to 5.5% in the last budget), or approximately \$13,000. Employees will see an increase of 3% to their share of the rates.

- Other Benefits - Staff is currently projecting Medicare, life insurance, survivor income benefit, long-term disability, and unemployment benefits to increase by approximately \$270,000.
- General Leave Buyback - This program is offered to employees from time to time, as funding becomes available, and provides the option to employees to "cash out" a portion of their general leave at a discounted rate; not only is this a benefit for employees, but it also helps reduce the City's long-term liability for accrued compensated absences. In 2021, there are no funds budgeted for this program (compared to \$142,000 in the last budget).

GENERAL FUND

Revenues

- Recreation Fees - The COVID-19 outbreak had substantial impact to recreation fees in 2020 due to extended closures. As recreation facilities and activities continue to increase through the recovery, revenue collections are expected to improve as the City enters 2021. Even so, the 2021 Proposed Budget assumes that total recreation fees will be \$5.4 million, or 70% of what the City received in 2019. Recreation fees in the General Fund exclude golf recreation fees, which are accounted for in the Golf Fund.
- Sales & Use Tax Transfer - The largest General Fund revenue source is sales & use tax and accounts for approximately 2/3 of General Fund revenue. The 2021 Proposed Budget includes transfer from the Sales & Use Tax Fund and into the General Fund of just under \$91 million, compared to \$93.7 million in the 2020 Amended Budget.
- Highway Users Tax Fund (HUTF) - HUTF is projected at approximately \$3.2 million in the 2021 Proposed Budget. This is a reduction compared to recent years collections. Recurring HUTF collections often reach \$3.5-\$3.6 million annually, however, non-recurring additions were received in 2018 and 2019 due to State legislation, bringing total collections in 2018 and 2019 to approximately \$4.4 million in each of those years. For 2021, revenue projections were adjusted down to only include the ongoing base HUTF revenues, and further adjusted down due to disruptions in driving patterns caused by COVID-19.
- Accommodations Tax - The General and General Capital Improvement (GCIF) Funds both received accommodations tax revenues; accommodations tax received from the Westin hotel has been accounted for as General Fund revenue, with the remaining accommodations taxes being accounted for as

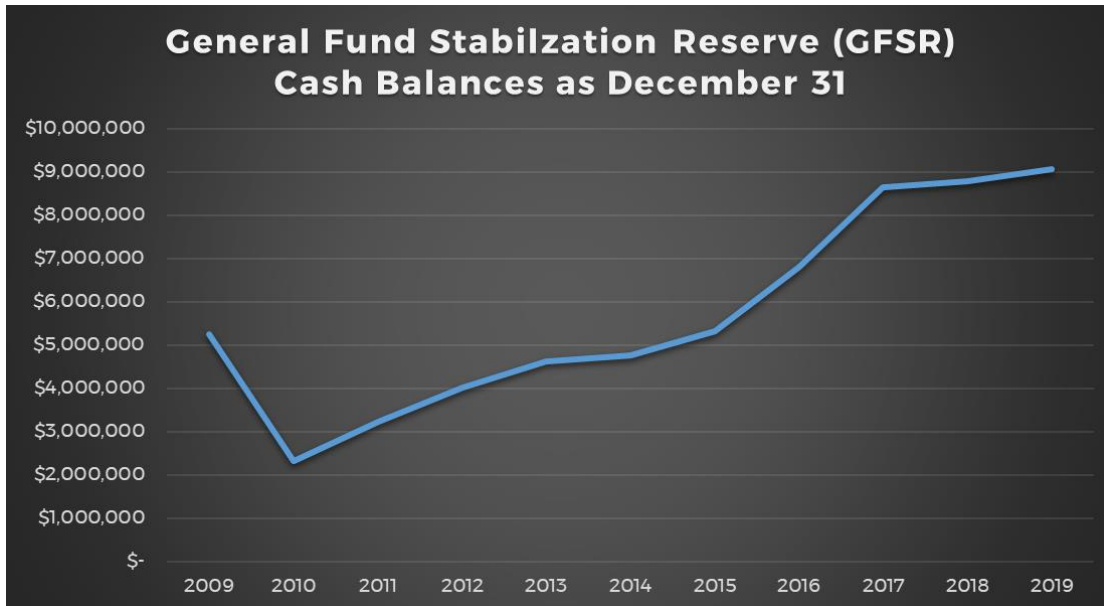
GCIF revenue. Since 1990, the accommodations tax in the General Capital Improvement Fund has been earmarked through budget adoptions for use in the Community Enhancement Program. The 2021 Proposed Budget recommends this earmark be removed to allow for more budgetary flexibility and to better align available funding with high-priority needs, thus allocating all of the accommodations tax revenue in the General Fund.

Accommodations taxes show more variability in collection patterns than other revenues including sales & use tax. For example, 2013 collections retained by the City was approximately \$1.6 million. In 2019, collections reached \$3 million, and in 2021, the budget assumes a decline to \$1.5 million due to impacts of COVID-19.

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

- Admissions Taxes – The 2021 Proposed Budget anticipates a substantial reduction in admissions taxes compared to recent years due to impacts of COVID-19. The majority of admissions taxes collected have been from movie theatre admissions. The 2021 Proposed Budget assumes only \$252,000 in retained admissions taxes for 2021, compared to the five-year average of \$605,000. Staff are optimistic that business sectors that collect admissions taxes will improve, but even so, Staff is using a conservative approach with these admissions tax collections for 2021.
- Transfer from the Water and Wastewater Funds – A transfer is booked from the Water and Wastewater Funds to support services provided by the General Fund to either fund. Combined, this transfer is proposed to decrease by approximately \$186,000 due to results of a cost allocation study and the ongoing balancing of expenses between the General and Utility Funds.
- Transfer from the Storm Drainage Fund – The 2021 Proposed Budget includes a transfer from the Storm Drainage Fund to the General Fund to support the services provided by the General Fund. This is the first year this cost allocation is being implemented for the Storm Drainage Fund. This will increase General Fund revenues by approximately \$128,000.
- Use of Reserves – The 2021 Proposed Budget includes a transfer from the General Fund Stabilization Reserve (GFSR) of approximately \$6.3 million and represents the difference between total fund revenues and total fund expenditures. Established in 2009, the GFSR is intended to mitigate impacts of variations in sales & use tax revenue collections; in years when sales & use tax collections exceed budget, funds are typically added to the GFSR to remain with target range of 5-10% of annual sales & use tax collections. Conversely, in

years when sales & use tax collections are in decline, funds are utilized in order to mitigate the need for more immediate programmatic reductions. As of August 31, 2020, the GFSR cash balance was just over \$9.1 million (history shown in the table below). In addition to the GFSR, the City has a separate General Fund reserve with a balance of \$12.8 million as of August 31, 2020; use of the General Fund Reserve is not part of the 2021 Proposed Budget.



Fund-wide Expenditures

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

Central Charges

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

City Manager's Office

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

Community Development Department

- Off Hour Inspections - While the Department operates on a Monday to Thursday schedule, occasionally special inspections are made available on Fridays. However, this service comes at an additional cost as overtime costs are incurred. In 2021, this service has been scaled down by nearly half, providing for \$17,500 in savings.
- Professional Services - This account provides funds for various consulting services related to planning, engineering, strategic planning, contractual plan review and inspections, and other miscellaneous items. Staff anticipates fewer contracts for this type of work in 2021; therefore, the 2021 budget has been reduced by approximately \$125,000.
- Reallocation of Costs to Stormwater Fund: This item represents a reallocation of a portion of the City Engineer's personnel costs, along with a 1.0 FTE Senior Engineer position that designs and manages stormwater infrastructure

projects. This transfer of \$156,000 accurately reflects cost centers and does not negatively impact projects and activities planned in the Storm Drainage Fund.

Finance

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

Fire Department

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

General Services

- Community Recycling Centers - Administered through the Facilities Maintenance Division, the City provides four single-stream recycling locations for common recyclables (plastic, glass, aluminum, paper, cardboard, etc.). Recycling is collected in roll-offs and collection occurs on a daily basis. The drop off sites have become an eyesore due to overfilling, broken glass, placing items outside the containers, windblown recycling, and illegal dumping. Staff time and City funds are spent to clean up the sites and properly dispose of items that are illegally dumped. Many municipalities offer a centralized drop-off recycling site that is fenced and/or staffed to avoid these challenges. This budget proposes eliminating the community recycling centers, providing for a savings of nearly \$53,250 in hauling fees and the approximate workload savings of a 0.25 FTE.
- City-wide Radon Testing Program - This item is proposed to establish a standard procedure to test for radon gas at City facilities. Current practice for testing air quality at City is only on a case-by-case basis. Radon testing is recommended every five years and this request only reflects testing costs of \$25,000 and does not include costs for radon mitigation.
- Environmental Management System - This item is proposed to establish an Environmental Management System at a cost of \$35,000 that implements a set of processes and practices that enable an organization to reduce its

environmental impacts and increase operating efficiency. Current environmental program activities are fragmented across the City and conducted by individuals in different departments, which increases the risk of potential environmental incidents and violations. Benefits of implementing this program include reduced liability in the areas of health and safety, state and federal violations; unification and coordination of compliance efforts across the city; waste reduction and associated waste disposal costs.

- COVID-19 Cleaning Expenses - This item is proposed as substantial cost increases are expected to continue into 2021 due to impacts from COVID-19. This cost of approximately \$255,000 is related to the increased needs for day porters and fogging at multiple City Facilities.
- COVID-19 Supplies - This item is proposed for the increased need for additional custodial supplies due to impacts of COVID-19 at a cost of \$36,000.

Human Resources

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

Information Technology

- Enterprise Resource Planning Software Consolidation - The City uses JDE as its enterprise resource planning (ERP) system. Costs for the software were spread out across multiple departments, including IT, Finance, and Human Resources. Beginning in 2021, the costs are proposed to be consolidated into the IT Department for ease of administration. Costs for the software increase by 3% annually.

Parks, Recreation, and Libraries Department

- FTE Vacancy Savings Through 2021 - PRL is proposed to encumber additional vacancy savings through 2021. All vacancies will undergo a strategic, programmatic review before filling with a benefitted position. This level of vacancy savings is predicated on lower service levels from PRL than in previous years. Changes to proposed service levels below will necessitate changes to this vacancy savings. This will provide approximately \$350,000 in savings. The department will continue to hire part-time non-benefitted employees to implement service delivery as it is not possible to provide services without staff resources.
- Special Events - PRL hosts approximately 15-20 annual events, of which 3-5 are large scale community events with thousands of people in attendance. Due to the restrictions currently in place on large events and the FTE vacancy savings,

PRL will pursue creative partnerships with sponsors and other organizations to facilitate alternative smaller events that would minimize interactions while still engaging the participants. The target result will be more special events (at a smaller level of attendance) and approximately \$17,000 in savings.

- Park Operations – Currently pavilion rentals are allowed from April to October of each year. Rental availability is proposed to be reduced due to staffing limitations. Staff will focus on rentals at premium locations at premium fees to maximize staff resources and revenue. Due to savings in staffing costs, utilities, landscape supplies, Staff anticipate savings of approximately \$200,000.
- Library Hours – Under normal operations, both libraries are open seven days a week for a total of 59 hours each. The 2021 Budget proposes reduced hours of operation by 11 hours, or one full day per week each at each library location, as well as changes in program delivery to more virtual programs as well as implementation of a mobile library. This will provide savings of approximately \$400,000.
- Mature Adult Center (MAC) Operations – The MAC typically operates year round five days a week under normal circumstances. Due to the pandemic, Staff projects the center to be closed until May 1 as it has been used to assist community partners that provide resources to community members experiencing food insecurity. The reduced operations are projected to result in expense savings of approximately \$125,000.
- Recreation Center and Pool Operations – Similarly to the MAC, other recreation centers are proposed to operate under reduced hours in 2021 due to anticipated lower usage than normal. Overall, recreation centers hours will be reduced by a total of 57 hours each week spread across five different facilities, and pool availability will be reduced by 148 hours across 2 facilities, resulting in savings of approximately \$345,000.
- Recreation Programs – Offering of recreation programs are proposed to be reduced strategically in 2021 due to the limitations caused by the pandemic. This will provide in approximately \$55,000 in expense savings.
- Standley Lake – Standley Lake will reopen under the normal schedule (May – September), however services are proposed to be altered resulting in savings of approximately \$40,000.
- Pension Costs Reallocated to Golf – Golf plans to operate as normal in 2021. Approximately \$90,000 in pension benefit costs will be carried by this enterprise fund in 2021 instead of the General Fund.

Police Department

- Body-Worn Camera Technician – A new 1.0 FTE position is proposed to be added to the budget to manage the City’s body-worn camera program. This position will manage the software and comply with any reporting and redaction requirements. Body-worn cameras are required per Colorado State Statute beginning in 2023, however the City is committed to providing them to the Police Department, and the community, as soon as possible.
- E-911 Funds – The City receives funds from the Jefferson County Emergency Communications Authority (JCECA). The JCECA collects funds from the emergency telephone charge imposed on cell phone users and then allocates them to different emergency service providers, such as the City’s 911 dispatch center. In 2020, the City is projected to receive approximately \$1.2 million from the JCECA, \$500k of which has been allocated towards capital replacement and the remaining \$700k for operating costs of the dispatch center. In the 2021 budget, it is proposed to use all of the \$1.2m in revenue to pay for operating costs, freeing up approximately \$700k of general fund revenue towards other general fund costs.
- Motorcycles for Traffic Enforcement – The Police Department utilizes a motorcycle unit to conduct traffic enforcement. Operating such a unit requires annual motorcycle replacements. In 2021, the Department was originally scheduled to have three motorcycles replaced. However, the replacement of two of these vehicles is proposed to be removed, providing for a savings of approximately \$62,000 (including equipment).

The traffic motor unit for the Police Department currently consists of 10 motorcycle riders. Six of these positions are referred to as “indefinite” as there is no end date to their assignment. Four of the ten are referred to as “rotational” which means they are given this assignment on a four-year rotational assignment and another officer is then selected to fill this role. In addition, this unit consists of ten operational full duty motorcycles, two spare motorcycles that can be utilized if on duty motorcycles are down for repair, and three training motorcycles which are not fully equipped but used to train new riders and are often motorcycles being prepared for auction but kept in a condition that is safe to ride for training but not enforcement purposes (total of 15 motorcycles). Motorcycles are set on a replacement cycle of every five years. This replacement cycle has been meticulously developed over the years as a motorcycle has different replacement issues than cars which are traditionally replaced when mileage and repair costs outweigh the safety and effectiveness of the vehicle. The 2021 Budget proposes the beginning of eliminating, through attrition of the riders, five motorcycle positions over the next three years. This will be accomplished through not replacing motor officers on motorcycles when their motor assignment ends or retirements. In addition, as the phasing out continues, there would be a need for fewer spare motorcycles and training motorcycles reducing potential repair services on these motorcycles. An analysis of ticket data anticipates little impact to summonses issued with a

decrease in the motor unit given that currently both car officers and motor officers work both enforcement and accidents.

The Police Department would, at this time, maintain the same staffing in the traffic section but instead of rotating new motor officers in, the Police Department would assign them to cars in the traffic section. In the third-year of the phase out, an additional patrol car would need to be purchased. Over the course of the five-year phase-out of the motorcycles, the net savings to the City would be approximately \$106,000 (takes into account the additional cost of a patrol car).

- K-9 Patrol/Drug Detection – The Police Department has a Canine (K-9) Unit currently consisting of five K-9 teams. The officers assigned to this unit are not rotational but indefinite assuming proper performance. Staff proposes the reduction of one team and believes that four teams will meet the City's needs going forward. A current handler has retired and a replacement K-9 is not being pursued, allowing for a savings of approximately \$12,000.

Public Works & Utilities Department

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

UTILITY FUNDS

Revenues

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

Expenses

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



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

- Water Transfer to CPR - The 2021 Proposed Budget assumes a transfer of \$11.1 million into the Utility Capital Projects Reserve (CPR) Fund for the water system. The utility operates on a break-even basis over time; however, in an individual year, revenues may not equal expenses due to the timing of cash flows. In years when annual revenues exceed expenditures, the difference is transferred into the CPR where it is held temporarily, then later used in a subsequent year to fund capital project outlays.
- Storm Drainage Salary Reallocation - A portion (25%) of a City Engineer’s salary has been reallocated from the General Fund to the Storm Drainage Fund to more accurately reflect the cost of storm drainage activities associated with this position. As a result, approximately \$38,000 in additional expenses is proposed in 2021.
- Storm Drainage Indirect Charges - This item implements central service cost allocations from the General Fund into the Storm Drainage Fund. Examples of indirect costs for the Storm Drainage Program includes General Fund support from central service departments, such as Human Resources, Information Technology, and Finance. The 2021 Proposed Budget proposes a cost allocation of approximately \$128,000 to the Storm Drainage Fund and is based on a cost allocation study conducted in 2018.

GOLF FUNDS

Revenue

- Revenue Projections - Total Golf Fund revenues are projected at \$4.1 million in 2021, similar to collections in 2018. The COVID-19 outbreak impacted golf revenues in 2020, but not to the extent of recreation fees in the General Fund as limited re-openings of the golf course began in May 2020. Staff anticipate that while usage of the golf courses may be less than recent years, Staff are optimistic that the golf courses visits will recover quickly from COVID considering the attendance in 2020 after the courses re-opened.
- Transfer from POST - Non-recurring reduction in transfer funds from POST, from \$250,000 to approximately \$94,000, for outstanding debt service payments for capital improvements at the Walnut Creek Golf Preserve.

Expenses

- Golf Operations - Golf operations will continue to operate with restrictions in place resulting in projected savings of over \$350,000.

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

WORKERS' COMPENSATION FUND

Revenues

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

Expenses

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

PROPERTY AND LIABILITY FUND

Expenses

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

SALES AND USE TAX FUND

Revenues

- Cigarette Tax Exemption – Currently cigarettes are exempt from the City's sales tax. Staff proposes to eliminate the sales tax exemption on the purchase of cigarettes in order to allow for administrative efficiency and allow for incidental increased revenues. If this exemption is removed for 2021, it will result in a projected increase of \$600,000 in 2021 in the Sales & Use Tax Fund. This increase is partially offset by the elimination of the State

cigarette share-back revenue that is accounted for in the General Fund; recent annual collections of the existing share-back have been approximately \$200,000.

PARKS, OPEN SPACE, AND TRAILS (POST) FUND

Revenues

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

Expenses

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

GENERAL CAPITAL IMPROVEMENT FUND (GCIF)

Revenues

- Revenue Decline - The 2021 Proposed Budget projects a total of \$7.5 million for this fund compared to \$21.9 million per the 2020 Amended Budget. If excluding use of carryover (or fund balance) from the revenues, 2021 estimated revenues total \$4.2 million, compared to \$16.8 million in the 2020 Amended Budget.
- Sales and Use Tax - Elimination of a Sales & Use Tax Fund transfer to pay for General Fund capital projects; in 2020, this transfer was budgeted at \$4.8 million. This elimination is proposed in order minimize programmatic reductions in the operating budget.

- POST Transfer - Elimination of the transfer from the POST Fund; in 2020, this transfer was budgeted at \$2.7 million. Going forward, Staff proposes that new funding for POST capital projects will be budgeted in POST, rather than in the General Capital Improvement Fund.
- Westminster Economic Development Authority (WEDA) - One-time increase in a transfer from WEDA, from \$800,000 budgeted in 2020 to \$1.4 million. These funds are unrestricted reimbursements from WEDA to the City for costs incurred by the City, which may include maintenance & contractual costs, capital contributions/outlays, and debt service on outstanding certificates of participation.

HUMAN SERVICES BOARD

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

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

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

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

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

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

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

HUMAN SERVICE BOARD

Agency Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



WESTMINSTER

CAPITAL IMPROVEMENT PROGRAM

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

GENERAL CIP PLANNING

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

Capital project funding requests are driven both by internal staff evaluating capital needs at the City, as well as feedback received from the community through various communication channels.

The Policy & Budget Department collects all capital project funding requests from departments and coordinates the development of the City's overall CIP. This process involves a series of CIP meetings with the departments throughout the budget process. Initial meetings are intended to provide relevant details about project proposals and how the project aligns with City goals.

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

Once a draft CIP is developed, the plan is presented to the City Manager for review and feedback before a final proposed CIP is presented to City Council.

GENERAL BUDGETING AND PRESENTATION OF THE CIP

Not all funds of the City include a capital budget and the following funds only include those that are proposed to receive funding in 2021 or are likely to receive funding for capital projects in the future.

Governmental Funds

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

- GCIF projects are primarily funded by transfers from the Sales & Use Tax Fund, city development fees, Adams County transportation sales taxes (restricted for use in Adams County), and transfers from the Westminster Economic Development Authority for reimbursements of past City expenditures to the authority. GCIF projects account for capital projects of the General Fund. The 2021 Proposed Budget does not include a transfer from the Sales & Use Tax Fund due to projected fiscal constraints.
- The POST Fund accounts for the City's .25% POST sales & use tax, as well as the open space taxes received from Jefferson and Adams Counties that. Each of these revenues is subject to varying restrictions that limits the use of the revenues to open space activities.
- The CTF Fund is almost entirely funded by lottery funds received from the State of Colorado. Lottery Funds may be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Proprietary Funds

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

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

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

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

The remainder of the CIP section includes:

- An overview of the 2021 proposed CIP;
- 2021 proposed CIP funding distribution;
- 2021 project list by department (for projects proposed to receive funding);
- 2021 project list by fund (only includes projects proposed to receive funding);
- 2021 unfunded CIP list (includes projects where funding was requested, but not being proposed);
- Acronym key; and
- Project descriptions.

2021 PROPOSED CIP OVERVIEW

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

Throughout the 2021 budget development process, Staff worked to carefully prioritize limited funding to capital projects using the following guiding principles in no particular order:

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

The 2021 Proposed CIP is proposed as a pay-as-you-go CIP and no debt is proposed for 2021.

In addition to specific project funding being proposed, the 2021 Proposed CIP sets forth the following changes to past CIP budget practice:

- One-year elimination of the Sales & Use Tax Fund transfer into the General Capital Improvement Fund for capital projects. This transfer has historically been a substantial funding source for the General Fund CIP, but is proposed to be eliminated in 2021 due to projected financial impacts of the COVID-19 pandemic.
- Ongoing elimination of an earmark of accommodations taxes to the Community Enhancement Program that has been in place since 1990. The removal of this earmark is intended to provide more budgetary flexibility in order to respond to critical needs at the City. It is important to note that this proposed change does not eliminate the Community Enhancement Program, only the earmarked accommodations tax that has historically been directly tied to the program.

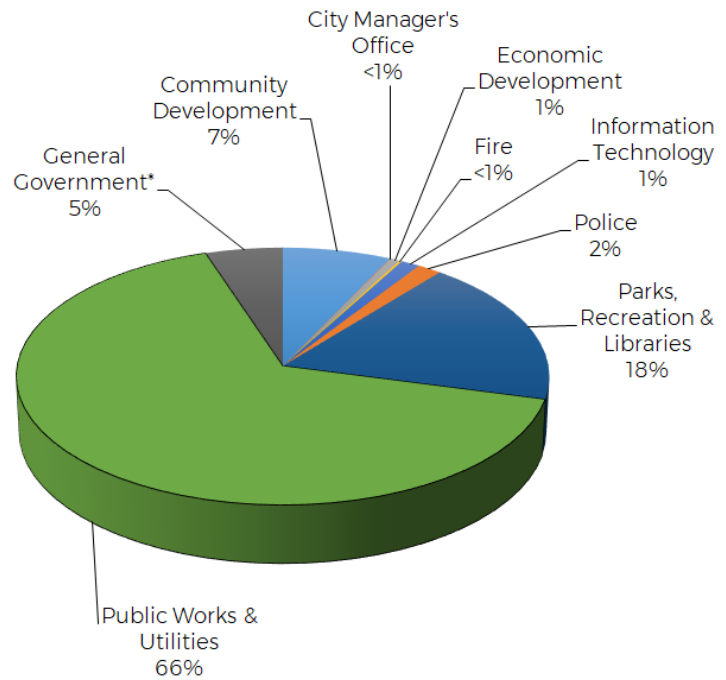
- Commence ongoing budgeting of capital projects funded by the Parks, Open Space and Tax directly in the POST Fund, and commence budgeting of open space revenues from Jefferson and Adams Counties directly into the POST Fund. Until 2020, POST projects, and projects funded by county open space taxes were budgeted in the General Capital Improvement Fund. This change is intended to enhance transparency, reduce complexity in budget development and consolidate or align the use of the underlying revenues into one fund.
- Ongoing transition of budgeted FTEs out of the CIP and into operating budgets as described in the operating budget summaries of this budget document. Affected FTE positions are considered permanent FTEs and are not project-specific.
- Emphasis was placed on ongoing maintenance CIPs, such as the Arterial Roadway, Concrete Replacement, and Storage Area Network (SAN Replacement). This was a concerted effort to prioritize the maintenance of existing City assets.
- The select improvement projects proposed to be funded were strictly chosen for their high return on investment. These projects included grant-funded CIPs such as the Downtown Sheridan Underpass and DRCOG Region Transportation Operations and Technology.

The following page provides a summary distribution of 2021 proposed CIP funding by department and by fund.

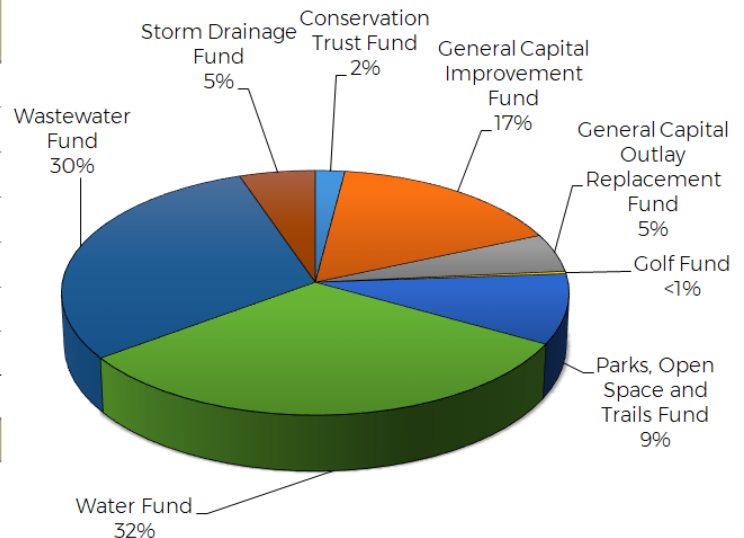
2021 PROPOSED CIP FUNDING DISTRIBUTION
Total Proposed CIP Budget by Department

	2021 Proposed
Community Development	\$3,271,000
City Manager's Office	\$21,000
Economic Development	\$275,000
Fire	\$87,000
Information Technology	\$565,000
Police	\$730,000
Parks, Recreation & Libraries	\$8,392,000
Public Works & Utilities	\$30,120,000
General Government*	\$2,325,000
TOTAL	\$45,786,000

*General capital outlay replacement

Proposed 2021 CIP

Total Proposed CIP Budget by Fund

	2021 Proposed
Conservation Trust Fund	\$930,000
General Capital Improvement Fund	\$7,526,000
General Capital Outlay Replacement Fund	\$2,325,000
Golf Fund	\$150,000
Parks, Open Space and Trails Fund	\$4,232,000
Water Fund	\$14,552,000
Wastewater Fund	\$13,666,000
Storm Drainage Fund	\$2,405,000
TOTAL	\$45,786,000

Proposed 2021 CIP

2021 PROPOSED CIP FUNDING DETAIL

The remaining pages in this section provide Capital Improvement Program details for the CIP, including a project listing and project descriptions.

2021 PROJECT LIST
CAPITAL IMPROVEMENT PROGRAM BY DEPARTMENT

<u>Community Development</u>	<u>2021 Proposed</u>
Asset Inventory and Condition Assessment	\$280,000
Big Dry Creek Stabilizations	\$500,000
Downtown Westminster Sheridan Underpass	\$560,000
DRCOG Regional Transportation Operations and Technology	\$71,000
Engineering Design - Capital Improvement Projects	\$225,000
Open Channel Major Maintenance	\$150,000
Retention Pond Redesign and/or Water Rights Purchases	\$250,000
Shaw Heights Tributary Improvements	\$200,000
Stormwater Infrastructure Major Repair & Replacement	\$450,000
Stormwater Miscellaneous	\$350,000
Traffic Mitigation Program	\$35,000
Traffic Signal Pole, Cameras, & Sign Replacements	\$200,000
Total Community Development Projects	\$3,271,000
<hr/>	
<u>City Manager's Office</u>	
Laserfiche Upgrades	\$21,000
Total City Manager's Office Projects	\$21,000
<hr/>	
<u>Economic Development</u>	
Downtown Westminster Miscellaneous	\$200,000
Facelift Program	\$25,000
Small Business Assistance Program	\$50,000
Total Economic Development Projects	\$275,000
<hr/>	
<u>Fire</u>	
Fire Station Emergency Generators	\$27,000
Fire-IT & Radio Upgrades	\$60,000
Total Fire Projects	\$87,000
<hr/>	
<u>Information Technology</u>	
CAD/RMS Hardware Replacement	\$25,000
Storage Area Network (SAN) Replacement	\$540,000
Total Information Technology Projects	\$565,000

Police

Body-Worn Cameras	\$650,000
Public Safety Center - Building Infrastructure	\$80,000

Total Police Projects	\$730,000
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Parks, Recreation & Libraries

City Park Renovation, Phase 1	\$1,000,000
Concrete Repair & Replacement	\$330,000
England Park Corridor (Westy Power/PODER!)	\$200,000
Historic Properties Maintenance	\$50,000
Legacy Golf Course Cart Path Replacement	\$75,000
Library Materials Acquisition	\$100,000
Library Repair & Maintenance	\$50,000
MAC Remodel	\$250,000
Metzger Farm	\$35,000
Open Space Land Acquisition	\$1,366,000
Park Irrigation System Renovation	\$450,000
Park Operations Facilities Repair & Maintenance	\$25,000
Park Sustainability Program	\$500,000
Parks & Recreation Facilities Major Maintenance	\$1,514,268
Playground Surface Maintenance	\$150,000
Promenade Renovation, Phase 1	\$1,000,000
Recreation Facilities Improvements	\$806,732
Tree Mitigation Program	\$100,000
Upgrade SAM Messaging System	\$15,000
Walnut Creek Golf Preserve Cart Path Replacement	\$75,000
Westminster Station Park	\$300,000

Total Parks, Recreation & Libraries Projects	\$8,392,000
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Public Works & Utilities

120th Avenue Transmission Waterline - Assessment & Pre-Design	\$2,760,000
88th & Zuni Lift Station Repair & Replacement	\$1,000,000
Arterial Roadway Improvements	\$1,502,000
BDCWWTF Anoxic Zone Mix Conversion	\$6,360,000
BDCWWTF Electrical - EPS & MCC Replacement	\$500,000
BDCWWTF Electrical - Primary Power & Switch Gear	\$500,000
BDCWWTF UV Disinfection	\$1,552,000

Conservation Program	\$100,000
Customer Data Portal Software	\$100,000
Kershaw Pump Station Improvements	\$750,000
LDCIS Outfall R&R	\$3,704,000
Major Concrete Replacement Program	\$300,000
Northridge Water Storage Tanks Replacement	\$8,000,000
PRL City Facility Parking Lot Maintenance	\$100,000
S. Boulder Canal Diversion Structure	\$850,000
Utility Facilities Parking Lot Maintenance Program	\$45,000
Wastewater Capital Outlay Replacement Program	\$50,000
Water Capital Outlay Replacement Program	\$424,000
Wattenberg Reservoir - Spillway & Bank Stabilization	\$1,523,000
Total Public Works & Utilities Projects	\$30,120,000
<u>General Government</u>	
Citywide PC Replacements	\$501,000
General Fund Fire Truck Leases	\$525,000
General Fund Fleet Replacements	\$643,000
General Fund Public Safety Fleet Replacements	\$656,000
Total General Government Projects	\$2,325,000
GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS	\$45,786,000

2021 PROJECT LIST
CAPITAL IMPROVEMENT PROGRAM BY FUND

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

	<u>2021 Proposed</u>
GENERAL CAPITAL OUTLAY REPLACEMENT FUND	
Citywide PC Replacements	\$501,000
General Fund Fire Truck Leases	\$525,000
General Fund Fleet Replacements	\$643,000
General Fund Public Safety Fleet Replacements	\$656,000
Total General Capital Outlay Replacement Fund	\$2,325,000
GOLF FUND	
	<u>2021 Proposed</u>
Legacy Golf Course Cart Path Replacement	\$75,000
Walnut Creek Golf Preserve Cart Path Replacement	\$75,000
Total Golf Fund	\$150,000
PARKS, OPEN SPACE & TRAILS FUND	
	<u>2021 Proposed</u>
Concrete Repair & Replacement	\$330,000
MAC Remodel	\$250,000
Metzger Farm	\$35,000
*Open Space Land Acquisition	\$435,000
Park Irrigation System Renovation	\$450,000
Park Operations Facilities Repair & Maintenance	\$25,000
Park Sustainability Program	\$500,000
Parks & Recreation Facilities Major Maintenance	\$1,514,000
Playground Surface Maintenance	\$150,000
PRL City Facility Parking Lot Maintenance	\$100,000
*Promenade Renovation, Phase 1	\$351,000
*Recreation Facilities Improvements	\$92,000
Total Parks, Open Space & Trails Fund	\$4,232,000

<u>UTILITY FUND (Water System Projects)</u>	<u>2021 Proposed</u>
120th Avenue Transmission Waterline - Assessment & Pre-Design	\$2,760,000
Conservation Program	\$100,000
Customer Data Portal Software	\$100,000
Kershaw Pump Station Improvements	\$750,000
Northridge Water Storage Tanks Replacement	\$8,000,000
S. Boulder Canal Diversion Structure	\$850,000
Utility Facilities Parking Lot Maintenance Program	\$45,000
Water Capital Outlay Replacement Program	\$424,000
Wattenberg Reservoir - Spillway & Bank Stabilization	\$1,523,000
Total Water System Projects	\$14,552,000
<hr/>	
<u>UTILITY FUND (Wastewater System Projects)</u>	<u>2021 Proposed</u>
88th & Zuni Lift Station Repair & Replacement	\$1,000,000
BDCWWTF Anoxic Zone Mix Conversion	\$6,360,000
BDCWWTF Electrical - EPS & MCC Replacement	\$500,000
BDCWWTF Electrical - Primary Power & Switch Gear	\$500,000
BDCWWTF UV Disinfection	\$1,552,000
LDCIS Outfall R&R	\$3,704,000
Wastewater Capital Outlay Replacement Program	\$50,000
Total Wastewater System Projects	\$13,666,000
<hr/>	
<u>UTILITY FUND (Storm Drainage System Projects)</u>	<u>2021 Proposed</u>
Big Dry Creek Stabilizations	\$500,000
Asset Inventory and Condition Assessment	\$280,000
Stormwater Miscellaneous	\$350,000
Open Channel Major Maintenance	\$150,000
Stormwater Infrastructure Major Repair & Replacement	\$450,000
Engineering Design - Capital Improvement Projects	\$225,000
Retention Pond Redesign and/or Water Rights Purchases	\$250,000
Shaw Heights Tributary Improvements	\$200,000
Total Storm Drainage System Projects	\$2,405,000
<hr/>	
TOTAL UTILITY FUND CAPITAL IMPROVEMENT PROJECTS	\$30,623,000
<hr/>	
GRAND TOTAL CAPITAL IMPROVEMENT PROJECTS	\$45,786,000

*Request proposed utilizing multiple funding sources

2021 UNFUNDED CIP LIST

Community Development

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

City Manager's Office

Neighborhood Revitalization
Sustainability Planning & Implementation

Economic Development

Rodeo Market Renovation

Fire

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

Finance

New Sales Tax Software System

General Services

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

Information Technology

Voice and Data Network Expansion and Upgrades

Police

Communications Infrastructure

Parks, Recreation & Libraries

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

Walnut Creek Golf Preserve Irrigation
Park & Recreation Comprehensive Plan
Libraries FRCC HVAC Replacement
Libraries-Irving Street Parking
Park 1200 Renovation
Wayfinding

Public Works & Utilities

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

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

ACRONYM KEY

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

Project Description	2021 Proposed
<p>120th Avenue Transmission Waterline - Assessment & Pre-Design</p> <p>The 120th Avenue waterline serves potable water to the northern portion of the City including residents, businesses, places of worship, and schools. Recent waterline breaks suggest that this waterline is in need of replacement sooner than 2026, as previously intended. A condition assessment of the existing pipe and a pre-design are needed to determine how best to prevent a failure and loss of water to a financially important location in the City.</p>	<p>\$ 2,760,000</p>
<p>88th & Zuni Lift Station R&R</p> <p>The 88th & Zuni Lift Station was originally constructed in the 1980s and has had incremental updates to portions of the facility in the 1990s. A new backup emergency generator was installed in 2017. A second forcemain was installed in 2018. The existing facility does not meet current City Level of Service Goals for emergency back-up storage, age of existing pumps, safety features, and operability. This R&R work is needed to bring the level of reliability up to current City standards for lift stations.</p>	<p>\$ 1,000,000</p>
<p>Armed Forces Tribute Garden Statues</p> <p>The Armed Forces Tribute Garden was designed to have seven statues. Only the large, central statue on top of the fountain was purchased and installed. The remaining six statues are designed to be placed in front of each of the Service Branch pillars. This project will fund the purchase and installation of the six remaining statues. Total project cost to install the statues is estimated at over \$700,000; additional funding will be pursued through fundraising and future City funding. This project has approximately \$271,000 in funds previously appropriated.</p>	<p>\$ -</p>
<p>Arterial Roadway Improvements</p> <p>This project supplements arterial street maintenance in the operating budget. Project funds will be used for improvements to existing pavement on major arterials to extend the life of the pavement and to offset repair costs. In addition to various resurfacing strategies, improvements include crack sealing, concrete replacement, re-stripping of lane lines and new pavement marking installations. Maintaining arterial roadways is the highest priority for the Street Operations Division. Approval of this CIP request will assure the annual street improvement funds for arterial roadways are available. The pavement management five-year master plan is dependent on continuation of this CIP project. Requested funding for this project has increased to cover inflation costs for the past 9 years.</p> <p>The anticipated street maintenance for 2021 include Pierce St, 88th Ave to 92nd Ave; 92nd Ave, Wadsworth Pkwy to Westminster Blvd; and 92nd Ave, Sheridan Blvd to Utica St.</p>	<p>\$ 1,502,000</p>
<p>Arts & Culture Implementation</p> <p>This project will enable the City to implement the Arts and Culture Master Plan, adopted in 2019. This funding will also support improved maintenance of</p>	<p>\$ -</p>

Westminster’s celebrated collection of public art as well as the commissioning of monumental art installations for Downtown Westminster. This project has approximately \$39,000 in funds previously appropriated.

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

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

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

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

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

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

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

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

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

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

Benton Street Phase 1 **\$ -**

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

Big Dry Creek Stabilizations	\$ 500,000
<p>This project lays out a long-term plan to repair and improve all of Big Dry Creek from Standley Lake to I-25. The long-term plan will breakdown and prioritize the creek into segments that can be repaired and improved each year as budget is available and City Council approves. In cooperation with multiple departments, the priority focus will be on improvements through the City Park area. This cooperative endeavor will minimize construction closures and combine resources to reduce costs.</p>	
Body-Worn Cameras	\$ 650,000
<p>This project implements body-worn cameras at the Police Department. State legislation was passed June 19, 2020 requiring all local law enforcement agencies in Colorado to provide body-worn cameras for each peace officer of a law enforcement agency who interacts with members of the public for the purpose of enforcing the law or investigating possible violations of the law.</p>	
Bridge/Pedestrian Railing Repainting	\$ -
<p>This project facilitates repainting railings along bridges, drainage ways and right of way walkways throughout the City. Staff has identified 11 bridge locations with railings and fencing over state highways and railroad overpasses throughout the City. This project has approximately \$896,000 in funds previously appropriated.</p>	
CAD/RMS Hardware Replacement	\$ 25,000
<p>This project serves as a pay-as-you-go funding mechanism for hardware replacement for the public safety CAD/RMS system. Estimated replacement costs are approximately \$300,000 and the hardware is on a four-year replacement cycle, with the next replacements planned in 2023.</p>	
City Facility Parking Lot Major Rehabilitation	\$ -
<p>This project funds the overlay or reconstruction of 24 City facility parking lots. A comprehensive pavement evaluation of all City facility parking lots was done in 2013 and found 27 of the 105 parking lots have deteriorated to the point where low-cost, preventive maintenance is no longer beneficial. This CIP will help to maintain and increase the condition of City Facility parking lots. This project has approximately \$61,000 in funds previously appropriated.</p>	
City Hall HVAC Work	\$ -
<p>This project replaces 28 aging heating, ventilation and air conditioning heat pumps throughout City Hall. The project includes insulating condenser water piping to allow the system temperature to be reduced below the dew point to operate as efficiently as possible with the intended design. This project has approximately \$685,000 in funds previously appropriated.</p>	
City Hall Security Upgrades	\$ -
<p>This project implements various security upgrades in connection to the 2016 Security Assessment at City Hall. A prioritized list of projects is under consideration and potential projects include: replacement of CCTV system; door hardware</p>	

changes and upgrades; potential camera monitoring station; changes to card access system; improved parking lot lighting; and wayfinding signage. The additional funding request for 2021 is to add mass notification systems to the City Park Fitness Center and City Park Recreation Center facilities. This project has approximately \$135,000 in funds previously appropriated.

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

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

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

Funds for Renovation and Improvement projects at City Park and Westminster Promenade. Climate appropriate landscaping improvements, sports field amenities and improvements and general capital upgrades and improvements to the Crown Jewel of Westminster. The proposed funding for 2021 of \$160k, will be utilized to upgrade the playing surfaces at Christopher Fields. This project has approximately \$230,000 in funds previously appropriated.

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

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

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

The City uses this replacement account with the General Capital Outlay Replacement Fund (GCORF) to accumulate replacement funds for all citywide PC replacements that include workstations, laptops and ruggedized laptops used for public safety. Most accounts in GCORF pay for General Fund equipment replacements, but this account facilitates purchases for PC costs in all funds. Contributions made into GCORF for future PC replacements are budgeted in each department's operating budget as a budgeted expenditure, then funds are transferred into GCORF where the PC purchase are made. Replacement

contributions are intended to remain fairly consistent over time, but capital outlay patterns out of this replacement account may vary substantially from year-to-year based on the underlying devices planned for replacement. Proposed 2021 replacement funding is primarily for existing PC assets, with approximately \$3,000 proposed as the full funding for two new PC additions.

Communications Infrastructure

\$ -

This project account exists to accumulate funding received from the Jefferson County Emergency Communications Authority pursuant to CRS Title 29, Article 11, and will be applied to the replacement of the current radio system. For 2021, no project funding is proposed as funding received from the authority will be applied to operational budget needs. This project has approximately \$500,000 in funds previously appropriated.

Community Enhancement Program

\$ -

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

Comprehensive Plan Amendment

\$ -

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

Concrete Repair & Replacement

\$ 330,000

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

Conservation Program

\$ 100,000

This project will provide water efficiency audits and retrofits within income-qualified, multi-family housing buildings in Westminster through a partnership with the Jefferson County Housing Authority and Maiker Housing Partners. The City provides water and sewer utility services to approximately 130,000 residents and has a comprehensive water efficiency program for customers who pay their own individual water bill. The City has a long-standing goal of assisting all of its customers in achieving water efficiency, and is pursuing this project aimed at multi-family residential development in which residents pay for their water and sewer services through rent, HOA fees, or other non-direct means. The retrofit of

approximately 250 multi-family units with high efficiency toilets, showerheads, and faucet aerators will reduce the water bills of income-qualified residents and help build a business case for market-rate multi-family property owners to make similar water efficiency investments.

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

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

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

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

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

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

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

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

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

This project provides local matching funds for the 2020-2023 Regional Transportation Operations and Technology Set-Aside grant, coordinated by the

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

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

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

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

This project provides funding for the renovation and redevelopment of parks and open space along the England Park Corridor. A conceptual master plan completed in 2017 includes a new playground, expanding the Westminster Community Garden, public art, sports courts, expansion of the England Park Greenhouse Center, improved bike and pedestrian connectivity, improvements to Little Dry Creek and more. Funding is intended to serve as match for grant applications in addition to the Great Outdoor Colorado INSPIRE grant awarded in December 2017. This project has approximately \$250,000 in funds previously appropriated.

Facelift Program **\$ 25,000**

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

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

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

Near term concrete/asphalt needs include:

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

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

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

Fire Station Emergency Generators	\$ 27,000
<p>This project will test the emergency generators located at the six fire stations. Four of the generators are reaching their life expectancy. Recent issues have surfaced in terms of some systems (like station alerting) not being connected to the emergency power. Current capacity of the generators may suggest they are now undersized for adequate emergency power. Funding will evaluate load capacity, as well as identify what is currently on the emergency power circuits and what capacity might exist to add more circuits. The project will also help determine future life expectancy and appropriate sizing of each of the emergency generator.</p>	
Fire Station Major Modifications	\$ -
<p>This ongoing project will fund necessary modifications that fall outside of the purview of the Facilities Maintenance Division. This project covers all six fire stations, the training tower and the storage facility (Former Station #2). This project has approximately \$109,000 in funds previously appropriated.</p>	
Fire-IT & Radio Upgrades	\$ 60,000
<p>This ongoing project funds information technology and radio communication needs at various fire stations.</p>	
Fleet Fuel System Repair & Replacement	\$ -
<p>This ongoing project provides funding for the repair and renovation to components of the Fleet fuel system. Examples of planned repairs include the preparation and painting of fuel tanks, pump replacements at the Municipal Services Center and costs associated with the fueling software system. This project has approximately \$106,000 in funds previously appropriated.</p>	
General Facilities Major Maintenance	\$ -
<p>This project is for major maintenance projects throughout City facilities. These projects are considered one-time major maintenance items such as roof and glass replacement and minor equipment changes. \$250,000 of the total project is set aside as an "emergency reserve" for major, unanticipated needs. This project has approximately \$877,000 in funds previously appropriated.</p>	
General Fund Fire Truck Leases	\$ 525,000
<p>The City purchases fire trucks using lease-financing due to the magnitude of the cost. Lease payments are reflected in the Fire Department budget, but transferred into the General Capital Outlay Replacement Fund (GCORF) where fire truck purchases and lease payments are made. Generally, a down payment of \$100,000 is paid to a vendor who builds the fire truck according to City specifications. The build process may take several months or one year before the new fire truck is delivered. For the portion of the fire truck purchase that is lease-financed, payments are made over a period of seven years and commence the year after the</p>	

down payment is made. Fire trucks are usually kept for fifteen years, with the first ten being for front line duty and remaining five years held in reserve. Proposed 2021 funding includes \$100,000 for the down payment towards the purchase of a fire truck to replace an existing fire truck due for replacement, with the remaining funds being applied towards 2021 lease payments for three other fire trucks purchased in a prior year.

General Fund Fleet Replacements **\$ 643,000**

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

General Fund Public Safety Fleet Replacements **\$ 656,000**

The 2021 Proposed Budget anticipates replacing \$947,000 in existing General Fund public safety fleet that is due for replacement. As described previously, multiple replacement accounts in GCORF have appropriations that serve as informal reserves. During the 2021 budget development process, staff thoroughly reviewed these balances and determined that funds could be used out of existing balances in order to achieve one-time budget savings in 2021 while remaining within target reserve levels. Specific to General Fund public safety fleet, Staff propose the use of \$291,000 out of existing appropriations for General Fund public safety fleet replacements and the proposed 2021 funding reflects the additional funds needed for 2021 General Fund public safety fleet replacements.

General Fund Radio Replacements **\$ -**

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

through 2021, and most planned radio replacements in 2022. This project has approximately \$868,000 in funds previously appropriated.

Golf Course Improvements

\$ -

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

Greenbelt Drainage Improvements

\$ -

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

Historic Properties Maintenance

\$ 50,000

The City of Westminster currently owns (or jointly owns) ten sites that carry a historic designation. Most of these sites have historic structures on them, ranging from barns to houses. With the exception of the Bowles House, which is operated as a historic house museum by the Westminster Historical Society, the remaining historic structures are not in active use. A formal historic property assessment is needed to help the City identify a clearly articulated vision for historic preservation as well as an end use for these properties, which have in essence been simply “mothballed.” It is important to note that the City has benefitted from state historic preservation funds to stabilize many of the physical structures; according to the State Historical Fund Guidelines, all funded projects must demonstrate “strong public benefit and community support.” Finally, this funding will enable the City to identify and plan for future long-term maintenance.

Kershaw Pump Station Improvements

\$ 750,000

The Kershaw Pump Station is one of the City’s raw water pump stations used for water exchanges. The components of this project were installed in the 1960s and are at the end of their useful life. Components included in the project are the construction of the intake structure and wet well concrete repairs. The project will also replace the perimeter fence, provide interior and exterior lighting, a new roof, and replace site concrete where needed. These improvements will extend the life of the building and facility.

Laserfiche Upgrades

\$ 21,000

This project funds new license purchases, software support and upgrades, and consulting services associated with the City's records management software.

LDCIS Outfall R&R	\$ 3,704,000
<p>The City sends approximately 30% of its wastewater for treatment by the regional Metro Wastewater Reclamation District (Metro). The Little Dry Creek outfall is where the City's Little Dry Creek Interceptor Sewer (LDCIS) connects to the Metro pipeline for transportation to the Metro treatment facility. Replacing the outfall due to capacity, age and condition was identified in a 2014 study with this work scheduled to take place in 2021. Replacing aged sewer interceptor to connect to the newly installed LDCIS is part of this project.</p>	
Legacy Golf Course Cart Path Replacement	\$ 75,000
<p>This project replaces various sections of the cart path throughout the Legacy Ridge Golf Course to enhance safety and aesthetics.</p>	
Legacy Golf Course Irrigation	\$ -
<p>This project replaces the aging infrastructure of the irrigation system at Legacy Ridge Golf Course and areas in the Legacy Ridge neighborhood that are irrigated from the golf course system. This project also increases the City's reclaimed water storage capacity and use area, and renovates a stormwater issue along the golf course at Federal Blvd. This project has approximately \$1,957,000 in funds previously appropriated, as part of a funding strategy for golf course irrigation replacements, Staff is evaluating potential debt-financing mechanisms due to the magnitude of cost and the estimated useful life of the irrigation systems.</p>	
Libraries FRCC HVAC Replacement	\$ -
<p>The HVAC system at the College Hill Library is 23 years old and at end of life. The software that is used to control the system is no longer supported by the vendor, and the system is no longer able to efficiently heat/cool the building. This project will provide funding towards the replacement of the existing HVAC system. Through an IGA between the FRCC and the City of Westminster, the City is required to pay 40% of major capital maintenance projects for the joint operation of the College Hill Library. This funding request represents the City's portion of this project. This is a new request and does not have previous appropriations.</p>	
Libraries-Irving Street Parking	\$ -
<p>This project expands the parking lot at the Irving Street Library. Parking at the library has always been heavily used, and often does not have spaces for guests. With the addition of the Growing Home Food Garden, the parking issue is exasperated. This is a new request and does not have previous appropriations.</p>	
Library Materials Acquisition	\$ 100,000
<p>This ongoing project provides funding towards the acquisition of additional physical Library materials in the Library collection, such as books, books on CDs and DVDs.</p>	

Library Repair & Maintenance	\$ 50,000
<p>This ongoing project includes repair and maintenance for the College Hill and Irving Street Libraries. Project funds address facility maintenance activities to upgrade and/or renovate existing facilities and equipment.</p>	
MAC Remodel	\$ 250,000
<p>In 2021, Hyland Hills Park & Recreation District will vacate the gymnastics center attached to the MAC and surrender ownership to the City. The MAC Remodel project will transform the vacant space into a black box theater programmed by resident theater companies with a focus on inclusivity and community engagement. In between productions, the space will be available on a rental basis as a public auditorium. Phase I of the project (2021) includes preparatory design work necessary in advance of construction (e.g. schematic design, engineering assessment, construction documents, etc.). Pending approval and future funding, the construction phase (Phase II) is targeted to commence in 2022.</p>	
Major Concrete Replacement Program	\$ 300,000
<p>This ongoing project funds the replacement of deteriorated curbs, gutters, sidewalks, curb ramps and crosspans throughout the City.</p>	
Metzger Farm	\$ 35,000
<p>This ongoing project will provide funds to fully open the Metzger Farm farmstead to the public, interpret the site and equipment, and will activate the site through potential partnerships such as community gardens or Community Supported Agriculture. This farmstead is jointly owned and operated with the City and County of Broomfield and reflects Westminster's share of the cost.</p>	
Minor Median Maintenance	\$ -
<p>This ongoing project provides funding to rehabilitate medians throughout the City. Different parts of the City have different planting material and designs lack consistency throughout. Project work often includes the update of medians to more climate-appropriate designs and functionality. This project has approximately \$62,000 in funds previously appropriated.</p>	
Municipal Court Security & Building Upgrades	\$ -
<p>This project will replace, upgrade and/or enhance the existing security systems at the Municipal Court and address facility needs. This project has approximately \$156,000 in funds previously appropriated.</p>	
Neighborhood Revitalization	\$ -
<p>Partnering with the University of Colorado at Denver (UCD), the City is launching a reimagined program, Project R.I.S.E., to focus on the health and vitality of the City through this uncertain time. When citizens are connected with their neighbors, invested in their communities, and share mutual trust with their governments, societal illness can be managed and proactively prevented and the City can thrive. The City is launching Project R.I.S.E. to strengthen existing relationships, establish new ones, engage citizens, and build trust and a sense of community. This</p>	

endeavor will revitalize neighborhoods, empower citizens to take ownership of public spaces, and improve the quality of life for residents.

By leveraging key university resources and an extensive network, the collective team will launch a collaborative innovation project based on the process of human-centered design, ranging from stakeholder and system discovery to solution development. Throughout the duration of the project, the team will plan and prioritize, engage stakeholders, facilitate community conversations, synthesize and interpret data, and prototype and test solutions. Together UCD and the City will build a successful program, while passing on critical skills and resources which will be captured a detailed playbook that will guide further action and support future projects. This project has approximately \$250,000 in funds previously appropriated.

New Sales Tax Software System

\$ -

This project is for the replacement of the City's sales tax software system. The current system has been in use since the 1990's and updating to a more modern and user-friendly solution is necessary. A new system would allow more flexibility with integration into the Colorado Department of Revenue's new Sales and Use Tax Software system, allow integration with the City's financial system, and provide more robust and accurate accounting and reporting for the City's primary general fund revenue source. This is a new request and does not have previous appropriations.

Northridge Water Storage Tanks Replacement

\$ 8,000,000

There are three existing potable water storage tanks at the Northridge site. One was recently built in 2017. The other two are both steel, installed in the 1980s and at the end of their useful lives. This project will begin with the design for Northridge Tanks 1 and 2, a demolition plan, plan to provide adequate water storage for pressure zone 1 and possible land acquisition if needed. The replacement of the Northridge potable water storage tanks due to age and condition has been planned for a 2021 execution. Staff plans to design both tanks, construct one tank in 2021/2022, and construct the other tank in 2022.

Open Channel Major Maintenance

\$ 150,000

The City supports maintenance and correction of minor flood control projects through this account. This work captures and improves those small localized nuisance flooding and drainage issues.

Open Space Land Acquisition

\$ 1,458,000

The ongoing project funds will be utilized for the acquisition of additional open space lands in Westminster. Funding for open space land acquisitions may come from multiple sources, such as the City's voter-approved POST taxes, open space taxes from Adams and Jefferson Counties, and Public Land Dedication development fees. The City prioritizes potential acquisitions to those parcels that

would facilitate the construction of missing links within the open space trails system and acquisitions that protect the City's open space system.

Park & Recreation Comprehensive Plan **\$ -**

A new comprehensive plan is needed to strategically plan and guide the direction of acquisition and development for parks and recreation as the City grows into the next urban center. The plan will include: an updated inventory of existing parks; a walkshed analysis and needs assessment to determine the types of parks and facilities that are needed as well as the areas of the City that are underserved; mission and goals; strategies and actions; performance measures; a capital improvement plan; and a maintenance and operations plan. This project has approximately \$276,000 in funds previously appropriated.

Park 1200 Renovation **\$ -**

In 2016, the City accepted Park 1200 as part of new residential development and replatting of the property. Since then, the City has spent approximately \$150,000 installing and repairing the irrigation system, planting turf seed, and installing trees. This phase of the project is to complete public engagement, a Master Plan for redevelopment of the site, and begin construction. Staff anticipate applying for a matching grant from Adams County in the amount of \$300,000 to provide additional funding for the renovation.

Park Irrigation System Renovation **\$ 450,000**

This ongoing project is intended for the renovation of aging irrigation infrastructure, both full system replacement, and upgrades to central control and hardware components. Current control system and irrigation infrastructure in many parks are well beyond expected useful life. Staff are currently evaluating the highest areas of need for renovation and improvements, but anticipate upgrading 1-2 parks per year as funding permits.

Park Operations Facilities Repair & Maintenance **\$ 25,000**

This project provides ongoing repair and maintenance program for Park Operations Facilities. Funds address facility maintenance activities that will upgrade and/or renovate existing facilities and equipment. Facilities supported through this project include the Greenhouse, the Open Space and Forestry Operations facility at the Braugh Property, the Park Operations Center, and the Lift Station and Pumphouse at City Park.

Park Sustainability Program **\$ 500,000**

Formerly titled, "Park Renovation Program", this ongoing project implements capital renovation and repairs to park features, landscape and amenities. There is a need for major project funding which is highlighted below. Several park projects are in need of complete renovations based on usage and dated design and infrastructure. Renovation work in 2021 will focus on renovations to Squires and Wolf Run Parks.

<p>Parks & Recreation Facilities Major Maintenance</p> <p>This project provides funds for timely repairs and maintenance of all Parks facilities that support the Parks functions and is administered by the Facilities Maintenance Division (FM).</p>	<p>\$ 1,514,000</p>
<p>Playground Surface Maintenance</p> <p>This ongoing project funds the replacement of both unitary (poured in place) playground surfaces and EWF mulched playgrounds. The conversion to EWF from Sand should be completed by the end of 2021, so the requested funding amount will be dedicated to unitary (Poured in Place) surfacing. From that point on, the EWF playgrounds will only require replenishment. Unitary playground surfaces account for nearly half of the City's 44 playgrounds, the remainder are comprised of EWF or Sand (which is to be converted).</p>	<p>\$ 150,000</p>
<p>PRL City Facility Parking Lot Maintenance</p> <p>This ongoing project provides for contractual crack sealing, resurfacing, seal-coating and concrete replacement of City facility parking lots at PRL maintained facilities.</p>	<p>\$ 100,000</p>
<p>Promenade Renovation, Phase 1</p> <p>This is Phase 1 of a multi-phase project to re-envision the dynamics of the Promenade Pond and common space. With conceptual proposals for residential development in the area, conversion of the pond to a more active, recreational, and publicly supportive function is desired. Additionally, the existing ponds leak freshwater, and the ongoing maintenance costs are placing a heavy toll on operational budgets. Repairs to the pond liners will be extensive and expensive. Phase 1 consists of filling the two leaking ponds, and creation of a large turf area and playground to serve local residents and visitors.</p>	<p>\$ 1,000,000</p>
<p>Public Safety Center - Building Infrastructure</p> <p>This project provides for the repair and replacement of integral components and fixtures at the Public Safety Center. Examples include uninterruptible power supply (UPS) chloride batteries and capacitors that mitigate adverse impacts of power failures, security systems, aesthetics, furniture and other equipment.</p>	<p>\$ 80,000</p>
<p>Public Safety Facilities Major Maintenance</p> <p>This project is managed by the Facilities Maintenance Division (FM) and provides funds for major maintenance projects for the Public Safety Center and fire stations. Types of projects include both interior and exterior replacements and improvements, along with major mechanical (HVAC), plumbing and electrical work. This project has approximately \$131,000 in funds previously appropriated.</p>	<p>\$ -</p>
<p>Quiet Zone at 72nd/Lowell/Bradburn</p> <p>This project funds the engineering and construction of quiet zones to meet the Federal Railroad Administration (FRA) requirements to silence train horns at grade crossings of the Burlington Northern Santa Fe Railway at Lowell Boulevard, West 72nd Avenue, and Bradburn Boulevard. These crossings are less than a quarter</p>	<p>\$ -</p>

mile from each other, therefore FRA requires them to be established at the same time. DRCOG funds in the amount of \$800,000 are allocated to Westminster for the implementation of Quiet Zones, significantly reducing the total cost. Additional quiet zones will be implemented throughout the City when funding is available. This project has approximately \$1,347,000 in funds previously appropriated, including the \$800,000 grant funding. No funding is proposed in 2021 due to delays in obtaining an estimate and agreement from Burlington Northern Santa Fe (BNSF) Railway for the quiet zone signal infrastructure.

Recreation Facilities Improvements **\$ 715,000**

This ongoing project funding for recreation facilities improvements help maintain the appearance and function of the City’s 280,000 square feet of recreation space.

Recreation Facilities Major Projects & Long Term Planning **\$ -**

Funding of this project would allow for long term planning and facility maintenance. Examples of projects include replacement of original flooring that is 20-30 years old, painting entire facilities and remodeling front desks, all which require additional planning and a longer shutdown time. This work will be coordinated with a variety of projects that Facilities Maintenance has on the books to complete in the next several years. The facility will close down for 2-3 weeks allowing for the opportunity of major work to be completed. This would also allow for a shorter shut down time at the facility in future years and limits impact on guest service and revenue loss. Funding this project would result in the continuation of major work that has been funded and completed in 2019 at the City Park Fitness Center and in 2020 at the City Park Recreation Center. Underlying projects rotate between the City’s five different recreation facilities over five-year cycles. This project has approximately \$100,000 in funds previously appropriated.

Retention Pond Redesign and/or Water Rights Purchases **\$ 250,000**

This project supports the stormwater utility by complying with state laws requiring the separation of stormwater runoff from reclaimed water and also addresses purchasing water rights where they don’t currently exist for stormwater ponds holding a permanent water surface.

Rodeo Market Renovation **\$ -**

Funds will be used to renovate the City-owned, historic property located at 3915 West 73rd Avenue (aka Rodeo Market Building). This project has an executed lease with the Olde Westminster Pub and Tavern and the City is responsible for all core and shell improvements. Costs from the contractor have come back and an additional \$400,000 is needed to complete the project. This project has approximately \$841,000 in funds previously appropriated.

<p>S. Boulder Canal Diversion Structure</p> <p>Development is occurring in the northwest portion of the City where an important water resources pipeline exists. This project will install a new diversion structure to connect to and protect an important raw water pipeline. This project will also improve efficiency of diversions from the South Boulder Ditch to facilitate water delivery in low-flow conditions.</p>	<p>\$ 850,000</p>
<p>School Mobility Improvements</p> <p>This ongoing project is intended for the implementation of infrastructure improvements, such as striping crosswalks, installing sidewalks, and flashing beacons to improve safety conditions for children to walk to school. This ongoing program will improve conditions for students in all three Westminster public school districts, including Adams 12, Jefferson R-1, and Westminster Public School Districts. This project has approximately \$20,000 in funds previously appropriated.</p>	<p>\$ -</p>
<p>Shaw Heights Tributary Improvements</p> <p>This project includes a study, design, and construction of improvements for the Shaw Heights tributary to address flooding issues. The study will analyze the Shaw Heights tributary, and improvements will include channel stabilization, culvert and bridge replacement, drop structure installation, and potentially trail improvements. Staff will also pursue matching funds from Urban Drainage and Flood Control District to help offset the costs to the City.</p>	<p>\$ 200,000</p>
<p>Small Business Assistance Program</p> <p>This project provides financial assistance to encourage the growth of existing businesses in Westminster with 50 or fewer employees. The program is designed to pay for one-time project related costs. Qualifying projects include tangible asset costs, office furnishings, specialized equipment, software purchases, IT equipment, capital improvements and machinery.</p>	<p>\$ 50,000</p>
<p>Storage Area Network (SAN) Replacement</p> <p>This project replaces the SAN Hardware in the City Hall Data Center with new up to date equipment providing faster speeds that are required by today's modern applications. The SAN replacement is scheduled to happen every 4 years and the current SAN was purchased back in 2017. The SAN replacement includes a comprehensive study to help inform the proper technology to best meet the needs of the City for the next four years. As part of the project older SAN hardware will be moved to the disaster recovery facility to increase data capacity back-up needs.</p>	<p>\$ 540,000</p>
<p>Stormwater Infrastructure Major Repair & Replacement</p> <p>This project funds the maintenance and repair of failing or failed stormwater infrastructure such as sink holes in roadways caused by collapsed pipes.</p>	<p>\$ 450,000</p>

Stormwater Miscellaneous	\$ 350,000
<p>This ongoing project is intended to fund the design and construction of all types of drainage improvements throughout the City.</p>	
Sustainability Planning & Implementation	\$ -
<p>The project is intended to provide small grants to businesses for energy, water, waste and other similar conservation practices. These improvements would reduce operating costs for businesses allowing them to direct their financial resources to other parts of the business. The grants would be used for improvements such as energy efficient equipment, energy efficiency upgrades to a building, xeriscaping, low-flow water fixtures, and waste bins. This grant would be run in partnership with Economic Development’s Small Business Capital Projects Grants Program and would result in a combined application process for businesses. As with the Capital Projects Grants Program, a certain percentage of a project would be funded up to a maximum amount of \$5,000. For energy projects, the money would leverage other funding and rebates provided by Xcel Energy. This project has approximately \$110,000 in funds previously appropriated.</p>	
Traffic Mitigation Program	\$ 35,000
<p>This ongoing project is intended to provide funding for a program to address resident and business concerns for speeding or safety. Examples of project activities include speed studies, installation of flashing beacons or other signs and street striping.</p>	
Traffic Preemption System Upgrade	\$ -
<p>This project is for the replacement of the current “Opticom” traffic preemption system. The new systems are technologically advanced, work well within “Smart Cities”, and can work with fire, police, and public works vehicles. The total cost of a new system is estimated at \$1.2 million. This is a new request and does not have previous appropriations.</p>	
Traffic Signal Pole, Cameras, & Sign Replacements	\$ 200,000
<p>This ongoing project is intended to fund traffic signal pole replacements, traffic signal cameras and traffic sign replacements throughout the City. Traffic Engineering recommends the replacement of 18 signal pole replacements every year through 2022, when it is estimated that all of the poles on the current priority list would be replaced with poles fabricated using the City’s paint over galvanized specification.</p>	
Trailside Subdivision Roadway Study	\$ -
<p>Trailside subdivision was built circa 1977 with a flat topography and the roadways have little to no elevation change to provide adequate water flow off of the roadway and along the curb lines. This CIP will have engineering design services completed to study the topography of Trailside subdivision roadways to determine the amount of rise or fall the roads will require to create drainage flow. Results of</p>	

the study will be followed by construction to implement improvements, likely in 2022/out-years. This is a new request and does not have previous appropriations.

Tree Mitigation Program	\$ 100,000
The ongoing project provides for the ongoing maintenance of City trees, including hazard tree removal. This project also includes funding for treatment for the prevention of Emerald Ash Borer damage to the City's ash tree population.	
Upgrade SAM Messaging System	\$ 15,000
SAM (Smart Access Manager) software is used by the library for time and print management of public computers as well as revenue management for library fees. The system is being expanded to include the ability to reserve computers from home and for printing from mobile devices. This project will fund the purchase of the SmartAlec module and will allow for printing from mobile devices as well as from home for library patrons.	
Utility Facilities Parking Lot Maintenance Program	\$ 45,000
This ongoing project funds contractual cracksealing, resurfacing, sealcoating and concrete replacement at seven utilities-related municipal sites. Rotation for asphalt pavement requires cracksealing once every three years and sealcoating once every six years.	
Voice and Data Network Expansion and Upgrades	\$ -
This ongoing project is intended to fund opportunities to expand and enhance the City's voice and data infrastructure in tandem with other projects underway. The strategy of this project is to have funds available to take advantage of proposed fiber and conduit build-outs within the City at a fraction of the cost to the City. These opportunities would add to, upgrade, and extend services to existing and new facilities. This project has approximately \$0 in funds previously appropriated.	
Walnut Creek Golf Preserve Cart Path Replacement	\$ 75,000
This project replaces various sections of the cart path throughout the Walnut Creek Golf Preserve to enhance safety and aesthetics.	
Walnut Creek Golf Preserve Irrigation	\$ -
This fund will replace the aging irrigation systems at Walnut Creek Golf Preserve and Westview Recreation center. These irrigation systems are tied together and were installed in 1997 with a 25-year lifespan expected. The systems have been redesigned as part of the Legacy Ridge irrigation project and additional funding is needed for construction. This is a new request and does not have previous appropriations. As part of a funding strategy for golf course irrigation replacements, Staff is evaluating potential debt-financing mechanisms due to the magnitude of cost and the estimated useful life of the irrigation systems.	
Wastewater Capital Outlay Replacement Program	\$ 50,000
The City uses this project as a method to fund equipment replacement that serves the wastewater system. For the Wastewater Fund, the project is most commonly	

for fleet replacements. The proposed 2021 funding reflects funds needed for the replacement of an existing fleet pickup truck.

Water Capital Outlay Replacement Program **\$ 424,000**

The City uses this project as a method to fund equipment replacement that serves the water system. Equipment replacements funded out of this project primarily include fleet replacements, multi-function devices (copiers), and handheld/mobile radio replacements used by the utility. The proposed 2021 funding reflects \$9,000 in funds needed for a copier replacement, \$380,000 in funds to replace existing fleet assets that are due for replacement, and one proposed new compact pick-up 4x4, estimated at \$35,000. This proposed new vehicle would be used by the Supervisory Control and Data Acquisition (SCADA) Team who maintain critical communications systems that are used by water treatment facilities. SCADA operations require daily, year-round vehicle trips which are currently performed using privately-owned Staff vehicles. A 4x4 truck is proposed as some water facilities require 4x4 capabilities to access during inclement weather.

Wattenberg Reservoir - Spillway & Bank Stabilization **\$ 1,523,000**

The City has a complex system of reservoirs and water delivery structures that provide water supply for City customers. The Wattenberg Reservoir Complex, located in Weld County, is part of this complex system. The City has been working towards the completion of this reservoir complex for many years. In 2019 the City purchased raw water storage at the Wattenberg Gravel Lakes site, a mined-out gravel pit. Storing and exchanging water outside of Standley Lake helps keep water in Standley Lake, the City’s primary drinking water supply to our water treatment plants. The Wattenberg Reservoir must be protected from flood on the nearby South Platte River by installing a spillway and bank stabilization. This project will design the spillway and bank stabilization and then construct them.

Wayfinding **\$ -**

Phase 2 of the Wayfinding project will be to complete signage on many of the minor trails leading to our major trails such as Big Dry Creek Trail. Project plans include the installation of map and trailhead kiosks that will assist trail users to identify destinations and location. Approximately twelve of the kiosks will be installed throughout the trail system. This project has approximately \$157,000 in funds previously appropriated.

Westminster Station Park **\$ 300,000**

Westminster Station Park will be completed in three phases. Phase 1 includes: a nature playground, water play feature, sand play feature, connections to the Little Dry Creek Trail, pavilion and restrooms. Phase 2 includes: a xeric garden, public art, event area and pavilion. Phase 3 includes: a pavilion, fishing pier, and restrooms. All phases include landscaping, irrigation, lighting, site furnishing and signage. This project has approximately \$5,389,000 in funds previously appropriated.

COMMUNITY REQUESTS

The following requests were made by community members during the 2021 Budget development process. These requests were delivered to City Council or Staff by way of e-mail, mail, phone call, online, or were provided in-person. Staff have researched each request and a recommendation on each item is provided below.

The citizen requests noted below are current as of September 10, 2020. Any additional requests received will be reported at a later date.

1) Request: Reallocation of funding from Westminster Police Department to social and public community programs.

Since June 2019, the City has received many requests to “defund” police operations and to reallocate that funding to social community programs, including many emails with this same message. This message can be found on a website (<https://defund12.org/westminster>) that allows interested parties to access the following form letter:

Dear Westminster City Council and Executive Leadership,

I am writing to demand a reallocation of funding from the Westminster Police Department to social and public programming for our communities. With record unemployment and a seemingly intractable pattern of abuse and unequal treatment by police, our city needs a budget that adequately and effectively meets the needs of at-risk Westminster residents.

For FY2020, nearly \$27 million was allocated for policing (20% of the budget) while only \$6.5m was allocated for community development programs. This is unacceptable, and I demand that the city council remedy this gross display of priorities. You must support a budget that supports social equity in our community, rather than empowering the police forces that tear us apart.

It is your duty to represent your constituents. I am urging you to advocate for revision of the Westminster city budget for the upcoming fiscal year to reflect the decades of research showing that education and social programs better promote the safety of a city than policing.

Staff Research:

Municipal police departments are trained to respond to criminal incidents. However, over the course of the last two decades, calls for police assistance have increasingly included homelessness, addiction, mental health, and family crisis calls. And, unlike policing at the county and state level, municipal police departments do not have direct access to mental health, addiction, family crisis, and homeless resources as those are generally funded at the state and county level.

However, in reaction to these changing needs and in order to better serve the Westminster community, the City has prioritized enhanced services to these vulnerable populations in the City's Strategic Plan objectives. Accordingly, at the direction of City Council and City leadership, previous budgets have already taken the following steps since 2017 to provide additional funding and direct resources to provide holistic, comprehensive and enhanced non-police services to more effectively assist these populations in the Westminster community and attempt to free up police officers to focus on and respond to criminal incidents.

City of Westminster Strategic Plan:

The [Strategic Plan](#) adopted by City Council includes the following actions items:

- Continue to pursue local and regional strategies for addressing homelessness with emphasis on teen and family populations, including cooperation with other governments, nonprofits, and grant opportunities.
- Support mental health service providers, advocating for resources to support and help bridge service gaps within our community.
- Pursue workforce and affordable housing throughout the City.

City of Westminster Homeless Initiatives:

The City has had one full-time temporary, benefitted staff dedicated to the City's initiative to address homelessness. The 2020 Adopted budget approved this position permanently as a 1.0 FTE Senior Management Analyst / Special Projects position. Additionally, with the 2020 budget, the City dedicated additional resources by adding a full-time temporary, benefitted Homeless Navigator position. These Staff members are housed in the Parks, Recreation and Libraries Department (PRL) and their work and duties are entirely focused on addressing issues of homelessness in the Westminster community,

These City Staff provide comprehensive outreach and navigation services to persons of all ages who are experiencing homelessness. Services provided include:

- regional collaboration to address homelessness in the north metro area;
- crisis intervention;
- provision of basic needs;
- facilitation of increased access to emergency shelter;
- transportation;
- client advocacy and service linkage; and
- case management to individuals who qualify for housing while locating appropriate housing for these individuals and families.

In addition to these PRL Staff that are dedicated wholly to assisting community members experiencing homelessness, the Police Department also has two police officers that work in tandem with these PRL Staff to assist with these initiatives, and to build trust and relationships with homeless community members, and connect them with services.

The City's initiatives to assist community members experiencing homelessness include funding for community partners, connecting people to services, housing and temporary shelter, surveying to ensure comprehensive understanding of homeless issues and options, and regional collaboration. The City has had an established web page on these initiatives and it can be found [here](#).

Westminster Police Department Co-responder Program:

In 2019, the City pursued and was awarded grant funding to implement a civilian co-responder program. This program launched July 1, 2020, and two co-responders and a supervisor have been hired to accompany police officers on calls for assistance that involve mental health and addiction issues. The program has been tremendously well-received by Police Department personnel, Fire Department personnel, and the community.

Although the program has launched without direct funding from the City, Police Department personnel do provide for supervision of all co-responder staff as well as continual evaluation of the program. Initial data suggests that service needs would support the addition of two more co-responders. Police Department staff will continue to closely evaluate the program and work with the City Manager's Office and Policy & Budget Department Staff around future available funding.

Upon receiving grant funding in late 2019 and having implemented the program in July 2020, the co-responder program at the City is now in its second year of a five year grant, which is subject to state appropriation. The City needs to reapply for this grant every year; however, the State has been very committed to the program.

City of Westminster Municipal Court - Wellness Court:

In May 2019, the City of Westminster Municipal Court launched the Wellness Court program as a pilot. The goal of this program is to assist individuals in the criminal justice system whose criminal behavior is affected by underlying mental illness and/or substance abuse disorders who have been screened by the Risk and Needs Triage (R.A.N.T.) assessment as high risk/high needs. This is a pilot program supported from the existing budget, and continued funding at current levels is included within the proposed 2021 budget.

City of Westminster - Affordable and Workforce Housing Initiative

Since 2015 the City's Strategic Plan has articulated a goal of becoming a regional leader in the provision of affordable housing. In support of this goal, Westminster established a task force to address specific affordable housing needs identified for our community that resulted in the development of the [Affordable and Workforce Housing Strategic Plan in October 2017](#). The City has Staff dedicated to the goals outlined in this document. Under this initiative, the City has 355 completed units, 444 under construction, and 140+ in planning stages.

Westminster Police Department – National Police Services Survey:

In March of 2020, the Westminster Police Department partnered with Polco/NRC (“National Research Center”) to conduct the “National Police Services Survey” (NPSS). The survey was conducted from May to July during which time the community was invited and encouraged to participate and provide feedback. The results of this survey are currently being reviewed; they will assist and continue to inform our police practices and operations.

Westminster Police Department – Community Listening Sessions:

Since June 1, 2020, the Police Department has engaged in a targeted and broad-based community outreach to a wide variety of citizen groups, individual citizens (including critics, and concerned citizens) on policing issues in our community. Through the first of September, PD Staff have met with, or offered to meet with dozens of such groups. The format has been everything from lawn chair conversations and walk-a-bouts in neighborhoods to formal and organized large group sessions. The purpose of these meetings is to listen to citizen concerns and perceptions of policing in our community and ask, “What can we do better?”

Staff have gathered valuable information and made connections with community members that we have not had before. Feedback has been positive (even with critics of the Police Department) and our goal is long term and sustainable connections that continue to improve perceptions of the police in Westminster and meeting the needs of our community.

Staff Recommendation:

Complete or significant reallocation (“defunding”) of funding for police operations presents a significant threat to the community. The direct consequences of this would be increased response times as well as an increased danger to the community and remaining police officers.

In recent years, the City has committed significant additional resources to enhance services to vulnerable populations in the Westminster community that are experiencing homelessness, as well as mental health and addiction issues. City Council, City leadership and Staff remain committed to providing enhanced services to community members struggling with any of these issues.

Additionally, the Westminster Police Department specifically continues to look for ways to serve the community in a respectful and professional manner, with accountability, and is open to making changes that are necessary, sustainable, thoughtful, and meaningful to continue protection of and enhance services to the Westminster community.

Staff recommend continued funding of police operations at current levels, along with continued funding of the many other programs the City has implemented in recent years to enhance services to vulnerable individuals in the community.

- 2) **Request:** On August 13, 2020, Bill Christopher submitted the following request addressed to City Manager, Don Tripp, and courtesy copied to Mayor and City Council, and Chris Lindsey, Assistant City Manager:

Dear Mr. Tripp:

I am writing as a citizen of Westminster to submit two budget requests for City Council's consideration as a part of the 2021 City Budget.

First, I am requesting \$1.0 million be budgeted in the Open Space Fund for land acquisition expenditures. This is a repeat of my request last year which did not get any consideration. This request goes to the heart of the original intent of the 1985 citizens' approved $\frac{1}{4}$ of 1% city sales and use tax. The current Open Space budget is dominated by operations and maintenance costs not only for Open Space, but Parks Services as well and capital projects for the Golf Course Fund. By culling back on such expenditures, there would be leeway to bring back funding for the original intent to acquire additional Open Space property. In reading the 2020 Citizens' (Community) Survey results, there is clearly support to spend a portion of the Open Space Fund tax revenue for land purchases.

A key consideration in allocating Open Space Funds for acquisition of land is that Westminster's remaining vacant land is quickly dwindling. As I previously pointed out in one of my Westminster Window columns, there is less than 700 acres of developable land left excluding the Pillar of Fire land which was confirmed by City Staff. As we all know, once the land is gone, it is gone!! Furthermore, by taking a portion of this remaining developable land out of private development possibilities, a reduced potable water demand would be realized. With the increasing challenge to acquire new water rights and the impact of global warming, this should further motivate the city to acquire more Open Space.

In reference to the argument that there is not any land left for Open Space is simply not true. There is a confidential list of parcels that have been deemed worthy of acquiring. I personally would be glad to take whomever on a tour of the city and point out viable Open Space sites.

<The second part of Mr. Christopher's letter containing his second budget request is listed below.>

Thank you for considering my two requests. They are both in tune with the desires and expectations of Westminster citizens.

Sincerely,

Bill Christopher

Staff Research:

As noted in the 2020 Amended Budget in response to a similar request, in 1985 voters in Westminster approved a sales tax to acquire and preserve open space. At that time, Westminster was the second municipality in Colorado to implement an open space program. In 2006, POST was reauthorized to include acquiring, developing, enhancing, and maintaining parks, open space, recreational facilities and trails in the City.

In 2014, the City Council adopted the [Open Space Stewardship Plan](#), with an eye toward management of open space:

The shift of priorities and focus swings to the management and stewardship of these properties... Now, it is time to start focusing on the stewardship of these lands in order to conserve them for future generations.

After several decades of planning and acquisition, the City of Westminster's open space system now requires a thoughtful approach to long term management of treasured and valuable assets. The 2014 Open Space Stewardship Plan contains tools that will allow city staff to make decisions concerning land management needs, acquisitions, trail usage, and future capital improvements. Focusing heavily on land stewardship, this plan will identify open space land management responsibilities, associated costs, needed resources, and future projected capital improvements. The goal of this plan is to provide a foundation that can be used to assemble an open space management program at a level that is complete and comprehensive.

Since the initial voter-approved Parks and Open Space Tax (POST) in 1986, and subsequent re-approvals of POST by the voters, the City to date has leveraged POST to increase the amount of open space to 3,099 acres (which is 14.3% of the total area of the City).

For additional reference and context, Standley Lake is an additional 2,206 acres, representing 10.2% of the City, and Parks are 973 acres which represents 4.5% of the City.

Staff continue to implement the Capital Improvement Program (CIP) as well as continue to work with regional partners to fund and acquire additional open space.

Staff Recommendation:

Staff continue to agree that the acquisition of open space is critical to the goals of sustainability, conservation, and well-planned development when balanced with maintenance of existing open space. The City's Strategic Plan contains an action item to, "Implement the Open Space Stewardship Plan, continuing shift in focus to maintenance and strategic acquisitions."

To that end, and as noted in the response to this request as shown in the 2020 Amended Budget previously, Staff will continue to review potential open space acquisitions for strategic opportunities that meet all the goals outlined in the

Strategic Plan and the Open Space Stewardship Plan and meet the continued focus on the stewardship of previously-purchased open space to conserve it for future generations.

The Proposed 2021 Budget includes funds for open space acquisition in the amount of \$1,366,000 from multiple funding sources.

- 3) Request:** On August 13, 2020, Bill Christopher submitted the following request addressed to City Manager, Don Tripp and courtesy copied to Mayor and City Council, and Chris Lindsey, Assistant City Manager :

Dear Mr. Tripp:

I am writing as a citizen of Westminster to submit two budget requests for City Council's consideration as a part of the 2021 City Budget.

<First part of letter containing Mr. Christopher's first budget request is listed above.>

My second budget request has to do with City Council's recent decision to delete the "Next Urban Center in Colorado" from the Council's Strategic Plan/Vision Statement. Such action then begs the question of **what should the REVISED land use/development plan for the "New Downtown" be**. Obviously, such a REVISED plan would need to integrate the existing built facilities' land use along with those which are under construction. The balance of the designated parcels would need to be evaluated and reduced in density/intensity while still being compatible with adjacent properties.

A qualified planning consulting firm could accomplish the desired work product collaborating in concert with City Staff and City Council. Perhaps the current consulting firm working on the Comprehensive Land Use component in the Westminster Forward endeavor could do the scope of work. As a part of the process to develop a REVISED plan, community involvement would be paramount. You and your staff would have a much better estimate on the total cost for this scope of work. However, **I would think \$30,000-\$50,000 would be sufficient.**

Thank you for considering my two requests. They are both in tune with the desires and expectations of Westminster citizens.

Sincerely,

Bill Christopher

Staff Research:

In 2020, City Council reviewed the City's Vision as a part of City Council's strategic planning process. The revised Vision Statement is: "We are a thriving community of safe neighborhoods and beautiful open space that is sustainable and inclusive." City Council formally adopted this new vision statement on September 14, 2020.

In light of this new vision statement, Council will continue to evaluate the alignment of the new vision statement across all City operations, including current land use plans. Community feedback and engagement will be foundational to these discussions.

Staff Recommendation:

Staff recommends that further work on this request be delayed as provide time for Council and Staff to consider the impacts of the new vision statement as it relates to and informs all City operations. This will require feedback from the community as a whole, and Staff will hold this request and consider it through those discussions. Therefore no funding for this request is included in the Proposed 2021 Budget.

- 4) Request:** On July 9, 2020, Ryan Thompson submitted a letter via email to Aric Otzelberger, Operations and Community Preservation Manager in the Community Development Department (CD), requesting the following:

On behalf of the Hyland Village HOA and residents **we would like to request the City of Westminster to perform a Highway Noise Analysis according to Federal Noise Model (TNM v2.5) to determine noise level impact from Highway 36.** Our community has already spent the last couple of years working with the developer, city planning division and CDOT to determine a possible path forward using City of Westminster Funding to build proper noise barriers on CDOT right of way (Also noted in the reference section). This request is intended to be the start of that funding request by initiating the noise study to confirm the environmental impact. The estimated expense for the noise analysis is approximately \$10K-\$20K and for the second phase approximately \$45/sqft for the noise barrier that would be based on the noise analysis for actual length and height. It is important to note that the residents knew they were moving in next to a highway, but had expectations of similar noise volumes to surrounding neighborhoods like Tuscany Trails which is right across the highway from Hyland Village where there is a significantly lower noise level. The residents of Hyland Village believe that the City's ODP plan and the current berm that was built to 2007 ODP specs are not sufficiently providing a reasonable noise level and the below examples indicate why. Our neighborhood was left off the analysis by CDOT because the neighborhood was impacted by the 2008 recession when the previous builders went bankrupt and homes were not close enough to the highway at the time of the hwy 36 expansion even though the neighborhood was fully planned. This should have been revisited with a new ODP for the noise barrier and berm when construction started back up in 2015 with David Weekly and New Town Builders (Now Thrive Home Builders) and the community developer.

Supporting reasons that ODP is insufficient:

- Highway was increased from 4 lanes to 6. In the EIS Study from CDOT, they indicate a 4 lane highway at approximately 66db and 8 lane highway at approximately 74. Splitting this in half could attribute the increase in 2 lanes still having a 4db impact that isn't accounted for in the 2007 ODP Planning.
- Highway surface changed from Asphalt to Concrete. According to the National Asphalt Pavement Association document referenced, this surface change could have a 3-10 db increase that was also not factored into the 2007 ODP Planning.
- The noise suppression on the Tuscan Trails side as determined by the CDOT planning was to add a 12-14 ft noise wall in addition to the already existing 8 ft barrier. This provided up to 11.9 db reduction. For reference, the Hyland Village berm was built to 4 ft at the southern end of the community to a height of 6 ft toward the northern end. Towards the canal that runs to the south, there is no barrier and many residents have clear line of sight with no barrier. A CDOT right of way option would allow a noise barrier to be extended further south to mitigate this.

References:

- 2007 ODP Plan [Page 49] - Berm height of 4 ft to 6.5 ft
- CDOT [US 36 Managed Lane/BRT Project Highway Noise Analysis Draft Design Noise Report]
- National Asphalt Pavement Association (http://www.wispave.org/wp-content/uploads/dlm_uploads/Benefits_Of_Aspalt_Trifold.pdf) - Asphalt provides 3-10 db lower sound levels than concrete.
- CDOT [Non-CDOT, Non-Federally Funded Noise Barriers on State Highway Right-of-Way] (https://www.codot.gov/programs/environmental/noise/assets/cdot_na_agprivatewallsupdate.pdf)
- CDOT [Hwy 36 Environment Impact Statement during construction planning] (<https://www.codot.gov/projects/archived-project-sites/us36eis/documents/us-36-final-eis-public-hearings/2009-1112us36eisboardsfinal.pdf>)

Staff Research:

Staff from Community Development's Operations and Community Preservation Division and the Engineering Division have engaged Mr. Thompson previously regarding questions, interests and concerns regarding the berm that was constructed between Hyland Village and U.S. 36. As was recently confirmed by a third-party engineering firm, the height of the berm is built to specifications and requirements in the Official Development Plan (ODP) and civil engineering plans for the community. As Staff has communicated with Mr. Thompson, Staff can only enforce the provisions of the ODP and the developer has satisfied the provisions related to the berm.

Several Staff members who worked on this project years ago were consulted regarding Mr. Thompson's request. During development review, there was a significant alternatives analysis performed regarding the decision to place a berm versus a wall. When constructed and placed properly, berms actually buffer more sound due to their density. A decision was made by the former Community Development Director to proceed with berms. Staff actually compelled the developer to construct a higher berm than originally proposed by the developer's engineer.

Due to current financial challenges, Community Development has postponed approximately \$6 million in capital projects. In 2021, following coordination with City Leadership and the Policy and Budget Department, Community Development is proposing an extremely lean capital project program as the City prioritizes operations and services to the community.

The proximity to the highway was a known factor before development and will always be a consideration for current and future residents. As the community is "built out" and has an active and engaged Homeowner's Association (HOA), Staff would look for interest from the HOA leadership for potential adjustments to their ODP and financial support from the HOA of potential adjustments.

Staff Recommendation:

Mr. Thompson has performed impressive research and Staff appreciates his interest in further sound mitigation. Staff is open to future discussions and would work with the community to amend the ODP if the community chooses to invest resources in raising the berm, adding a wall or some other treatment. Staff would recommend waiving review and permit fees associated with such an effort.

Staff does not recommend City funding for a noise study or City funding for constructing a noise barrier. In 2020, Staff worked very closely with Hyland Village HOA leadership regarding a planned pedestrian bridge in the community. Following significant outreach efforts, including a community meeting and a survey that went to every residence in the community, Staff heard the community's concerns regarding the planned bridge and transformed this feedback into action. Staff amended the ODP and Preliminary Development Plan (PDP) for the neighborhood to remove the pedestrian bridge. The pedestrian bridge was clearly an item of great concern for the neighborhood as a whole. Staff has not received that similar level of input regarding noise from U.S. 36. Mr. Thompson is the only resident that has contacted the City directly about this concern.

Operations and Community Preservation Division Staff are contacted approximately once per week from HOA leadership at Hyland Village regarding site and ODP compliance issues. The berm has not come up once from HOA Leadership. Pursuing this project with City funds does not appear to be in response to large scale interest, nor does it appear to be fiscally responsible considering other service demands and revenue limitations at this time.

- 5) **Request:** On August 2, 2020, Dino Valente submitted the following request by email to members of City Council and Max Kirschbaum, Public Works & Utilities Director:

Members of Council and Mr. Kirschbaum – I hope this e-mail finds you and your loved ones well. This evening, I came down to the deli to do my prep for tomorrow. I was surprised to see that there was a crew in the street from the water department. Yup, another break in 72nd. I guess they've been there since this morning. While the break isn't directly impacting our businesses other than intermittent shutoffs to find the leak, they will be there until at least midnight. Good crews. Hard workers. Still, it begs the question: how many more breaks before you just repair the couple hundred feet that needs repaired and upgraded? You have 8 inch high pressure, modern lines on either side of this approximately 200 feet all of which has been upgraded with other projects. This chunk is among the oldest in the city. This is the 4th break in 18 months. How many more will it take? The last one resulted in flooding to our tenant (Carol Lee Donuts) and a fairly expensive cleanup that the city had to have CIRSA pay. It doesn't look like that will be the case this time. **I would request that you put the expense of fixing and upgrading this patched together piece in the upcoming budget unless it can be budgeted sooner and just finish the job.** At least this time the crews are working in nice weather as opposed to the sub-zero weather with the last break.

Thank you,

Dino Valente

Staff Research:

Don Tripp, City Manager, sent an email to Mr. Valente dated August 6, 2020, with the following response:

Mayor, Mayor Pro Tem, City Councillors and Mr. Valente,

Thank you for your interest in this critical infrastructure. The relevant staff has provided me with this response and background. You are correct that the City has had several main breaks in this area in recent years and replacement projects have been identified as part of the City's Long Term Planning process. The City uses this planning to invest ratepayer funds as efficiently as possible, work toward stopping the decline of its infrastructure and maintain the levels of service our community depends on by systematically identifying the right projects at the right time.

There are two water mains on 72nd Ave in this Area, a 16" diameter pipe installed in 1955 and a 4" diameter pipe installed in 1956. The 4" diameter pipe between Newton and Meade streets is scheduled to be replaced by Public Works and Utilities crews during the 2021 construction season. The 16" diameter pipe between Lowell Blvd and Newtown St is scheduled to be replaced in 2022

as part of a project that will also replace sections of water main on Lowell Blvd between 72nd Ave and 80th Ave. This project will be bid out due to the size of the pipe and is dependent on sufficient funding and staffing. [You can find this project referenced on page 273 of the City's 2019-2020 budget in the 2019-2023 Capital Improvement Program section.](#)

With a water and sewer system valued at \$4 billion, over 900 miles of underground pipes and 25% of our infrastructure already past its designed life, there are infrastructure needs across the City. We appreciate your patience.

Please let me know if you have any follow up questions.

Thank you.

Donald M. Tripp
City Manager
City of Westminster

In response to this email, Mr. Valente responded on August 6, 2020, as follows:

Thank you, Mr. Tripp for that comprehensive answer. That being said, **I would like to ask that council override Mr. Tripp's recommendations and revisit this part of the budget and do both projects in 2021 if not sooner.** You, as the council, have the right to make the budgetary decisions irrespective of what staff recommends. By continuing to allow this section of pipe to be in the deleterious state, we continue to expend valuable city resources spending good money chasing after bad. How much has each break cost in terms of staff, labor, remediation to damaged neighboring properties, etc.?

What is even more frustrating is the lack of coordination of projects. Last summer, 72nd got a spiffy new resurface. Great. The street is heavily trafficked and after so many breaks and patches, needed the work. Now, we have another patch. The amount of time between today and 2022 is twice the amount of time in which we have had four or five breaks. If you extrapolate that figure, you are looking at 8 to 10 more breaks potentially happening. We have had projects on either side within the past few years which could easily have fixed this small length of pipe. In a city with a \$4 billion water infrastructure and 900 miles of pipe, let's do the math:

1 mile = 5,280 feet

900 miles = 4,752,000 feet.

200 feet of pipe = 0.00004208754% of the total amount of pipe in the system

So, as a city, there seems to be an ongoing budgetary problem with a length of pipe that, by any mathematician's standard, is statistically insignificant but which continues to be an ongoing problem that the city has to deal with and which costs the taxpayers money. Unfortunately, I cannot do a project analysis

of the cost because the link you sent and the page you reference do not match and page 273 brings me to a page on employee happiness.

Regardless, if you look at how many breaks have occurred, how much staff time has been expended, how little of the total system this length of pipe represents, how much water has been lost and the overall cost, you will see that continuing to kick the can down the road is poor stewardship of the community which you are elected to serve and for which you have hired a team of personnel to carry out the daily activities.

I would encourage you to reach out to the city's new CFO and see if the city can find the money to get this done. Where there is a will, there is a way. This city needs a better will!

Thank you,

Dino Valente

In response to this, City Manager Tripp sent the following email to Mr. Valente dated August 14, 2020:

Mr. Valente,

We appreciate the frustration that there have been breaks on this particular section of pipeline. It is frustrating to Staff as well.

PWU has a data driven method that has been in place for 10 years. We use this plan to identify the highest priority Capital Improvements Projects (CIP) for all utility infrastructure, inclusive of treatment facilities, storage tanks, meters, pumping stations for water and sewage, and water and sewer pipelines. We also identify the highest priority projects for our utility construction crews. These methods ensure that we are responsibly using rate payer revenues to benefit the City.

The waterlines in 72nd Ave are aged and in need of replacement. PWU is aware and has been tracking the age and condition of these and other waterlines with a plan in place to replace them according to their priority among all City waterlines. PWU has committed its in-house construction crew to replacing the 4" water line in 2021. PWU has identified the approximately \$12 million dollar 16" water line project as a CIP for 2022, providing that staffing and funding are available. City Council has not yet adopted 2022 water/sewer rates and Staff will be discussing those with City Council at a later date.

PWU is in the process of implementing the 2020 CIP and is making plans to initiate the 2021 CIP. On June 22, City Council adopted 0% water/sewer rates increases for 2021 that are based on a specific minimally responsible CIP. The 2021 CIP represents the Utility's minimally responsible 2021 Capital Program, representing the highest priority projects in the City.

Per my direction, Staff has added your request to the list of community budget requests.

Donald M. Tripp

Staff Recommendation:

Staff recommend continued funding of the capital projects per the capital improvement schedule laid out in Mr. Tripp's response to Mr. Valente on August 6, 2020. The Capital Improvement Program is carefully constructed by Staff to provide funding in a manner that is consistent with best industry practices and in a way that is financially sustainable and in congruence with other projects. Also, per the City Manager's direction, Mr. Valente's request has been added as a 2021 Budget Request for formal consideration by City Council.

6) Request: On July 27, 2020, Dino Valente submitted the following email to Fire Chief Doug Hall:

It had just been raining. After leaving, I kept driving a bit as we were near the end of our conversation and I detoured down Elk Drive/71st past the new greenhouse and the training facility. A white extended cab Chevy truck with blacked out windows was in the lot of the training facility using the open space and the wet surface as a reason to rev the engine and to spin cookies since there were no cars around. I didn't put myself in a risky situation to try to shine a light or to attempt to get a plate because people are too crazy right now. Plus, I figured if I called the cops by the time they arrived, the fun would have been over. I suspect this is not the first time someone has done this nor will it be the last.

Rather, it got me thinking. That area is awfully dark and not secure (just a split rail wooden fence and a big opening at thee drive, as you well know). Plus, the new homeless camps follow that path from the train station and I know in recent years there have been many break-ins at the businesses on Newton on the other side of the creek. If memory serves me correctly, since the completion of the new greenhouse, the city is going to be appropriating some funds for upgrades to the training facility. I don't know what budgets look like right now but I'm sure cuts and delays will occur. In the interim, **it might be worth investing in some sort of a controlled access gate to close that entrance and a couple lights to provide illumination on the area to take away the ability for non-city purposes. It's a dark and dangerous curve as it is and a street light or two would be helpful and the new LED lights seem to keep the light focused where needed and not disrupting neighbors.** Just a thought given the climate in which we find ourselves these days between the pandemic and rioters doing major damage to government facilities while others protest peacefully.

I figured this was not something to take to council but to the person who oversees the use of that facility.

Thanks and stay well!

Dino Valente

Staff Research:

Fire Chief Hall responded to Mr. Valente via email on August 7, 2020. In his response, Chief Hall included information from Nicole Ankeney, Senior Landscape Architect with the Parks, Recreation and Libraries Department:

We partner with north area fire agencies and the Westminster Public schools to allow them access to the site for fire training and bus driver training. Also, we allow ball field parking on the site when we're not using, and I am unaware of any conflicting activities. So access to the site is a consideration. We are exploring some type of gate to restrict vehicle access of uninvited guests, however, ball field parking is a concern from a pedestrian and vehicle safety aspect.

There are some restrictions, mostly from a structures perspective, on the site due to it being in a federally designated flood plain. This is not a concern with the issues you raised, however, I do have concerns about what we install at ground level due to possible flooding.

The pole fencing will remain in place for the time being. We'd like a more substantial fence similar to that around the new greenhouse, however, with pending financial reductions this would not be a wise expenditure. I'll work with Parks to ensure the fence remains in good repair. Hopefully we can come up with some type of gate assembly that allows partners to continue using the site without too much hassle and creates some level of site security. I've been advised by the PD that the two main security issues are: site access and lighting. Costs, especially during these times, is a considerable issue.

Lighting is an issue. We're looking into some type of solar powered lighting that might be mounted to the top of the tower and directed downward onto the pavement. Running electrical to the tower is not financially feasible.

Here is a comment from Nicole Ankeney pertaining to lighting:

I wanted to share with you the solar street light that CD Engineering is using for a pilot project on the east side of Hooker north of Westminster Station. Since a lot of research went into this, I am planning to work with Ricky Martinez to also install them on the east side of Raleigh near the England Park Greenhouse Center and along parts of Elk Drive. Do you have any concerns with adding these type of street lights? They cost about \$6500 each, but are much easier to install because they are solar and don't require an electrical engineer or Xcel Energy's involvement.

Since this email communication, Staff have done additional work regarding costing the proposed lighting. Staff estimate the enhanced lighting will cost approximately \$105,000 based on a preliminary, but not final, estimate of the project boundaries. Also, in addition to Mr. Valente, other groups have brought forward concerns about the lighting in this area, and Staff will need to do outreach with the impacted community members in order to formulate a holistic response to the concerns that have been expressed thus far.

Staff Recommendation:

Staff recommend pursuing further research into both the access and lighting concerns that provide safety and security for the training facility, while providing for appropriate access by community partners. Staff will continue to ensure proper maintenance and repair of the current fencing around the training facility site, as well as explore possibilities for enhanced lighting utilizing solar street lights. As noted above, since the response to Mr. Valente on August 7, 2020, Staff have done additional research regarding the cost of enhanced lighting, and Staff estimate the enhanced lighting will cost approximately \$105,000 based on a preliminary, but not final estimate of the project boundaries. Based on this, Staff does not recommend pursuing the enhanced lighting project at this time as Staff need to consult several community partners that have expressed interest in the lighting issues in this area.

7) Request: On September 3, 2020, Councillor David DeMott asked for information regarding Medigap coverage for City sworn police staff and commissioned fire department staff. This request is related to public safety personnel being able to retire at age 55 (with specific parameters per the IRS) but are not yet eligible for Medicare. Councillor DeMott also requested this be addressed as a budget request.

Staff Research:

Medigap is a term that is used to describe extra health insurance that one can buy from a private company to pay health care costs not covered by Original Medicare, such as co-payments, deductibles, etc. Medigap policies are only available to those who are on Medicare. Premiums vary among insurance companies, and an individual pays a monthly premium to the insurance company in addition to their Medicare premiums. The cost of a Medigap policy depends on several factors, including the type of plan, insurance company, location and age.

Separately, the City offers a retiree medical benefit that allows a benefited employee the option of electing to continue participation in the City's health insurance program when they retire from the City. This benefit is available to employees with a minimum of ten (10) continuous or non-continuous years of benefited service and where the combination of years of service and age are not less than sixty (60); or any benefited employee at any age with twenty (20) or more years of service as a benefited employee. Retirees are currently responsible for 100% of the full premium for the level of coverage selected and the program is available to retirees until they reach their Medicare qualification age.

Upon receipt of this request, Staff began to work on developing an analysis of the costs. Staff is working with the City's health insurance consultant, Hayes Consulting, to work up cost estimates to implement a retiree health insurance benefit whereby the City funds a portion or all of the retiree's premium. We will have general estimates of costs/benefits for potential next steps based on City Council direction. Staff also recommends that research include a market analysis/survey so as to clearly understand whether or not this is a recruitment/retention issue. If City Council wishes to pursue further, an actuary's study based on the market analysis in estimating the potential cost of the benefit is recommended. Staff is not qualified to make such estimations of cost, as cost includes not only estimated annual cash flows but also the Net Present Value of all Estimated Future Benefits. An actuary's study is projected to cost approximately \$10,000.

Retiree health insurance benefits are surveyed in the benefits survey. Currently, only two (Lakewood and Denver) of our market agencies provide some supplement to the cost of the health insurance premiums for retirees. Staff is aware that a retiree medical program is under consideration at the City of Thornton, but it has not been formally acted upon. None of the organizations in our market pay the full premium cost for retirees, and the majority who offer retiree medical insurance to retirees require the retiree to pick up the full cost of the premium. FPPA does not currently have a retiree medical benefit.

Cost estimates at full premium cost:

Retiree + Spouse: Approximately \$1670 per month (medical and dental)
 $\$1670 \times 12 = \text{approximately } \$20,000 \text{ per year}$
Retiree Only: Approximately \$770 per month (medical and dental)
 $\$770 \times 12 = \text{approximately } \9250 per year

The number of retirees on the plan fluctuates, and will increase over time. Approximately 40 retirees are currently on the retiree health care plan.

Staff provided information back to the Police Department staff based on a series of roll call meetings attended in July addressing four questions raised during those meetings, including a Medigap/retiree health insurance question similar to Councillor DeMott's inquiry. This information was shared with Police Department Staff on September 3, 2020 and with City Council on September 4, 2020.

Staff Recommendation:

At this time during the COVID-19 pandemic and associated financial impacts on the economy, the City cannot financially afford to expand our retiree medical/dental program as proposed. We will continue to monitor our survey cities as well as overall city finances for a potential modified option for all employees related to retiree medical/dental insurance.

- 8) Request:** In response to the COVID-19 pandemic and the accompanying economic crisis that has created significant revenue shortfalls in the City's budget, the WestyRISE program created the "Budget 2021 Innovation Challenge" through which Staff solicited ideas from both the community and City employees regarding ways to alleviate this shortfall.

Staff received 49 suggestions through the Idea Scale platform and the detail on those ideas can be found [here](#) on the City's WestyRise website.

Staff Research:

During this time when the Westminster community has been hit hard by the COVID-19 pandemic and other important challenges, City leadership is grateful for the 49 ideas submitted by community members as part of the WestyRISE Budget 2021 Innovation Challenge.

Staff Recommendation:

Staff is reviewing these requests and will bring back recommendations on these ideas at a later date.