



# CITY OF Northglenn COLORADO

**50 YEARS • 1969-2019**

## 2019 BUDGET ANNUAL OPERATING & CAPITAL IMPROVEMENT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Northglenn  
Colorado**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Northglenn for its annual budget for the fiscal year beginning January 1, 2018.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. The City of Northglenn believes the 2019 budget document continues to conform to the provisions set forth by the program and will be submitting it to GFOA for determination.



## Reader's Guide

This budget document is prepared in a format that strives to reduce the level of difficulty for readers not familiar with public budgeting systems, yet still provide comprehensive information useful in communicating the overall financial direction and policy of the City. Each section of the budget document and its contents are described below:

*Introduction* – Provides a profile and brief history of the City including information regarding the local population, climate, and economy. In addition, this section describes the operating structure of the local government, identifies key municipal facilities, and provides a list of current City Officials, as well as a city-wide organizational chart.

*Budget Summary* – Describes the budget process, fund structure, and basis of accounting used in the budget document. It also provides information regarding the goals and challenges facing the organization, an assessment of the major revenues and expenditures, and various city-wide budgetary statements.

*Fund Summaries* – The City operates a number of individual funds, each with its own appropriated budget. This section provides a budgetary statement for each of the City's funds and when applicable provides summary statements of the restricted funding elements within those funds.

*Department Summaries* – The City is organized by department, and as such each department has an authorized expenditure budget, which it must follow. A department funding matrix as well as detail regarding each department including departmental statements, descriptive narratives, goals, activity measures, and Full Time Equivalency (FTE) levels are presented in this section.

*Capital Improvements* – This section provides a detailed account of each capital improvement project including a program summary, descriptions, estimated costs, and information regarding the impacts of the projects on future operations and maintenance.

*Appendix* – This section contains miscellaneous information that may be of interest to readers and includes financial policies, personnel summaries, the City's adopted pay plan, and a glossary of terms. The resolution adopting/appropriating the budget and certifying the mill levy are included at the end of this section.

# Community Profile

## Introduction

The City of Northglenn is located approximately 9 miles north of downtown Denver in both Adams and Weld Counties. The City occupies approximately 7.5 square miles made up of two geographically separated areas. The primary portion of the City contains approximately 6.5 square miles which serves as the city center and according to the US Census Bureau, is home to an estimated 38,905 residents. In 1990, the City annexed an additional square mile of property located approximately 5.5 miles north of the former City border which includes the City's wastewater treatment plant as well as several hundred acres of undeveloped land. US Interstate 25 bisects the City in a North-South direction, and serves as the area's primary arterial along the foothills and Front Range cities. The City lies at an elevation of 5,377 feet above sea level, and is surrounded on all sides by other municipalities.

## History

First used by the Kiowa and Arapahoe Indians, the area surrounding the City of Northglenn has a rich heritage and includes early pioneers, mining, farming, ranching, and the railroad. Although the first settlers began to arrive in the region in the early 1800's, it was not until some 100 years later that the construction of the Union Pacific Railroad gave rise to several small communities in the area.

In 1959, the Perl-Mack Company began construction of a large subdivision in unincorporated Adams County known as North Glen. The homes were a success, and by the fall of 1962 the development had grown to approximately 3,000 homes and almost 10,000 residents. That same year the community was named "The Most Perfectly Planned Community in America" by Life Magazine. The community continued to grow and in 1968 the Northglenn Mall opened and quickly became the primary retail center for the area. The City of Northglenn officially incorporated on April 19, 1969. Six years later on April 29, 1975, the City adopted its Charter and became a self-governing, Colorado Home Rule Municipality.



## Climate

The climate of Northglenn is considered semi-arid with very low humidity and relatively little precipitation. The area is well-known for its abundant sunshine, as it averages over 275 sunny days per year. During the summer it is not uncommon to have temperatures in excess of 90°; however days for which temperatures reach 100° are unusual. Thunderstorms are common during the growing season between April and September and supply approximately 75% of the annual precipitation to the area. Winters are normally mild, however snowstorms measured in feet, do occur on occasion. The information below as compiled by the Western Regional Climate Center provides additional information regarding the City's climate:

Average High/Low Temperature in January	46.6°/19.3°
Average High/Low Temperature in July	89.8°/57.8°
Average Annual Precipitation	14.15"
Average Annual Snowfall	42.9"
Average Wind Speed	9.8 mph

## Population & Demographics

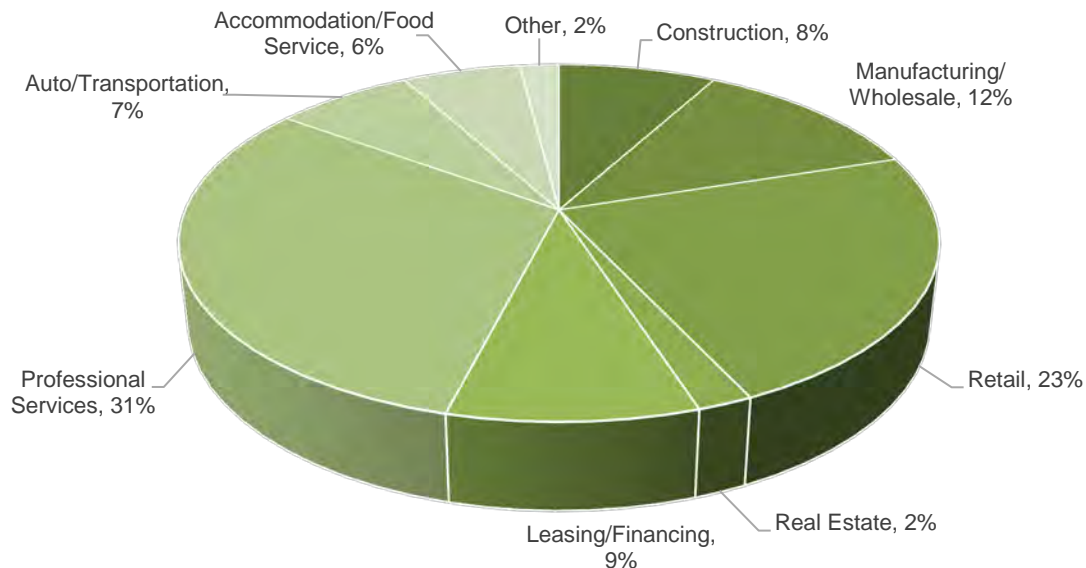
According to the US Census Bureau, the estimated population of the City of Northglenn is 38,905. In addition, there were an estimated 14,624 housing units within the City and an average household size of 2.68 individuals. Approximately 95.9% of the housing units in Northglenn are occupied, and of those, 42.7% are categorized as renter-occupied. Additional information regarding the demographics of the City compared to that of Adams County and the State is provided in the following table:

	<u>Northglenn</u>	<u>Adams County</u>	<u>Colorado</u>
Male	50.5%	50.5%	50.3%
Female	49.5%	49.5%	49.7%
Median Age	34.1	32.8	34.3
Under 18 Years	23.9%	26.9%	22.5%
Between 18-64 Years	62.8%	63.0%	63.7%
Over 65 Years	13.3%	10.1%	13.8%
High School Graduate or higher	85.4%	82.2%	91.0%
Bachelor's degree or higher	19.1%	22.4%	38.7%
Graduate degree	4.4%	6.0%	13.0%

## Labor & Employment

According to the U.S. Census Bureau, Northglenn's workforce accounts for 72.5% of its total population. Occupations in sales and service make up the largest category, followed by professional positions, production, transportation, and construction. The City's median household income is estimated at \$59,188.

Approximately 742 store-front businesses operate in the City offering a wide variety of goods and services. A 125-acre industrial park located on the east side of the City and comprised of 200 businesses involved in manufacturing, transportation, warehousing, automotive, and other services provides many of the primary jobs within the community. The City is also home to a number of "big box" commercial retail establishments including Lowes, Best Buy, and Bed, Bath & Beyond. The Northglenn Marketplace located at I-25 and 104<sup>th</sup> Avenue is the primary retail center within the City and is made up of approximately 45 establishments. The chart below provides additional information regarding local employment by industry:



## Growth & Development

The City of Northglenn is a mature community, bordered on all sides by other municipalities with limited land available for new development. As such, redevelopment plays an important role in the local economy. In 1990, the Northglenn Urban Renewal Authority (NURA) was created to actively eliminate blight, assist with private redevelopment projects, as well as plan and develop public-related improvements in an effort to develop and maintain a sustainable economy.

While limited, opportunities for infill development within the City do exist. Two future mass-transit light rail stations are planned in or near Northglenn as part of the Regional Transportation District's (RTD) FasTracks program. The first station is planned to be built on vacant property between Irma Drive and York Street on 112<sup>th</sup> Avenue, while the other is planned to go in just north of the city limits, at 124<sup>th</sup> Avenue and Claude Court. The City is also focused on several redevelopment projects throughout the City, including at the Marketplace.

## Government

The City of Northglenn is a home rule community consisting of a council-manager form of government with power vested in an elected, nine-member City Council. Policy-making and legislative authority remains the responsibility of the City Council. The Council adopts the budget, appoints the boards and commissions, and hires the City Manager, City Attorney, City Clerk, and Municipal Judge. The City Manager is responsible for carrying out the policies and ordinances approved by Council, for overseeing the day-to-day operations of the City, and for appointing the heads of various departments. Elected by ward on a non-partisan basis, Council Members serve four-year staggered terms. The Mayor is elected at-large every four years. The Council may take action through ordinances, resolutions, and motions. The Home Rule Charter establishes procedures to promote the expeditious and efficient handling of City matters.

The City provides a full range of services including police protection, municipal court services, street and road maintenance, parks and recreation, sanitation services, water treatment, sewer and stormwater services, as well as planning and general administration.

## City Facilities

### *City Hall*

11701 Community Center Drive  
Northglenn, Colorado 80233  
303.451.8326

### *Water Treatment Facility*

2350 West 112<sup>th</sup> Avenue  
Northglenn, Colorado 80234  
303.450.4061

### *Recreation Center*

11801 Community Center Drive  
Northglenn, Colorado 80233  
303.450.8800

### *Wastewater Treatment Facility*

5445 Weld County Road 2  
Brighton, Colorado 80603  
303.457.0931

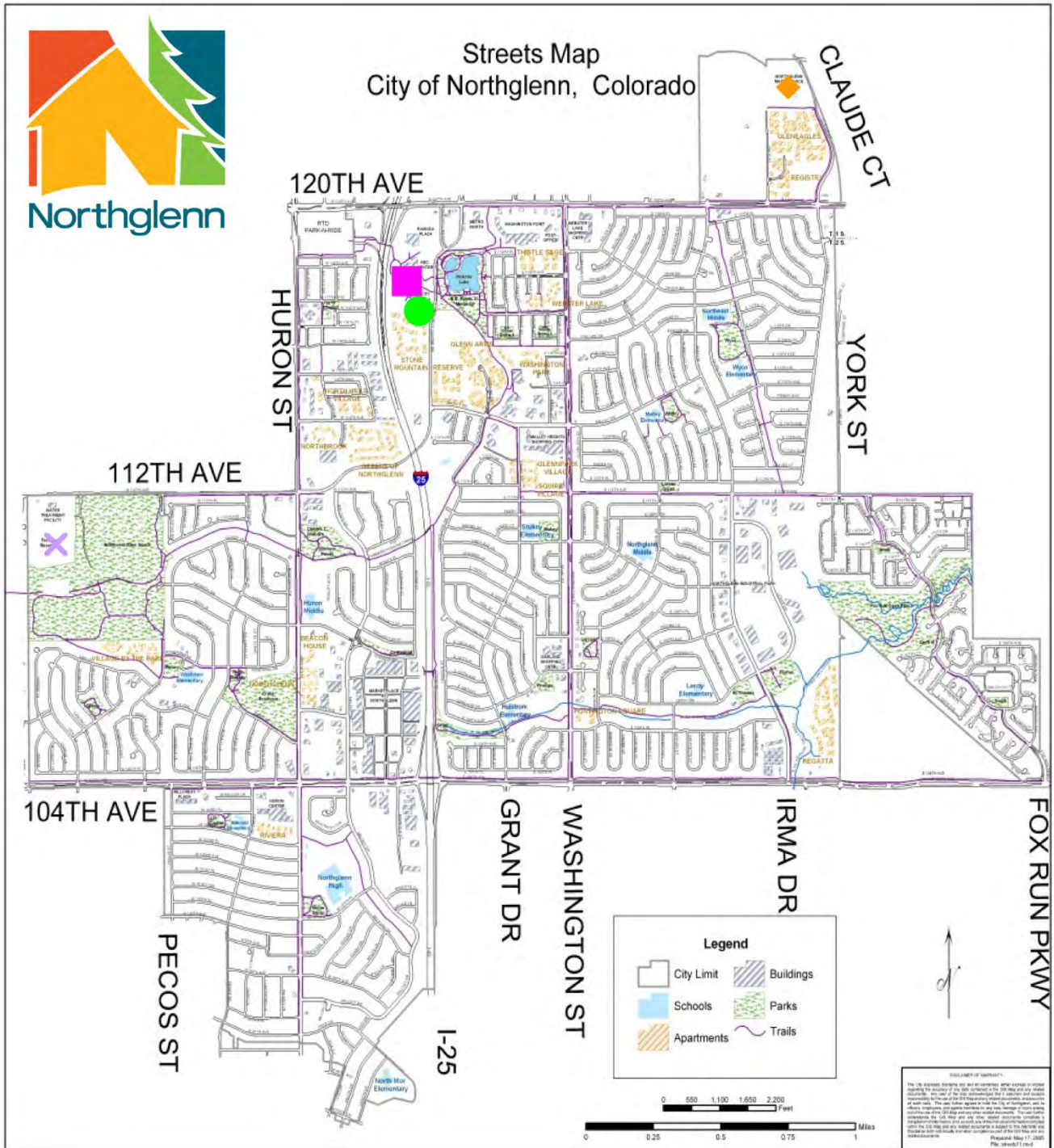
### *Maintenance & Operations Facility*

12301 Claude Court  
Northglenn, Colorado 80241  
303.450.4004

### *Northglenn Justice Center*

50 West Community Center Drive  
Northglenn, Colorado 80234  
303.450.8892

## City Map



- City Hall
- Recreation Center
- ◆ Maintenance & Operations Facility
- × Water Treatment Facility
- Wastewater Treatment Facility located on annexed parcel in Weld County (not shown)



## List of Officials

### City Council



Mayor, Carol A. Dodge



Mayor Pro Tem, Ward 4,  
Antonio Esquibel



Ward 1, Jordan Sauers



Ward 1, Meredith Leighty



Ward 2, Becky Brown



Ward 2, Joyce Downing



Ward 3, Marci Whitman



Ward 3, Julie Duran Mullica



Ward 4, Jenny Willford

## Administration

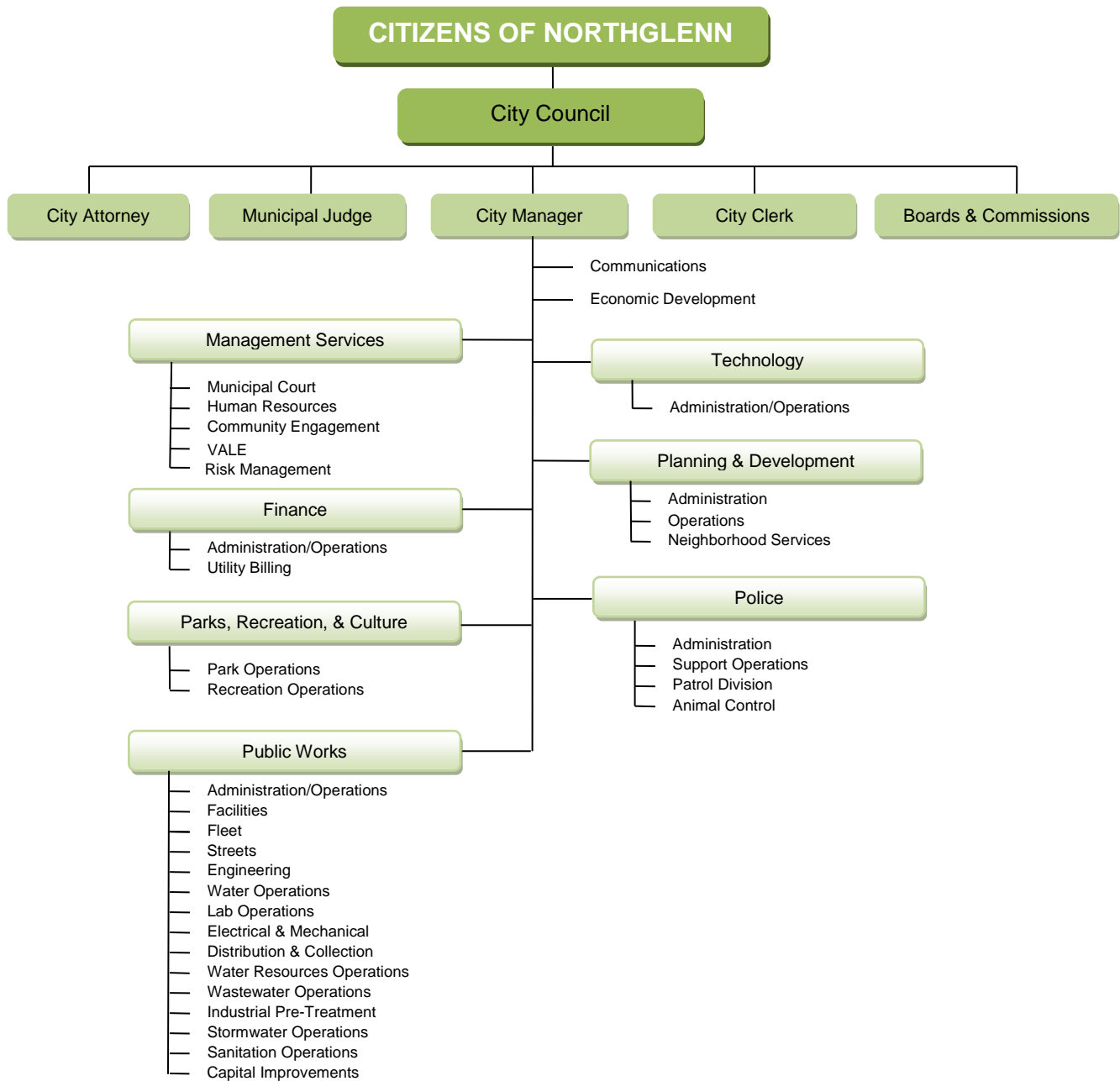
City Manager	Heather Geyer
City Attorney	Corey Hoffmann
City Clerk	Johanna Small
Director of Management Services	Paula Jensen
Director of Technology	Bob Lehr
Director of Finance	Jason Loveland
Director of Planning and Development	Brook Svoboda
Chief of Police	James May, Jr.
Director of Parks, Recreation, & Culture	Amanda Peterson
Director of Public Works	Kent Kisselman

## Boards & Commissions

Board of Adjustment	Northglenn Urban Renewal Authority (NURA)
Citizens' Affairs Board	Parks & Recreation Advisory Board
Election Commission	Planning Commission
Historic Preservation Commission	Victim Assistance & Law Enforcement (VALE) Board
Liquor Licensing Authority	Youth Commission



# Organizational Chart



## Budget Overview

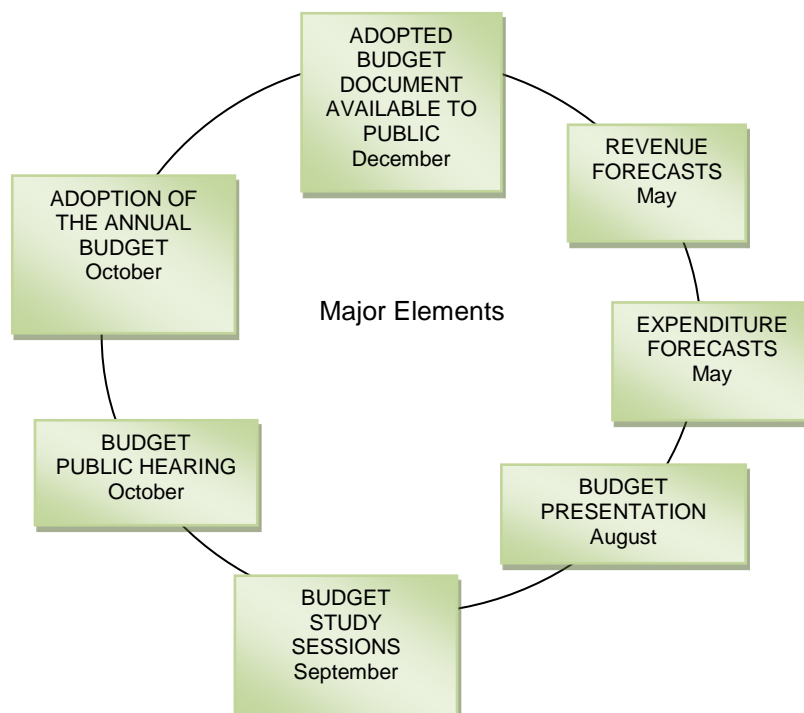
Pursuant to Article VIII of the City Charter, I am pleased to present the 2019 Annual Operating Budget & 2019-2023 Capital Improvement Program for the City of Northglenn. The budget identifies the allocation of available resources and acts as an operations guide in an effort to meet the service needs of the community.

### Budget Process

The City's fiscal year begins on January 1<sup>st</sup> and ends on December 31<sup>st</sup> of each year. Although the City legally appropriates its budget on an annual basis, the budgeting process includes discussions regarding multi-year financial planning, specifically as it relates to the City's five-year Capital Improvement Program.

The individual departments prepare budgets using a line-item method, providing detailed documentation for revenues and expenditures. Service levels, as approved by the City Council during the annual budget review, assist the departments in determining projected expenditures. In order to present a balanced budget, the City Manager works closely with departments to coordinate funding levels. Article VIII, Section 8.4(e) of the City Charter defines a balanced budget as, "The total of proposed expenditures shall not exceed the total of estimated revenues." Per the City's Municipal Code, the proposed budget must be presented to City Council at a study session on or before September 20<sup>th</sup>, followed by a public hearing which must be held on or before November 30<sup>th</sup>. During the public hearing, City Council may adopt the budget with or without amendment. If City Council fails to adopt the budget by December 31<sup>st</sup>, the amounts appropriated for the current operation for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a month-to-month basis. Adoption of the budget by City Council shall constitute appropriations of the amounts specified at the fund and department level. The City encourages citizen participation by publishing notices of the hearing in the local newspaper, the City's website, and posted at official City posting places. Copies of the budget document are also available for citizen review.

### Budget Flowchart



### Budget Calendar

Date	Activity
January 30, 2018	File the Adopted Budget with the Colorado Division of Local Governments Due By: January 30 <sup>th</sup> (C.R.S. 29-1-113(1))
February 3	Development/Communication of 2019 Organizational Goals & Priorities
March 13	Executive Team Budget Meeting & Debriefing on Goals & Priorities
April 9	Present 2019 Budget Calendar to City Council
May 14 – 18	Develop Preliminary Projections, and Budget Worksheets
May 21	Distribute Projections, Preparation Manual, and Worksheets to Departments
May 21 – June 8	Departments Complete Budget Worksheets/Package Requests/CIP
June 11 – 15	Develop Preliminary Budget Reports
June 18 – 22	Distribute Preliminary Budget to City Manager/Staff Budget Retreat/CIP
June 25 – 29	Executive Level Review of the Preliminary Budget
July 2 – 6	Develop & Compile Proposed Budget Document
July 9 – 13	City Manager Review of the Proposed Budget
July 16 – 20	Proposed Budget Development & Analysis
July 23	Submit Proposed Budget to City Council (Work Session scheduled for 8/7)
August 6	Formal Presentation of Proposed Budget Document to City Council
August 20	All Departments Budget Presentation To Council
August 25	Receive Preliminary Abstract of Assessments from County Assessor Due By: August 25 <sup>th</sup> (C.R.S. 39-5-121(2)(b))
August 26	Calculate Preliminary Mill Levy Rate
September 10	Submit Recommended Budget to City Council
October 8	Public Hearing on the Proposed Budget and Capital Improvement Program
October 9 – 15	Legislative Level Review & Instruction
October 22	Adoption of the Annual Operating & Capital Improvement Budget/Mill Levy
November 1 – 30	Develop & Compile Adopted Budget Document
November 6	Election Day
December 10	Receive Certified Final Assessed Valuation from County Assessor Due By: December 10 <sup>th</sup> (C.R.S. 39-1-111(5))
December 15	Certification of the Annual Mill Levy Due By: December 15 <sup>th</sup> (C.R.S. 39-5-128(1))
December 15 – 31	Compile and Format Adopted Budget, CIP, and Budget-In-Brief Documents for Distribution

### Budgetary Control

Once adopted, it becomes the responsibility of the Finance Department to monitor and report on the financial activity of the organization and condition of the annual budget. The City incorporates the use of financial software, policies, and procedures to provide an adequate level of control over expenditures. Each department is responsible for controlling expenditures within budgetary allowances; however, ultimate budgetary responsibility is retained at the legislative level. As allowed by the City's Charter, requests for amended, supplemental, or reduction appropriations to the budget will be issued in a public notice and subject to the approval of City Council by ordinance.

## Budgetary Basis of Accounting

Basis of Accounting refers to the specific time at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The method of accounting used often depends on the purpose for which the fund has been established. Proprietary funds utilize the accrual basis of accounting while all other funds utilize the modified accrual basis.

In the budgetary process however, all funds are prepared on the modified accrual basis of accounting. Thus, capital expenditures, debt and lease payments, as well as interfund loan repayments are recorded as expenditures in the year in which they occur. Furthermore, depreciation and amortization costs are not budgeted since these costs represent non-cash transactions.

## Fund Structure

The City of Northglenn, like other local governments, utilizes funds to account for the activity of specific operations, programs, and/or functions. Each fund maintains an independent, self-balancing ledger and budget subject to appropriation. In accordance with State statute, no fund may overspend the appropriation established by City Council. The funds established by City Council and appropriated in this budget are as follows:

*General Fund* – This fund is used to account for resources traditionally associated with government, which are not required legally or by sound financial management to be accounted for in another fund. The functions accounted for in this fund account for most of the day-to-day operations of the City that are financed via sales tax, property tax, and other general revenues. Activities in the General Fund include general administration, economic development, public safety, development review, parks, and public works.

*Special Revenue Funds* – Such funds are used to account for the proceeds of specific revenue sources that are legally or otherwise restricted to expenditures for specified purposes and which therefore cannot be diverted to other uses. The City of Northglenn currently operates two Special Revenue Funds.

- *Conservation Trust Fund* – The City receives an annual distribution from the State of Colorado from the proceeds collected via the State Lottery. State law mandates that a Conservation Trust Fund be established to record revenues and expenditures and that the funds received are restricted for use in the acquisition, development, and maintenance of new conservation sites, or for capital improvements or maintenance for recreation purposes on any public site.
- *Community Development Block Grant (CDBG) Fund* – The City receives an annual distribution of funds from Adams County as part of the Department of Housing and Urban Development (HUD) program. These funds have been established to benefit low and moderate income areas within the City.

*Debt Service Fund* – This fund is used to account for the accumulation of resources for, and the payment of general long-term debt principal, interest, and related costs. Colorado State Statute limits the total amount of General Obligation debt to three percent of the jurisdiction's actual value of all the taxable property in the City, as determined by the County Assessor. The City of Northglenn currently does not carry any general obligation debt outside of the enterprise funds and therefore does not report a Debt Service Fund.

*Capital Projects Fund* – This fund is used to account for the construction of major capital projects other than those financed by Enterprise or Internal Service Funds. The City of Northglenn currently operates one Capital Projects Fund. The revenues in the Capital Projects Fund are derived from various restricted and non-restricted sources including county-shared sales tax revenues, grants, and transfers from the General Fund.

*Enterprise Funds* – Such funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs of providing these services to the general public on a continuing basis be financed or recovered primarily through user charges. All activities necessary to provide such services are accounted for in this fund, including administration, operations, maintenance, finance, and related debt service. The City of Northglenn currently operates three enterprise funds.

- *Water Fund* – The City of Northglenn provides water service to approximately 10,200 residential and commercial customers, and supplies over 1.6 billion gallons of water annually. Revenues are derived primarily from user charges; however restricted sales tax collections are used to support water rights purchases, as well as the debt obligations of the fund.
- *Wastewater Fund* – The City of Northglenn provides wastewater services to approximately 10,200 residential and commercial customers. Revenues are derived primarily from user charges.
- *Stormwater Fund* – The fund is used to account for the resources generated and costs associated with providing stormwater services. Revenues are collected through user charges collected in the utility billing process.
- *Sanitation Fund* – The City of Northglenn provides trash collection and curbside recycling services to approximately 9,500 customers, and hauls over 15,000 tons of garbage annually. Revenues are collected through user charges collected in the utility billing process.

*Internal Service Funds* – These funds are used to account for goods and/or services provided by one department to other departments within the City and to other government units on a cost reimbursement basis. The City of Northglenn currently does not operate any Internal Service Funds.

# City Council Strategic Goals & Priorities

## Strategic Goals

The City Council serves as the legislative body of the City of Northglenn and is responsible for establishing the goals and priorities of the organization. The goals provide direction to staff and determine the actions which are taken to meet the ongoing service needs of the community. The City must continue to redefine its goals and set objectives as to how they can be achieved in both the short and long term. The strategic goals which have been set forth by City Council include:

1. Upgraded city infrastructure and facilities
2. Fiscally responsible city government
3. Strong, competitive businesses
4. Community governance with civic partnerships
5. Clean and beautiful city
6. Livable neighborhoods and homes

## Business Principles

In support of the above goals City Council has developed a set of business principles to guide the organization's operations and decision making process. The business principles are as follows:

1. Strive to "break even" financially on all programs, but understand the social, political and economic repercussions.
2. Develop infrastructure plans that maintain asset value and improve long-term service capabilities. Infrastructure plans should be developed on a "working smarter" concept rather than simply "working harder".
3. Plans and programs should be built for the future and should include regional impacts and regional strategies that utilize neighboring community growth to Northglenn's advantage.
4. If programs do not add value to the community or cannot be justified from a financial standpoint, consolidate or eliminate those programs. In other words, give the customers what they want.
5. Correlate abilities to offer programs with overall costs including personnel, training, communication, and required skills.
6. Don't add new programs without ensuring that funding is available and that funding levels will not detract from or diminish other relevant programs.
7. Make sure that programs and capital projects are evenly spread throughout the City of Northglenn.
8. Conduct analysis of needs and develop a master plan of facilities and programs. The master plan should be based on demographics, stated interest and feedback from citizens that might be impacted by the program or project.

## Other Planning Processes

In developing the annual budget, the City utilizes other planning processes including the City's Capital Improvement Plan, the Comprehensive Plan, the Economic Development Strategic Plan, the Parks & Recreation Master Plan, the Water Treatment Plant Master Plan, the Wastewater Utility Plan, the Water Conservation Plan, the Integrated Resources Plan, and the Water & Wastewater Rate Study. Such plans have either been developed, or are in the process of being developed to assess the City of Northglenn's short and long-term infrastructure needs and strategic priorities. Where appropriate, the recommendations and initiatives provided in these plans have been incorporated into the planning and development of the annual budget. Capital expenditures for the upcoming year are directly linked to the City's Capital Improvement Plan.

## Priorities

The City of Northglenn is committed to providing its residents, businesses, and visitors with dependable municipal services while ensuring the financial health of the community. The organization is focused on the long-term direction and development of the community while remaining attentive to changes in the local economy.

The City held a strategic planning session with staff and elected officials in January 2014. From that session, several key initiatives were identified as priorities for the next 4-6 years. The overriding objective for the City is to create vitalization throughout the City. This initiative is meant to lay the foundation for future planning, development, and redevelopment. Staff is taking on a rebranding and marketing of the City, updating the zoning code, and evaluating the sustainability of providing services given the current land-use and fiscal policies. While an emphasis has been placed on planning for the future, the City has also committed to delivering services at current levels and to find ways to continuously improve the delivery of those services.

Many of the aforementioned initiatives are continuing in 2019. During the strategic budget meeting, staff and city council set forth the completion and evaluation of the civic campus. The campus currently is home to city hall and a recreation center/theatre complex. In 2018, the master plan of the campus was completed and a direction from council was set regarding the campus after receiving extensive community feedback.

The 2019 budget continues to control operating expenditures, while making significant commitments in the community's assets and infrastructure. City-wide, the 2019 revenue forecasts represent an increase of 4.6% over the 2018 year-end estimates. Projects such as the Civic Center Master Plan, rehabilitation of residential streets, and improvements to the water and wastewater systems in the City are major capital improvement projects planned for in 2019. More details are available in the five-year Capital Improvement Program section of this document.

Services for residents have been maintained at current levels and the City has been moving forward on many strategic fronts in economic development and infrastructure improvements. Investments and grants from the City and its Urban Renewal Authority are key in maintaining and expanding the tax base. The City is preparing for rail transit services to the community starting in 2020. Master planning efforts will be implemented in 2019 to the station area.

To control operating expenditures to the greatest extent possible, the City has placed significant emphasis on improved efficiencies and value-based operations. Formal requests to increase operating budgets over the prior year are required. An emphasis in the 2019 budget has been placed on police operations and staff retention and strategic evaluations of the City's planning documents, including the Comprehensive Plan that will factor in land use and its revenue impact.



Personnel costs, the most significant operating expenditure for the City, includes 2019 budget increases of up to a 6% market adjustment for all positions surveyed below current industry levels, and 2% merit increases, as well as step increases for all sworn police personnel. Medical insurance premiums were renewed without an increase for 2019.

## **Challenges & Opportunities**

An ongoing challenge the City faces now as well as into the foreseeable future is its dependence on sales and use tax revenues. Historically, approximately 50% of the City's total revenues are derived through sales and use taxes, making it especially reliant upon, and vulnerable to, patterns in consumer and business spending. Of all the major revenue sources municipal government collects, sales tax is the most sensitive to the economic climate. In 2018, the City has seen sales and use tax growth of over 2.0%. In the near-term, inflationary growth in revenue is expected with an opportunity to create new business within the largest shopping center.

The City continues to support ongoing operating costs without the use of fund balance. By implementing cost containment efforts, the City has been able to implement numerous efficiencies, thereby cutting expenditures without reductions in service levels. As is the case with many local government organizations, there are limited opportunities to increase revenues, therefore, in an effort to maintain the City's financial viability it will be imperative that the organization continue efforts which maximize service delivery in the most efficient and effective manner possible.

The City of Northglenn is a mature community with limited land available for new development. The City is also bordered on all sides by other municipalities and therefore cannot annex new land. As such, redevelopment plays an important role in the local economy. In 1990, the Northglenn Urban Renewal Authority (NURA) was created to actively eliminate blight, assist with private redevelopment projects, as well as plan and develop public-related improvements. In 2017, NURA executed an incentive to redevelop a midsized shopping center, the Marketplace, and office space. Future efforts for redevelopment and infill projects will be key for the future sustainability of the City.

In order to be considered sustainable, the City must maintain a level of reinvestment within the community. Deferred maintenance to the City's equipment, facilities, and infrastructure are a priority. In response, the City continues to focus on its planned, non-grant funded capital spending in 2019.

In 2013, voters approved the extension of an expiring ½% sales and use tax. This ½% tax on non-food purchases is used to meet the water resource needs of the community and thus recorded in the Water Fund. The tax expires in 2025.

In 2015, voters approved the extension of a ½% sales and use tax on non-food items are used to meet the capital improvement needs of the community. The sales and use tax is anticipated to generate an additional \$2.7 million in 2019. As the City plans to improve facilities and infrastructure it was paramount the tax be extended without an expiration in order to provide a more secure revenue stream for potential debt service activities. This tax revenue source will fund the Justice Center project of approximately \$24 million. There is not a sunset provision on this tax.

In 2017, voters approved the extension of a 4.000 mill property tax for the purposes of reconstruction and rehabilitation of City streets. This revenue is tracked in the Capital Projects Fund. This tax extension does not include a sunset provision and provides a long-term source of funds to address transportation improvements.

In an effort to provide the best services possible to its citizens, the City actively seeks out additional funding opportunities. Grants have been awarded for various capital projects related to the City's Parks

and Recreation activities. The details of the grant projects can be found in the Capital Improvement Program section of the budget.

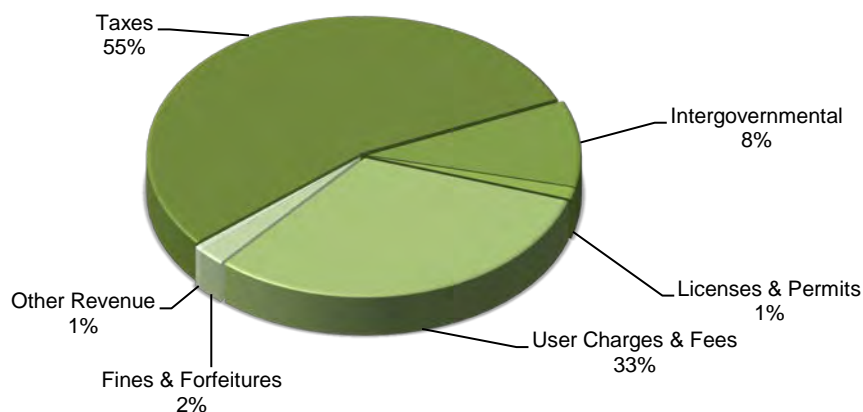
## Revenue Assessment

### City-Wide Revenues

In an effort to simplify financial reporting, the City of Northglenn has organized its revenues into six categories: Taxes, Intergovernmental, Licenses & Permits, User Charges & Fees, Fines & Forfeits, and Other Revenue. The following table and chart illustrate the City's total revenue (all funds, not including Other Sources or use of fund balance).

Revenue Category	2017 Audited Amounts	2018 Year-End Forecast	2019 Adopted Budget
Taxes	\$ 28,745,812	\$ 28,455,417	\$ 28,885,939
Intergovernmental	4,183,643	3,912,499	3,855,283
Licenses & Permits	700,943	726,416	718,240
User Charges & Fees	15,940,574	16,464,207	17,157,767
Fines & Forfeitures	970,260	987,500	994,555
Other Revenue	750,262	884,000	2,270,000
<b>Total</b>	<b>\$ 51,291,494</b>	<b>\$ 51,430,039</b>	<b>\$ 53,881,784</b>

**Operating Revenue Budget By Category**



As shown in the above table, city-wide 2019 budgeted revenue is estimated at \$53,881,784 compared to estimated collections of \$51,430,039 in 2018. The increase in user charges and fees is due to an increase to water and sewer fees of 6.7%. City Council approved a 5-year plan to increase these utility charges in order to pay for infrastructure projects planned over the next decade. Overall, much of the revenue is estimated to remain flat in 2019 over 2018 year-end estimates. One exception is Other Revenue which

is forecast to receive a \$1.4 million reimbursement from a developer for the upgrade to the Bunker Hill Lift Station budgeted for in the Wastewater Fund. There were no tax increases, new industries, or developments expected to occur in 2019. Additional detail regarding the forecasting methods for several of the major revenue sources of the City, as well as the associated impacts of the current economic environment is presented in the following sections.

### Tax Revenue Category

Taxes represent by far the largest revenue category of the 2019 budgeted revenues, accounting for approximately 55% of the City's total revenue. Property, specific ownership, sales, use, accommodation, and occupational taxes comprise this category. Due to the material nature of the property, sales, and use tax collections, each revenue source is discussed in more detail below.

*Property Tax* – Property taxes are generated through an 11.597 mill levy on the assessed real and personal property valuation of \$343,237,201. In 2019, the City has estimated property tax collections of \$3,980,522, which makes up 7% of the City's total revenue. The mill levy is made up of perpetual 7.597 mills used to support general operating activities and is recorded in the General Fund, while a voter-approved 4.000 mills, is restricted for purposes of major road and street reconstruction projects and accounted for in the Capital Projects Fund.

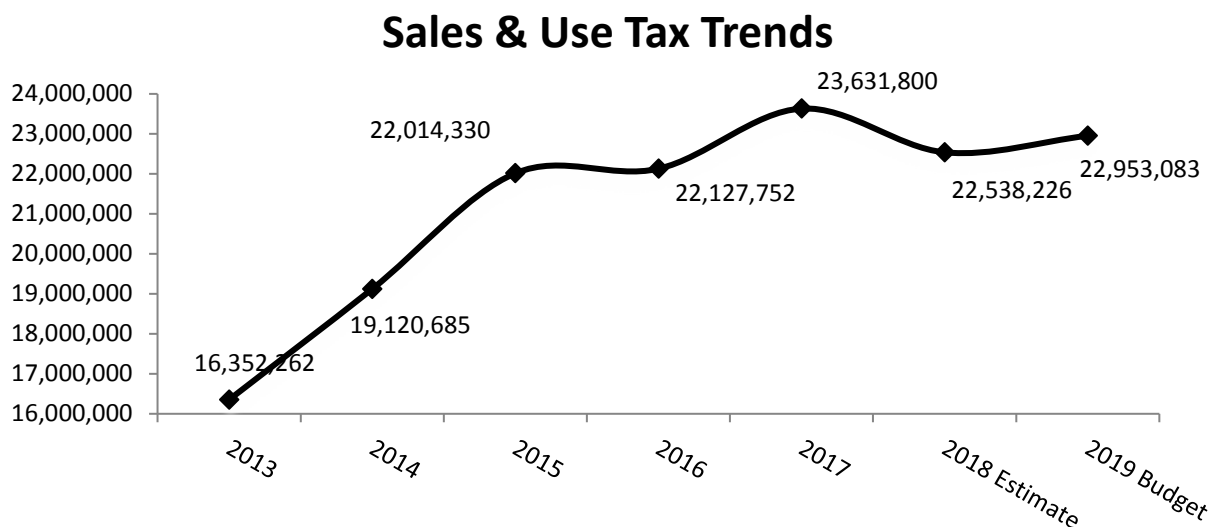
While property tax remains one of the most dependable revenue streams for the City, it also remains one of the most regulated under State law.

The assessment rate is based on a statewide calculation, which keeps the total value of residential properties at 45% of the total assessed valuation. The assessment rate for nonresidential properties is fixed at 29% of market value, while residential rates remain variable. Pursuant to the requirements of the Gallagher Amendment to the State Constitution, the State of Colorado established the residential assessment rate at 7.20%. The table below shows the assessed valuation of the City and percent changes from year to year.

<b>Year</b>	<b>Assessed Valuation</b>	<b>% Change</b>
2009	239,829,910	-4.4%
2010	240,509,600	0.3%
2011	238,969,630	-0.6%
2012	241,951,680	1.2%
2013	242,042,167	0.0%
2014	237,061,750	-2.0%
2015	270,286,440	14.0%
2016	267,718,930	-1.0%
2017	342,438,410	27.9%
2018	343,237,201	0.02%

**Sales/Use Taxes** – The City of Northglenn currently levies a 4.0% sales/use tax on the purchase price of non-food goods and materials and a separate 3.0% sales tax on food items. While non-food sales taxes are primarily used to support the general operations of the City, 25% of the collections (which is equal to a 1.0% tax rate) have been restricted exclusively for the purposes of increasing the City's water supply (0.5%) and funding of capital improvement projects (0.5%). The restrictions are a result of two voter-approved ballot questions. The food-related sales tax is restricted for the exclusive purpose of reducing water and sewer capital charges and is made up of a 3.0% perpetual tax. The proceeds are used to pay water/wastewater-related debt service. In November 2014, the voters approved an additional 2% sales/use tax on the sale of marijuana and marijuana products in the City.

For 2019, sales and use tax collections comprise approximately 43% of the City's annual revenue, making it the largest single source of income for the City. The City collects its own sales and use taxes, closely monitoring collections through a self-collection program. Projections of sales and use taxes are based on detailed analysis of historical trends, economic forecasts, and anticipated changes in the local commercial environment as well as consumer spending, and development activity. The following chart illustrates the historical sales/use tax trends and forecasts.



In 2010, sales and use tax collections began to stabilize and in several cases reported modest increases after the “Great Recession”. In the past five years the City has seen significant sales and use tax growth. The largest contributing factors are the opening of a new 10-acre retail development, the recreational marijuana industry, and an increase in auto sales in the City. In the absence of any significant changes anticipated in the local commercial environment, sales and use tax collections are projected to slightly increase in 2019 when compared to the prior year. Slow change in annual inflation typically impact sales tax collections, as such, these assumptions were used in the analysis as to remain conservative.

#### Intergovernmental Revenue Category

The intergovernmental revenue category represents approximately 7% of the 2019 budget revenues. The category is made up of revenues which are collected on behalf of the City by other governments. Revenues which fall under this category typically represent share backs or grants from the Federal, State, or County governments and include motor vehicle registrations, highway user taxes, road and bridge taxes, and state lottery proceeds. Also included in this category is revenue derived from the reimbursement of costs associated with the Northglenn Urban Renewal Authority.

#### Licenses & Permits Revenue Category

The City issues various licenses and permits which grant the holder specific use privileges (i.e. the ability to sell liquor within the City, etc.). The fees, which account for approximately 1% of the 2019 budgeted

revenues, are intended to offset some of the administration, recording, and regulation costs associated with those activities. Currently the City issues and collects fees for business and liquor licenses, as well as building, electrical, sign, special use, and park use permits.

#### User Charges & Fees Revenue Category

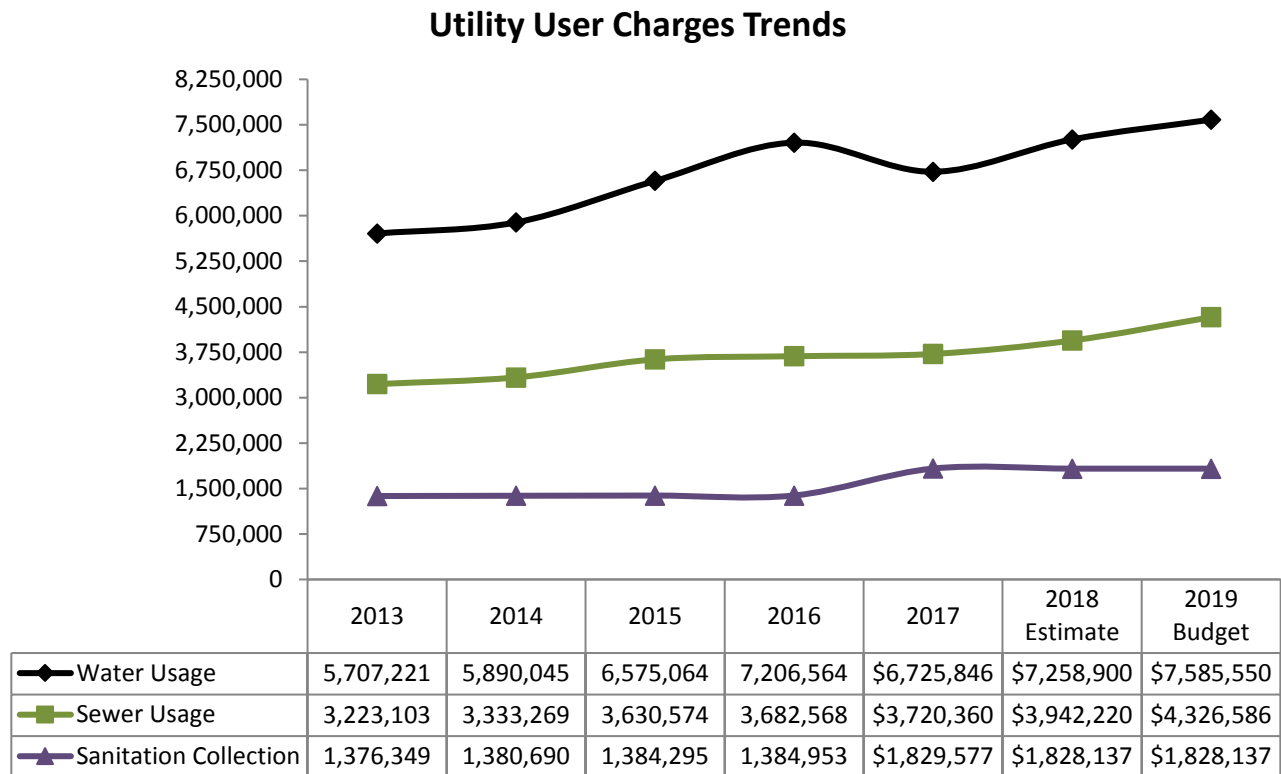
User charges and fees are intended to offset some or all of the costs associated with specific services provided to identifiable recipients. This revenue category represents approximately 32% of the 2019 organization-wide revenue, making it the second largest revenue category for the City. Approximately 80% of the dollars collected through user charges are associated with water, wastewater, and sanitation services. Due to the material nature of these revenue sources additional information has been provided below.

*Water Usage Charges* – Charges for water services are based on a tiered rate structure and offset the operating costs associated with providing clean and safe drinking water to the City's inhabitants. In 2018, the estimated collections associated with such services account for approximately 14% of the City's total annual revenue. In 2009, City Council approved a rate increase as well as modified the tier structure of the water rates schedule. Rate increases from 3.0%-4.5% for 2018-2022, were set by Ordinance in 2017. Revenue forecasts are based on customer trends, changes to the rate structure, and estimates regarding annual precipitation.

*Sewer Usage Charges* – The City currently provides wastewater utility services to its residents. Charges for wastewater services are based on scheduled rate structures and offset the operating costs associated with providing the services. In 2019, the estimated collections associated with these services comprise approximately 8% of the City's total annual revenue. In 2017, City Council approved a rate increase and slight modification of the wastewater rate schedule of 9.75%, to begin in 2018. Just as with the water rates, sewer rates were also increased in 2018 to meet ongoing funding needs. Revenue forecasts closely match those of the water usage charges and are based on historical trends. Rate increases ranging from 8.0%-9.75% from 2019-2022 have been approved by Ordinance.

*Trash Collection Charges* – The City provides sanitation utility services for its residents through garbage collection and recycling programs. Charges for trash collection services are based on a set rate structure intended to offset the operating costs associated with providing the service. In 2018, the forecasted trash collection charge represents almost 3% of the City's annual revenue. Due to the nature of the service, revenue collections are relatively immune from external variables such as the local economy or weather. Customer trends and anticipated changes to the rate structure are used when forecasting future collections. In 2016, City Council approved a 30% rate increase for trash collection.

The following chart illustrates and compares the historical water, wastewater, and sanitation collection trends and forecasts.



### Fines & Forfeits Revenue Category

Fines and forfeits include court costs, violation fines, and police surcharges and comprise approximately 2% of the City's total 2019 anticipated revenue. The funds received are intended as a financial punishment for the commission of minor crimes, code violations, or the settlement of a claim. Monies are used to help offset the day-to-day operations of various patrolling, enforcement, and municipal court activities.

### Other Revenue

Revenue sources categorized as other revenue include the investment earnings, miscellaneous reimbursements, and grants/contributions from local sources and account for 4% of the City's total revenue. As mentioned above, in 2019 a \$1.4 million developer reimbursement is included as one-time Other Revenue.

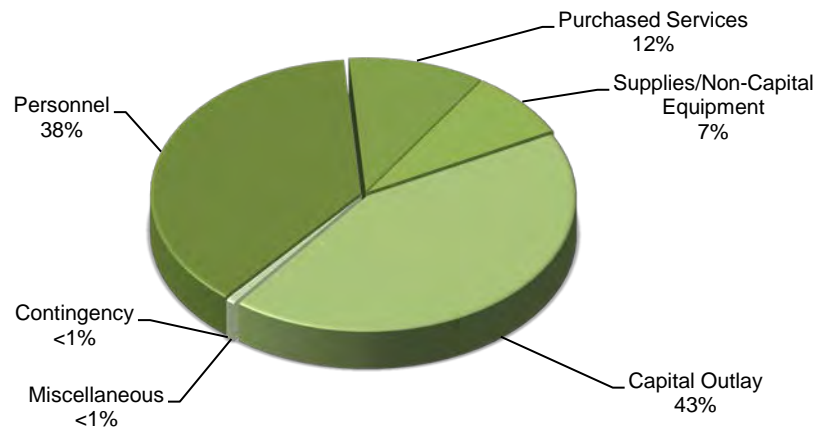
## Expenditure Assessment

### City-Wide Expenditures

In an effort to simplify financial reporting, the City of Northglenn has organized its expenditures into six categories: Personnel, Purchased Services, Supplies/Non-Capital Equipment, Capital Outlay, Miscellaneous, and Contingencies. The following table and chart illustrate the City's total expenditures (all funds, not including Other Uses or internal fund transfers).

<b>Expenditure Category</b>	<b>2017 Audited Amounts</b>	<b>2018 Year-End Forecast</b>	<b>2019 Adopted Budget</b>
Personnel	\$ 21,432,180	\$ 22,265,421	\$ 23,734,941
Purchased Services	5,563,190	5,973,486	7,262,218
Supplies/Non-Capital Equipment	4,491,913	4,129,464	4,452,590
Capital Outlay	23,592,965	26,966,932	26,681,108
Miscellaneous	245,802	266,689	351,835
Contingency	-	-	50,000
<b>Total</b>	<b>\$ 55,326,050</b>	<b>\$ 59,601,992</b>	<b>\$ 62,532,692</b>

**Operating Expenditure Budget By Category**



The City controls operating costs while continuing to deliver services at their expected levels while focusing on increasing reinvestment within the community via capital improvement projects. The expenditure categories, as well as some of the more significant changes in spending authorization are discussed in more detail below.

### Personnel Category

Salaries, wages, and benefits represent approximately 38% of the 2019 city-wide budgeted expenditures. The category includes all costs associated with personnel including regular and seasonal staff, payroll taxes, and all clothing, tool, or vehicle allowances. Significant changes for 2019 include:



- The 2019 budget includes market and merit adjustments for all positions which are considered below current industry levels of up to 6%, as well as step increases for all sworn police personnel. The market, merit and step adjustments account for a city-wide increase of approximately \$500,000.
- Medical benefit costs remain flat to reflect a zero percent premium increase for health insurance during the mid-year renewal process.
- Workers' Compensation Insurance premiums increased 4%, or \$15,000.
- 2.4 full-time equivalents (FTE) were added to the General Fund budget: 2 Police Officers; 0.2 Customer Support Specialist; 0.2 Recreation Coordinator.

#### Purchased Services Category

The purchased services category represents approximately 12% of the 2019 budgeted expenditures. This category is made up of expenditures which by their nature are performed by persons or firms external to the organization. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Expenditures which fall under this category include administrative services, technical services, travel, training, repairs/maintenance, rentals/leases, and non-personnel related insurance premiums. Significant changes for 2019 include:

- The Planning Department will undertake one-time projects of updating the Comprehensive Plan and a Greenhouse Gas Inventory throughout the City. Public Works will update the engineering standards and specifications. The total cost for these projects is estimated at \$435,000.

#### Supplies/Non-Capital Equipment Category

The supplies and non-capital equipment category accounts for about 7% of the 2019 budgeted expenditures. Expenditures in this category are for items that are consumed, worn out, or deteriorated through use, and do not meet the requirements of the City's definition of capital assets. Supplies, natural gas, electricity, fuel, as well as non-capital equipment such as file cabinets, desks, and personal computers are included in this category. This category of expenditures remains flat from the prior year's budget.

## Capital Outlay Category

The capital outlay category makes up close to 43% of the 2019 budgeted expenditures. This category includes capital assets and capital improvement projects such as the acquisition of land, water rights acquisitions, buildings construction/maintenance and other capital spending. Expenditures in this category tend to vary from year to year based on the needs of the organization and community. A listing of the planned capital asset purchases for 2019 is shown below:

### **Capital Equipment Item List**

<b>Item Description</b>	<b>2019 Adopted Budget</b>
<b>General Fund</b>	
Block Party Trailer	\$ 10,886
John Deere Mower Replacement of #511 and #592	41,370
Gator replacement (UTV)	21,660
Vehicle Replacement - #536 Chevrolet Truck	41,000
Vehicle Replacement - #243-11 w/ Ford Interceptor Utility	60,000
Vehicle Replacement - #245-12 w/ Ford Interceptor Utility	60,000
Vehicle Replacement - #250 w/ Ford Explorer	30,000
Vehicle Replacement - #251 w/ Ford Explorer	30,000
Vehicle Replacement - #277 w/ Ford Explorer	30,000
PW- Street Maintenance Dump Truck (Bed/Sander Only)	50,000
PW- Facilities Maintenance: Ford Truck w/ Utility Bed	52,000
<b>Subtotal</b>	<b>426,916</b>
<b>Water Fund</b>	
Server Replacement	40,000
Vehicle Replacement - #312 Water Resources Truck	45,000
Booster Station - Update Motor Control Center	90,000
Vehicle Replacement - #765 Utility Box Truck	65,000
Water Treatment Facility - Operations HVAC	25,000
Vehicle Replacement - John Deere Loader	225,000
Vehicle Replacement - Meter Reading Truck	50,000
<b>Subtotal</b>	<b>540,000</b>
<b>Wastewater Fund</b>	
Water Resources 2 Monitoring Wells	65,000
Vehicle Replacement - #737 Crane Truck	95,000
Wastewater Treatment Plant - VFD for Mixed Liquor Return Pumps	80,000
<b>Subtotal</b>	<b>240,000</b>
<b>Sanitation Fund</b>	
2 Automated Side-Arm Scorpion Trash Trucks	613,000
<b>Subtotal</b>	<b>613,000</b>
<b>City-Wide Total</b>	<b>\$ 1,819,916</b>

At over \$26 million, capital projects, including improvements, replacement, and construction of new assets have a significant one-time impact on the budget in 2019. The largest investments are listed here:

- Civic Campus architectural/engineering design and infrastructure construction - \$12.4 million
- Northwest Open Space park facility improvements - \$2.7 million
- Road rehabilitation, traffic calming, school assessments - \$3.0 million
- Bunker Hill Lift Station design and construction - \$2.0 million

Additional detail regarding the capital improvement projects can be found in the “Capital Improvements” section of the budget document. On the project pages, there is information regarding on-going or one-time costs for the projects as well as information on the operational impact of the project. The categories are Positive or Negative. Positive means the project will improve or reduce future operational costs. Negative means the project will lead to future operational expenditures. Several projects are one-time expenditures and do not have an identifiable operational impact and are marked N/A.

### Miscellaneous Category

The other expenditures category accounts for less than 1% of the 2019 budgeted expenditures. Expenditures in this category include dues and fees to professional organizations, as well as the community grants and contributions program. The grants and contributions program makes up a significant portion of this category and includes incentive programs such as those associated with the water conservation and education program, as well as a contribution to the Northglenn Historical Preservation Foundation. This category changes each year based on the needs of the community and financial ability of the organization.

### Contingency Category

The contingency category accounts for less than 1% of the 2019 expenditure budget. This category is provided for budget purposes only as actual expenditures are to be charged to the appropriate program and object classification. The allocation provides for unforeseen expenditures or overruns in other categories throughout the year.

## **Other Sources/Uses**

### Interfund Transfers

In order to accommodate the changing needs of the community, the City is often required to transfer non-restricted revenues from one fund to another. In 2019, the General Fund will transfer \$1,700,000 to the Capital Projects Fund to ensure fund availability to finance the construction of the recreation center.

### Debt Proceeds & Payments

Colorado State Statute limits the total amount of General Obligation debt to three percent of the actual value of the taxable property within the City, as determined by the County Assessor. The City's current legal debt limit and debt margin are as follows:

<b>Calculation of Legal Debt Limit &amp; Debt Margin</b>		
2018 Actual Value	\$	3,786,056,860
Debt Limit – 3% of Net Assessed Value		113,581,706
Outstanding Debt Applicable to Debt Limit		-
Debt Margin	\$	113,581,706

While the City currently does not carry any debt which is applicable to the debt limit, other obligations do exist. The following tables highlight the City's current debt obligations as identified in the 2019 budget:

	As of December 31, 2017		2018 Activity			Maturity Date
	Outstanding Interest	Principal Balance	Interest Payment	Principal Payments	Ending Balance	
2013 Standley Reservoir Certificates of Participation	\$ 286,590	\$ 4,600,000	\$ 94,300	\$ 885,000	\$ 3,907,290	12/01/22
2017 Justice Center Certificates of Participation	\$ 8,893,444	\$ 18,930,000	\$ 828,919	\$ 635,000	\$ 27,823,444	12/01/36
Total	\$ 9,180,034	\$ 23,530,000	\$ 923,219	\$ 1,520,000	\$ 31,730,734	

Given the fund balance and debt positions of the City, long-term financial planning discussions have remained project specific. There are significant capital expenditures in the 2019 budget for roads projects that will be cash funded. COPs were issued to finance approximately \$19.3 million of the Justice Center project in the spring of 2017.

Long-term financing of wastewater projects is planned beginning in 2019. The rate increase to utility fees in 2018 is the first step in the financing process.

A debt issuance for the recreation center project is scheduled for 2019. This financing will require the on-going transfer from the General Fund of \$1.7 million and use of a portion of the ½% sales/use tax restricted for capital, and the use of the 2% special marijuana tax.

### Economic Incentives

Economic development is imperative to establishing and maintaining a sustainable local economy. As such, the City of Northglenn provides economic incentives (often in the form of sales tax rebates) to attract development and/or redevelopment by private enterprise with the intent to provide beneficial impacts on the local economy and enhance the services and products available to citizens.

### Awards & Claims

The City currently operates under a \$25,000 and a \$100,000 per incident deductible for property and liability insurance respectively. Based on historical trending, an estimate of \$125,000 has been included in the budget document.

## **Fund Balance Analysis**

### Changes in Fund Balance

Following sound financial management, the City confines the use of fund balance to items which are commonly regarded as one-time or limited-duration expenditures. By maintaining appropriate fund balances in each of its funds, the City is able to adapt to changing market conditions, take advantage of unforeseen opportunities, and maintain adequate cash balances given the cyclical nature of the local retail economy. In addition, several of the City's funds are designed to accumulate fund balances in order to finance future projects and/or purchases. In 2019, the city-wide fund balance is anticipated to decrease approximately 19% or \$11,278,085. A listing of changes in fund balances for fiscal year 2019 is presented below:

## 2019 Projected Ending Fund Balance

	2019 Beginning Fund Balance	2019 Revenues & Other Sources	2019 Expenditures & Other Uses	2019 Surplus/ (Deficit)	2019 Projected Ending Fund Balance
General Fund	\$ 23,061,927	\$ 27,036,584	\$ 27,575,626	\$ (539,042)	\$ 22,522,885
Conservation Trust Fund	1,168,573	476,007	1,566,814	(1,090,807)	77,766
CDBG Fund	-	-	-	-	-
Capital Projects Fund	18,069,581	8,084,237	19,497,917	(11,413,680)	6,655,901
Water Fund	11,471,490	11,682,666	9,729,527	1,953,139	13,424,629
Wastewater Fund	2,473,787	5,948,586	6,256,448	(307,862)	2,165,925
Stormwater Fund	417,812	434,567	403,259	31,308	449,120
Sanitation Fund	2,111,432	1,919,137	1,830,278	88,859	2,200,291
<b>Total</b>	<b>\$ 58,774,602</b>	<b>\$ 55,581,784</b>	<b>\$ 66,859,869</b>	<b>\$ (11,278,085)</b>	<b>\$ 47,496,517</b>

*General Fund* – Fund balance is anticipated to decrease by 2%. The General Fund is responsible for supporting the majority of the ongoing operating costs of the government.

*Conservation Trust Fund* – Fund balance is expected to decrease by approximately 93% due to park project spending for improvements at Northwest Open Space.

*CDBG Fund* – As a reimbursable grant fund, the CDBG fund's fund balance is expected to remain unchanged. This is due to the nature of the fund which is intended to receive reimbursement for all qualified expenditures made throughout the course of the year.

*Capital Projects Fund* – Fund balance is forecasted to decrease by 63%. The fund accounts for revenue sources restricted for capital improvement such as sales tax shared by Adams County for open space and transportation projects. Fund balances are often accumulated over a period of time and spent on planned future projects. \$12.5 million is planned to be spent in 2019 on the Civic Campus project.

*Water Fund* – Fund balance is anticipated to increase approximately 17%. Funds are being accumulated for reinvestment into the water infrastructure.

*Wastewater Fund* – Fund balance is expected to decrease by 12%. Capital investments are planned which impact fund balance in 2019.

*Stormwater Fund* – Fund balance is expected to increase by 8%.

*Sanitation Fund* – Fund balance is anticipated to increase 4%.

### Fund Balance Restrictions, Commitments, & Assignments

Due to limitations placed on the purposes for which all or portions of the City's financial resources may be used, it is necessary to classify various components of fund balance. The components are developed in such a manner as to identify the extent to which the City is bound to the constraints and specific purposes for which amounts in the fund can be spent.

*Restricted Fund Balance* – Describes the portion of fund balance which reflects resources that are subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties outside of the City. Examples include the 3% emergency reserve established by the Taxpayers' Bill of Rights (TABOR).

*Committed Fund Balance* – Describes the portion of fund balance which represents resources that are constrained by self-imposed limitations. Commitments of this type are made at the highest level of

decision-making (normally the governing body) and can only be removed in the same manner. Examples include the 25% minimum operating reserve in the General Fund.

*Assigned Fund Balance* – Describes the portion of fund balance which reflects the governments intended use of resources. Assignments are often made by the governing body, committee, or executive of the organization.

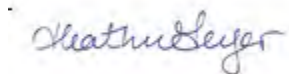
*Unassigned Fund Balance* – If funds are not restricted, committed, or assigned, they could not properly be reported in a fund other than the General Fund. Therefore, only the General Fund can technically report a positive amount of unassigned fund balance. However, to simplify the decision-making process and fund summary statements within the budget document, each fund reports an unassigned fund balance. It is important to note that resources deemed “unassigned” in the statements other than those reported in the General Fund are in fact assigned in conjunction with the overall, non-specific purposes of the funds themselves.

### 2019 Unassigned Fund Balance

	2019 Beginning Fund Balance	2019 Revenues & Other Sources	2019 Expenditures & Other Uses	2012 Restrictions, Commitments, & Assignments	2019 Unassigned Fund Balance
General Fund	\$ 23,061,927	\$ 27,036,584	\$ 27,575,626	\$ 6,893,907	\$ 15,628,978
Conservation Trust Fund	1,168,573	476,007	1,566,814	-	77,766
CDBG Fund	-	-	-	-	-
Capital Projects Fund	18,069,581	8,084,237	19,497,917	4,464,278	2,191,623
Water Fund	11,471,490	11,682,666	9,729,527	11,908,517	1,516,112
Wastewater Fund	2,473,787	5,948,586	6,256,448	1,816,612	349,313
Stormwater Fund	417,812	434,567	403,259	-	449,120
Sanitation Fund	2,111,432	1,919,137	1,830,278	-	2,200,291
<b>Total</b>	<b>\$ 58,774,602</b>	<b>\$ 55,581,784</b>	<b>\$ 66,859,869</b>	<b>\$ 25,083,314</b>	<b>\$ 22,413,203</b>

I would like to recognize and thank City staff for their work and commitment developing the 2019 budget. I also want to express my appreciation to the City Council for their vision and leadership throughout the budget process.

Respectfully Submitted,

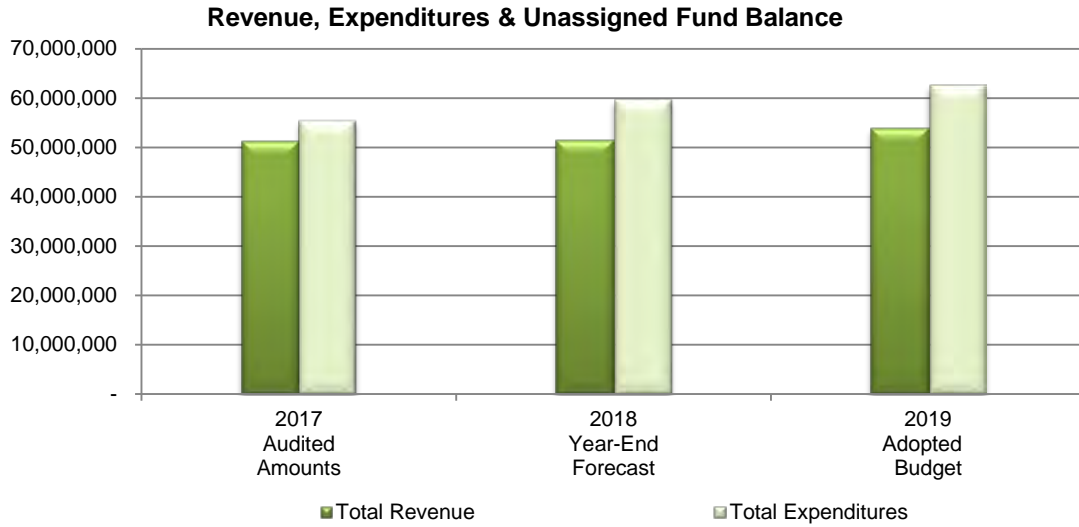


Heather Geyer  
City Manager

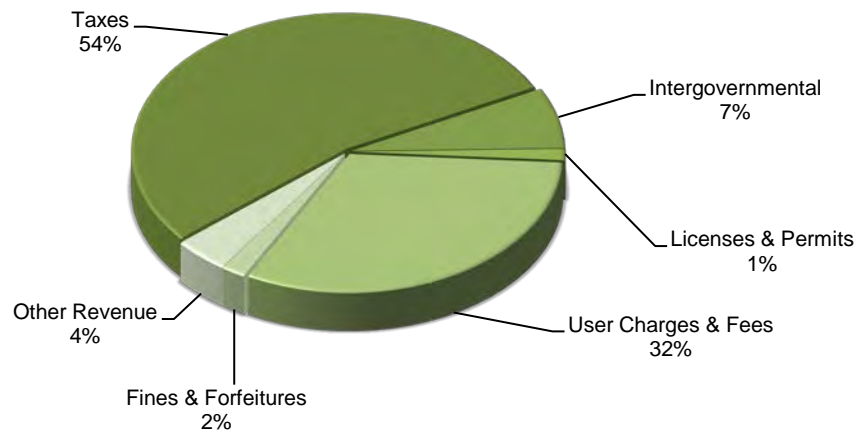
## City-Wide Summary

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 28,745,812	\$ 28,508,242	\$ 28,455,417	\$ 28,885,939
Intergovernmental	4,183,643	6,112,312	3,912,499	3,855,283
Licenses & Permits	700,943	717,272	726,416	718,240
User Charges & Fees	15,940,574	16,999,704	16,464,207	17,157,767
Fines & Forfeitures	970,260	1,201,901	987,500	994,555
Other Revenue	750,262	395,718	884,000	2,270,000
<b>Total Revenue</b>	<b>51,291,494</b>	<b>53,935,149</b>	<b>51,430,039</b>	<b>53,881,784</b>
<b>Expenditures:</b>				
Personnel	\$ 21,432,180	\$ 22,980,687	\$ 22,265,421	\$ 23,734,941
Purchased Services	5,563,190	6,143,467	5,973,486	7,262,218
Supplies/Non-Capital Equipment	4,491,913	4,423,109	4,129,464	4,452,590
Capital Outlay	23,592,965	35,765,115	26,966,932	26,681,108
Miscellaneous	245,802	278,079	266,689	351,835
Contingency	-	100,000	-	50,000
<b>Total Expenditures</b>	<b>55,326,050</b>	<b>69,690,457</b>	<b>59,601,992</b>	<b>62,532,692</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(4,034,556)</b>	<b>(15,755,308)</b>	<b>(8,171,953)</b>	<b>(8,650,908)</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	19,077,626	(2,443,219)	(2,445,719)	(2,442,177)
Sale of Assets	57,296	-	25,000	-
Insurance Recovery/(Claims)	(219,816)	(125,000)	(125,000)	(125,000)
Economic Incentives	(421,105)	(435,000)	(430,000)	(65,000)
<b>Total Other Financing Sources/(Uses)</b>	<b>18,494,001</b>	<b>(3,003,219)</b>	<b>(2,975,719)</b>	<b>(2,632,177)</b>
<b>Net Change In Fund Balance:</b>	<b>14,459,445</b>	<b>(18,758,527)</b>	<b>(11,147,672)</b>	<b>(11,283,085)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	64,462,829	74,871,008	78,922,274	67,774,602
Ending Fund Balance	<b>78,922,274</b>	<b>56,112,481</b>	<b>67,774,602</b>	<b>56,491,517</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
Fund Balance Restrictions	20,778,730	13,869,574	20,666,255	14,705,622
Fund Balance Commitments	20,531,507	9,412,877	9,806,834	10,378,942
<b>Unassigned Fund Balance</b>	<b>\$ 37,612,037</b>	<b>\$ 32,830,030</b>	<b>\$ 37,301,513</b>	<b>\$ 31,406,953</b>

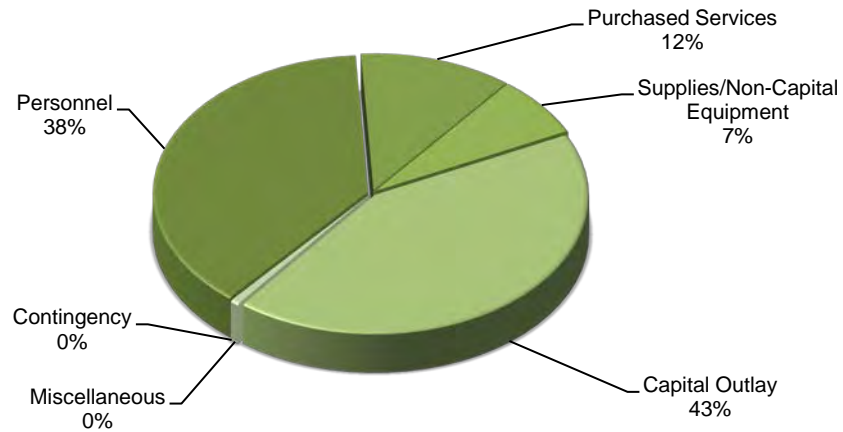




### Operating Revenue Budget By Category



### Operating Expenditure Budget By Category



## City-Wide Revenue Detail

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Taxes</b>				
Property Tax	3,098,028	4,011,063	3,956,750	3,980,522
Penalties & Interest	1,809	4,000	3,000	3,000
Specific Ownership Tax	322,415	304,907	344,767	346,491
Sales Tax	18,875,713	17,855,465	18,584,415	18,956,103
Marijuana Sales Tax	619,978	563,306	609,772	625,016
Food Sales Tax	1,617,406	1,565,028	997,043	1,007,014
Penalties & Interest	69,123	53,000	59,000	59,295
Use Tax	3,138,681	3,201,751	2,956,768	2,989,966
Building Materials Use Tax	405,508	570,027	468,600	453,750
Audit Transactions	299,606	110,000	180,000	167,000
Accommodations Tax	233,991	207,535	232,140	235,622
Occupational Tax	63,554	62,160	63,162	62,160
<b>Total Taxes</b>	<b>28,745,812</b>	<b>28,508,242</b>	<b>28,455,417</b>	<b>28,885,939</b>
<b>Intergovernmental</b>				
NURA IGA	250,000	250,000	250,000	250,000
School Resource Officers	103,133	115,603	115,600	128,100
North Metro Task Force	9,776	3,000	-	-
Traffic Light IGA	4,405	2,000	4,669	4,669
Berthoud Pass IGA	-	3,500	-	3,500
Open Space Tax	358,676	333,600	354,000	354,000
DUI Proceeds	30,423	36,090	35,000	35,088
Uninsured Motorist Revenue	6,978	2,005	7,590	4,800
Seat Belt Violations	195	501	-	-
Drug Surcharge	1,087	1,721	1,000	1,000
Transportation Tax	976,339	935,100	965,000	984,300
Road & Bridge Tax	173,673	181,835	168,000	168,420
Motor Vehicle Registration	127,953	126,246	126,259	126,575
Tobacco Tax	71,375	68,742	70,391	70,567
Severance Tax	19,801	32,380	33,000	33,165
Mineral Lease Proceeds	26,561	39,552	27,000	27,135
Lottery Proceeds	387,324	436,560	384,000	393,600
Highway Users Tax	1,039,359	1,399,673	1,258,800	1,070,364
County Grants	255,500	2,074,204	94,355	-
State Grants	33,513	-	-	-
Federal Grants	307,572	70,000	17,835	200,000
<b>Total Intergovernmental</b>	<b>4,183,643</b>	<b>6,112,312</b>	<b>3,912,499</b>	<b>3,855,283</b>
<b>Licenses &amp; Permits</b>				
Sales/Use Tax Licenses	39,711	40,000	40,000	40,000
Contractor Licenses	42,799	40,605	41,000	41,000
Liquor/Marijuana Licenses	47,243	36,000	56,000	56,000
Pawn Shop Licenses	15,500	40,000	11,000	14,000
Amusement Licenses	10,200	11,000	14,000	11,000
Peddlers Licenses	500	750	3,000	750
Building Permits	272,778	273,600	273,000	274,365
Electrical Permits	40,872	43,000	39,000	39,000
ROW Construction Permits	103,919	105,660	128,416	115,575
Sign Permits	10,058	11,000	10,000	10,000
Park Use Permits	117,363	115,657	111,000	116,550
<b>Total Licenses &amp; Permits</b>	<b>700,943</b>	<b>717,272</b>	<b>726,416</b>	<b>718,240</b>

## City-Wide Revenue Detail

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>User Charges &amp; Fees</b>				
Administrative Fees	16,581	19,323	19,000	19,000
Bond Administration Fees	674	9,000	7,000	7,000
Pawn Slip Processing Fees	8,736	7,987	9,000	8,550
Sex Offender Registration	5,297	4,306	6,000	6,000
Passport Processing Fees	89,162	56,000	102,000	108,800
FRICO Agreement	1,600	2,600	2,000	2,600
Past Due Penalties/Interest	87,977	91,724	88,000	88,000
Plan Review Fees	85,974	58,000	101,000	101,000
Zoning & Subdivision Fees	650	3,500	2,000	2,000
VIN Inspection Fees	989	1,519	1,000	1,000
Participant Fees	958,599	879,377	881,950	899,867
Occupational Fees	1,280,706	1,224,090	1,237,000	1,274,110
Vending Machine Concessions	744	1,000	1,000	1,000
Advertising Revenue	33,443	51,395	29,000	42,000
Rental/Lease Income	124,925	113,006	118,000	118,000
Contracted Off-Duty Services	58,508	27,000	45,000	45,000
Fingerprinting Fees	2,547	3,000	3,000	3,000
Contracted Lab Services	5,018	6,500	6,000	6,000
Water Use Charges	6,725,846	7,920,450	7,258,900	7,585,550
Construction Water Sales	15,965	5,000	11,000	11,000
Water Lease Revenue	83,001	55,000	76,000	76,000
Sewer Use Charges	3,720,360	3,978,202	3,942,220	4,326,586
Tap Connection Fees	233,678	-	90,000	-
Stormwater Charges	432,994	464,185	433,000	432,567
Trash Collection Charges	1,829,577	1,830,491	1,828,137	1,828,137
Roll-Off/Special Pickup Fees	45,511	42,543	46,000	46,000
Recycling Revenue	21,686	28,987	18,000	18,000
Sale of Inventory	37,610	80,939	73,000	71,000
Documents/Photocopies	167	2,000	1,000	1,000
Passport Photographs	21,396	22,478	20,000	20,000
Police Reports	10,653	10,102	9,000	9,000
<b>Total User Charges &amp; Fees</b>	<b>15,940,574</b>	<b>16,999,704</b>	<b>16,464,207</b>	<b>17,157,767</b>
<b>Fines &amp; Forfeits</b>				
Court Costs	77,715	76,307	72,800	76,440
General Fines	3,460	7,350	3,000	3,150
Criminal Fines	18,654	18,777	19,000	19,950
Traffic Fines	768,445	956,693	763,300	769,406
Parking Fines	10,850	19,249	12,000	12,600
OJW Revenue	12,285	17,745	14,400	14,400
Forfeitures	500	-	-	-
Victim Assistance Surcharge	55,230	68,688	66,000	66,000
Nuisance Abatement Fees	15,272	16,092	17,000	16,609
Landscaping Citations	2,728	4,200	4,000	4,000
Housing Citations	1,558	700	1,000	1,000
Litter Citations	213	2,200	2,000	2,000
Illegal Vehicle Citations	-	3,400	2,000	2,000
Other Citations	2,707	10,500	7,000	7,000
<b>Total Fines &amp; Forfeits</b>	<b>970,260</b>	<b>1,201,901</b>	<b>987,500</b>	<b>994,555</b>

## City-Wide Revenue Detail

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Other Revenue</b>				
Investment Earnings	534,376	272,018	544,000	542,000
Miscellaneous	215,145	123,700	339,000	1,728,000
<b>Total Other Revenue</b>	<b>750,262</b>	<b>395,718</b>	<b>884,000</b>	<b>2,270,000</b>
<b>Total Revenues</b>	<b>\$ 51,291,494</b>	<b>\$ 53,935,149</b>	<b>\$ 51,430,039</b>	<b>\$ 53,881,784</b>

## City-Wide Expenditure Detail

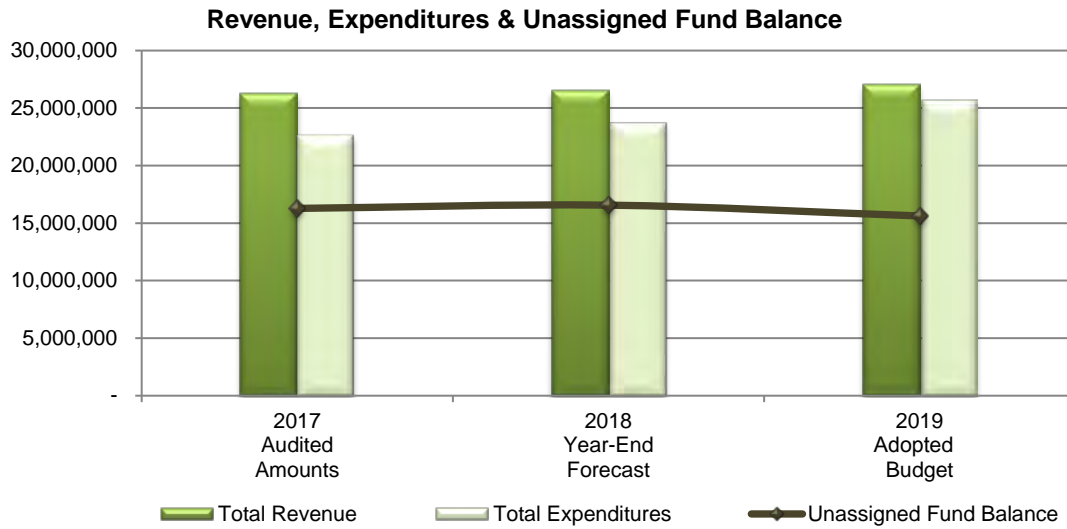
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	16,068,240	16,999,497	16,426,083	17,706,207
Seasonal/Temporary Wages	193,833	244,671	243,799	247,711
Overtime	494,471	436,400	459,300	436,400
Allowances	127,400	130,056	141,194	134,256
Medicare	223,086	248,809	225,490	259,727
Unemployment Insurance	14,034	25,000	25,000	25,000
Workers Compensation	305,711	383,703	316,970	399,049
Retirement Contributions	1,420,446	1,531,173	1,456,101	1,598,205
Medical Benefits	2,372,456	2,716,587	2,742,759	2,653,489
Life/Disability Benefits	187,466	236,791	199,829	246,897
Post-Employment Benefits	25,037	28,000	28,896	28,000
<b>Total Personnel</b>	<b>21,432,180</b>	<b>22,980,687</b>	<b>22,265,421</b>	<b>23,734,941</b>
<b>Purchased Services</b>				
Professional Services	1,217,982	1,433,567	1,352,267	2,067,940
Technical Services	674,781	712,561	745,984	774,661
General Services	546,721	442,629	441,429	456,020
Property Services	1,363,985	1,670,942	1,579,242	1,922,500
Repair/Maintenance Services	(1)	-	-	-
Communication Services	1,105,461	1,147,552	1,147,871	1,245,677
Internet Services	9,135	9,200	13,039	9,500
Training/Registration	232,384	269,664	256,174	273,899
Mileage/Travel	9,718	18,835	14,675	18,635
Rentals/Leases	90,092	106,745	90,507	102,450
Insurance Premiums	312,932	331,772	332,298	390,936
<b>Total Purchased Services</b>	<b>5,563,190</b>	<b>6,143,467</b>	<b>5,973,486</b>	<b>7,262,218</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	46,147	58,613	57,413	63,713
Technology Supplies	114,743	88,400	74,800	63,600
Operating Supplies	1,759,394	1,670,795	1,606,433	1,716,636
Chemicals/Compounds	339,535	350,000	350,000	350,000
Maintenance Supplies	13,416	-	-	-
Inventory Supplies	46,708	87,500	62,500	87,500
Uniforms/Clothing	18,494	19,100	18,700	19,100
Non-Capital Equipment	470,364	275,200	275,700	302,900
Gas/Electricity	1,456,098	1,634,820	1,484,230	1,639,830
Motor Vehicle Fuels	227,014	238,681	199,688	209,311
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,491,913</b>	<b>4,423,109</b>	<b>4,129,464</b>	<b>4,452,590</b>
<b>Capital Outlay</b>				
Property/Rights	1,102,408	1,000,000	1,000,000	1,000,000
Capital Equipment	1,039,930	1,873,238	1,880,253	1,832,396
Capital Improvement Projects	21,450,627	32,891,877	24,086,679	23,848,712
<b>Total Capital Outlay</b>	<b>23,592,965</b>	<b>35,765,115</b>	<b>26,966,932</b>	<b>26,681,108</b>

## City-Wide Expenditure Detail

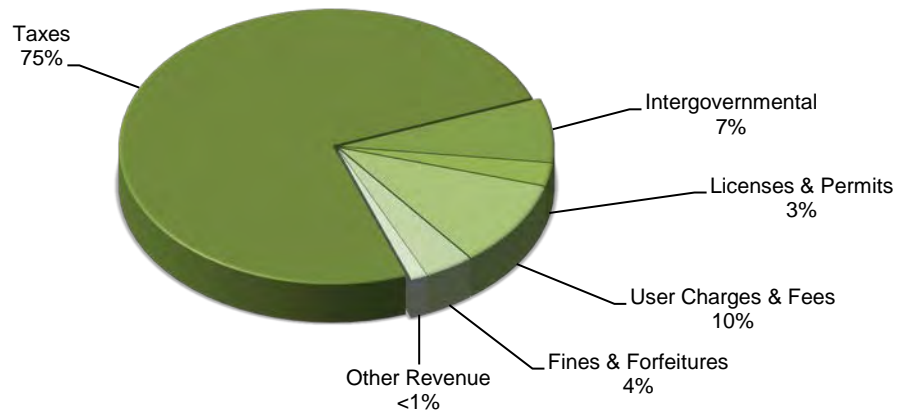
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Miscellaneous</b>				
Dues/Fees	94,116	113,674	112,284	127,430
Grants/Donations	128,239	133,905	133,905	223,905
Community Incentive	22,546	30,000	20,000	-
Bad Debt Expense	901	500	500	500
<b>Total Other Expenditures</b>	<b>245,802</b>	<b>278,079</b>	<b>266,689</b>	<b>351,835</b>
<b>Contingency</b>				
Contingency	-	100,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 55,326,050</b>	<b>\$ 69,690,457</b>	<b>\$ 59,601,992</b>	<b>\$ 62,532,692</b>

## General Fund Summary

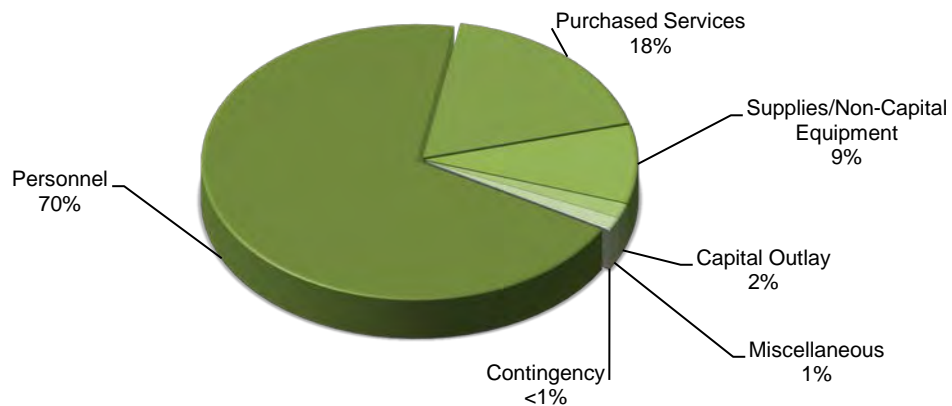
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 19,266,372	\$ 20,132,560	\$ 19,959,672	\$ 20,237,986
Intergovernmental	2,265,553	2,034,441	1,897,644	2,042,476
Licenses & Permits	700,943	692,272	726,416	718,240
User Charges & Fees	2,704,426	2,543,454	2,628,950	2,703,327
Fines & Forfeitures	970,260	1,201,901	987,500	994,555
Other Revenue	334,005	239,718	341,000	340,000
<b>Total Revenue</b>	<b>26,241,559</b>	<b>26,844,346</b>	<b>26,541,182</b>	<b>27,036,584</b>
<b>Expenditures:</b>				
Personnel	\$ 16,197,101	\$ 17,262,570	\$ 16,770,701	\$ 17,849,844
Purchased Services	3,501,600	3,856,516	3,816,872	4,639,787
Supplies/Non-Capital Equipment	2,203,675	2,335,873	2,156,885	2,369,174
Capital Outlay	517,301	752,238	759,253	439,396
Miscellaneous	217,194	240,729	240,339	342,425
Contingency	-	100,000	-	50,000
<b>Total Expenditures</b>	<b>22,636,871</b>	<b>24,547,926</b>	<b>23,744,050</b>	<b>25,690,626</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>3,604,688</b>	<b>2,296,420</b>	<b>2,797,132</b>	<b>1,345,958</b>
<b>Other Financing Sources/(Uses):</b>				
Transfers In/(Out)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)
Sale of Assets	13,001	-	-	-
Insurance Recovery/(Claims)	(215,263)	(125,000)	(125,000)	(125,000)
Economic Incentives	(421,105)	(435,000)	(430,000)	(65,000)
<b>Total Other Financing Sources/(Uses)</b>	<b>(2,323,367)</b>	<b>(2,260,000)</b>	<b>(2,255,000)</b>	<b>(1,890,000)</b>
<b>Net Change In Fund Balance:</b>	<b>1,281,321</b>	<b>36,420</b>	<b>542,132</b>	<b>(544,042)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	21,238,474	18,282,321	22,519,795	23,061,927
Ending Fund Balance	<b>22,519,795</b>	<b>18,318,741</b>	<b>23,061,927</b>	<b>22,517,885</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
3% TABOR Reserve Restriction	736,247	804,238	779,972	827,419
Operating Reserve Commitment	5,503,813	5,897,744	5,719,791	6,067,738
<b>Unassigned Fund Balance</b>	<b>\$ 16,279,735</b>	<b>\$ 11,616,759</b>	<b>\$ 16,562,164</b>	<b>\$ 15,622,728</b>



### Operating Revenue Budget By Category



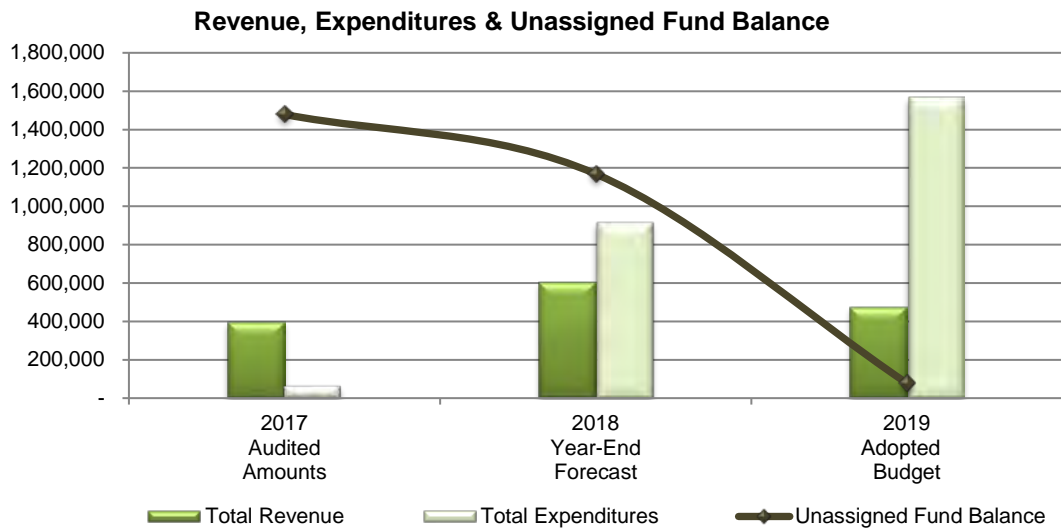
### Operating Expenditure Budget By Category



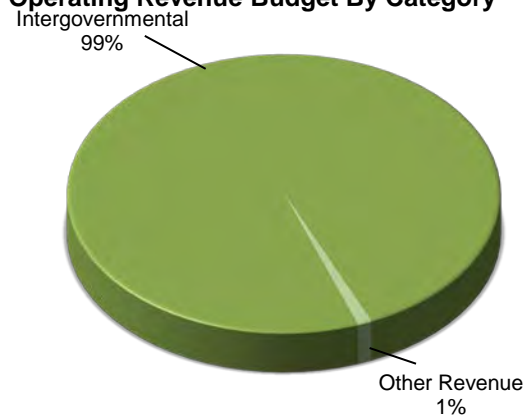


## Conservation Trust Fund Summary

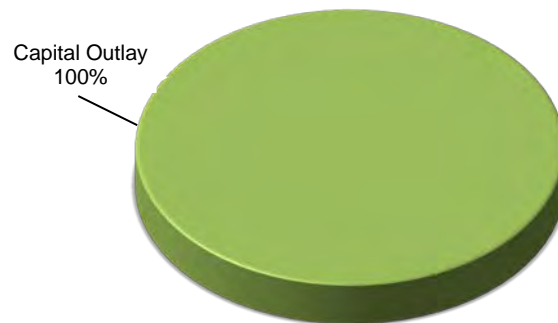
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Intergovernmental	\$ 387,324	\$ 731,467	\$ 601,500	\$ 471,007
Other Revenue	8,796	3,500	5,000	5,000
<b>Total Revenue</b>	<b>396,120</b>	<b>734,967</b>	<b>606,500</b>	<b>476,007</b>
<b>Expenditures:</b>				
Capital Outlay	\$ 65,457	\$ 1,993,199	\$ 916,658	\$ 1,566,814
<b>Total Expenditures</b>	<b>65,457</b>	<b>1,993,199</b>	<b>916,658</b>	<b>1,566,814</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>330,663</b>	<b>(1,258,232)</b>	<b>(310,158)</b>	<b>(1,090,807)</b>
<b>Net Change In Fund Balance:</b>	<b>330,663</b>	<b>(1,258,232)</b>	<b>(310,158)</b>	<b>(1,090,807)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	1,148,068	1,283,245	1,478,731	1,168,573
Ending Fund Balance	<b>1,478,731</b>	<b>25,013</b>	<b>1,168,573</b>	<b>77,766</b>
<b>Unassigned Fund Balance</b>	<b>\$ 1,478,731</b>	<b>\$ 25,013</b>	<b>\$ 1,168,573</b>	<b>\$ 77,766</b>



### Operating Revenue Budget By Category

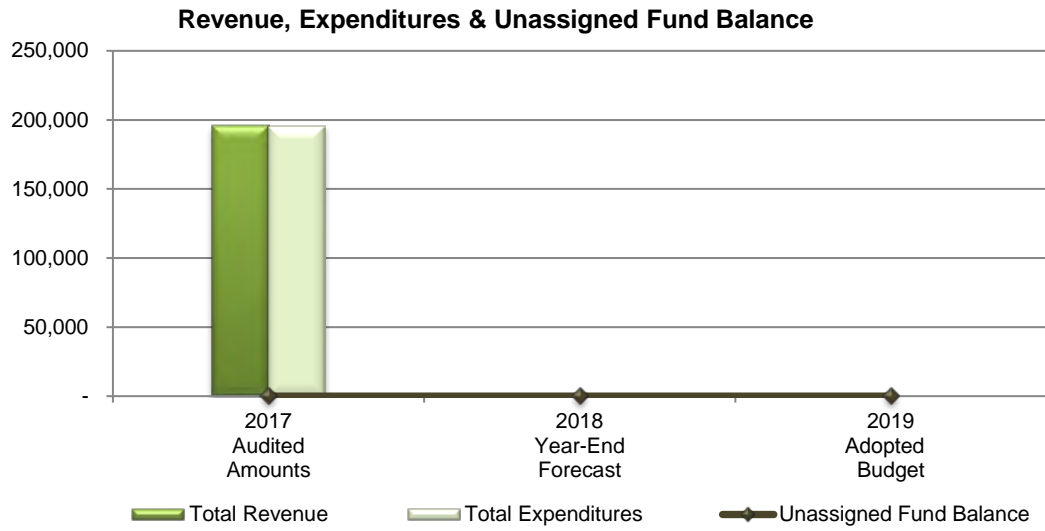


### Operating Expenditure Budget By Category



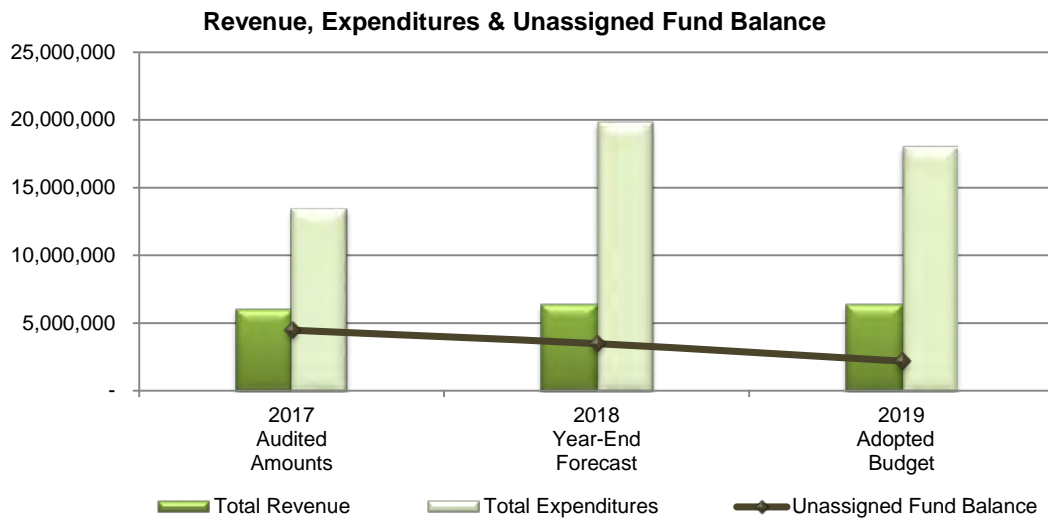
## CDBG Fund Summary

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Intergovernmental	\$ 195,751	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>195,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures:</b>				
Capital Outlay	\$ 195,751	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>195,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	-	-	-	-
<b>Unassigned Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

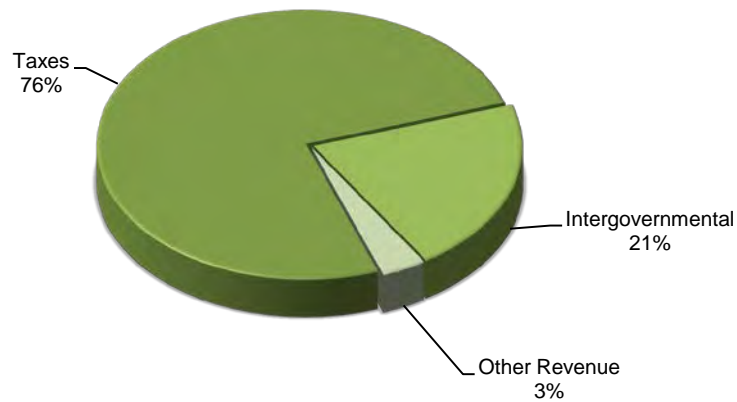


## Capital Projects Fund Summary

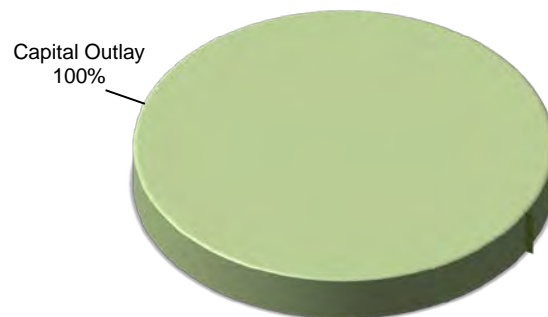
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 4,460,913	\$ 4,604,462	\$ 4,722,612	\$ 4,824,937
Intergovernmental	1,335,015	3,342,904	1,413,355	1,338,300
Other Revenue	252,937	80,000	221,000	221,000
<b>Total Revenue</b>	<b>6,048,865</b>	<b>8,027,366</b>	<b>6,356,967</b>	<b>6,384,237</b>
<b>Expenditures:</b>				
Supplies/Non-Capital Equipment	\$ 197,563	\$ -	\$ -	\$ -
Capital Outlay	13,277,911	25,810,695	19,779,633	18,031,898
<b>Total Expenditures</b>	<b>13,475,474</b>	<b>25,810,695</b>	<b>19,779,633</b>	<b>18,031,898</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(7,426,609)</b>	<b>(17,783,329)</b>	<b>(13,422,666)</b>	<b>(11,647,661)</b>
<b>Other Financing Sources/(Uses):</b>				
Transfers In/(Out)	1,500,000	1,700,000	1,700,000	1,700,000
Debt Issuance/(Payments)	20,090,674	(1,463,919)	(1,466,419)	(1,466,019)
Insurance Recovery/(Claims)	334	-	-	-
<b>Total Other Financing Sources/(Uses)</b>	<b>21,591,008</b>	<b>236,081</b>	<b>233,581</b>	<b>233,981</b>
<b>Net Change In Fund Balance:</b>	<b>14,164,399</b>	<b>(17,547,248)</b>	<b>(13,189,085)</b>	<b>(11,413,680)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	17,094,267	31,258,668	31,258,666	18,069,581
Ending Fund Balance	<b>31,258,666</b>	<b>13,711,420</b>	<b>18,069,581</b>	<b>6,655,901</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
4.000 Mill Restricted Fund Balance	(456,677)	(795,512)	657,073	1,030,022
1/2% Sales/Use Tax Restricted Balance	12,398,948	6,557,790	9,998,325	919,736
Marijuana Sales Tax Restricted Balance	1,641,364	1,622,559	2,251,136	876,152
ADCOO Restricted Fund Balance	933,959	175,233	633,149	559,082
ADCOT Restricted Fund Balance	1,353,826	1,015,086	1,044,986	1,079,286
Debt Restricted Fund Balance	10,910,065	-	-	-
<b>Unassigned Fund Balance</b>	<b>\$ 4,477,181</b>	<b>\$ 5,136,264</b>	<b>\$ 3,484,912</b>	<b>\$ 2,191,623</b>



**Operating Revenue Budget By Category**



**Operating Expenditure Budget By Category**



## 4.000 Mill Property Tax Restricted Revenue

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
4.000 Mill Property Tax	\$ 1,068,820	\$ 1,383,483	\$ 1,338,750	\$ 1,372,949
<b>Total Revenue</b>	<b>1,068,820</b>	<b>1,383,483</b>	<b>1,338,750</b>	<b>1,372,949</b>
<b>Expenditures:</b>				
Road Reconstruction Improvements	\$ 141,341	\$ 225,000	\$ 225,000	\$ 1,000,000
<b>Total Expenditures</b>	<b>141,341</b>	<b>225,000</b>	<b>225,000</b>	<b>1,000,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>927,479</b>	<b>1,158,483</b>	<b>1,113,750</b>	<b>372,949</b>
<b>Net Change In Fund Balance:</b>	<b>927,479</b>	<b>1,158,483</b>	<b>1,113,750</b>	<b>372,949</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	(1,384,156)	(1,953,995)	(456,677)	657,073
Ending Fund Balance	<b>\$ (456,677)</b>	<b>\$ (795,512)</b>	<b>\$ 657,073</b>	<b>\$ 1,030,022</b>

## 1/2% Sales/Use Tax Restricted Revenue

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
1/2% Sales/Use Tax	\$ 2,772,115	\$ 2,657,673	\$ 2,774,090	\$ 2,826,972
<b>Total Revenue</b>	<b>2,772,115</b>	<b>2,657,673</b>	<b>2,774,090</b>	<b>2,826,972</b>
<b>Expenditures:</b>				
Capital Improvement Projects	\$ 1,343,481	\$ 6,683,017	\$ 3,708,294	\$ 10,439,542
<b>Total Expenditures</b>	<b>1,343,481</b>	<b>6,683,017</b>	<b>3,708,294</b>	<b>10,439,542</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>1,428,634</b>	<b>(4,025,344)</b>	<b>(934,204)</b>	<b>(7,612,570)</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	(1,164,062)	(1,463,919)	(1,466,419)	(1,466,019)
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,164,062)</b>	<b>(1,463,919)</b>	<b>(1,466,419)</b>	<b>(1,466,019)</b>
<b>Net Change In Fund Balance:</b>	<b>264,572</b>	<b>(5,489,263)</b>	<b>(2,400,623)</b>	<b>(9,078,589)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	12,134,376	12,047,053	12,398,948	9,998,325
<b>Ending Fund Balance</b>	<b>\$ 12,398,948</b>	<b>\$ 6,557,790</b>	<b>\$ 9,998,325</b>	<b>\$ 919,736</b>

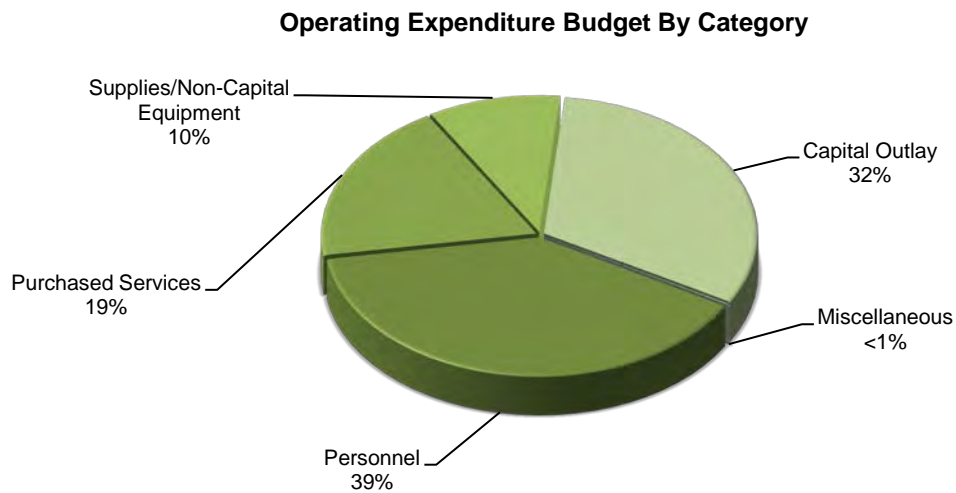
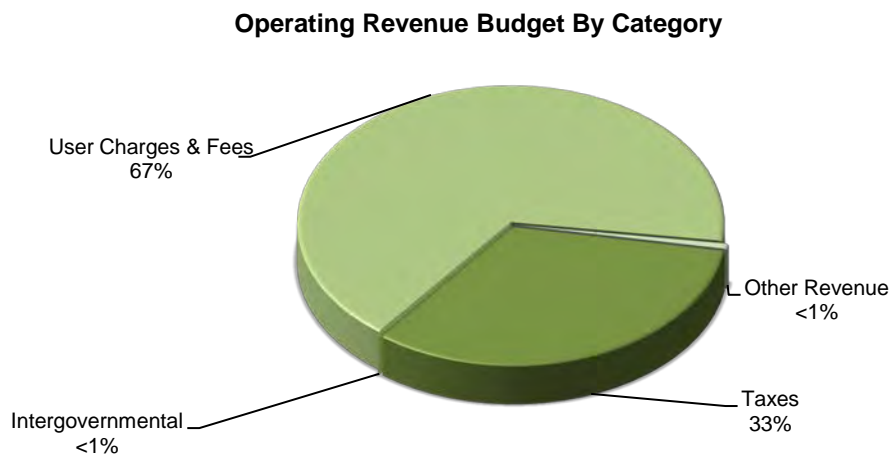
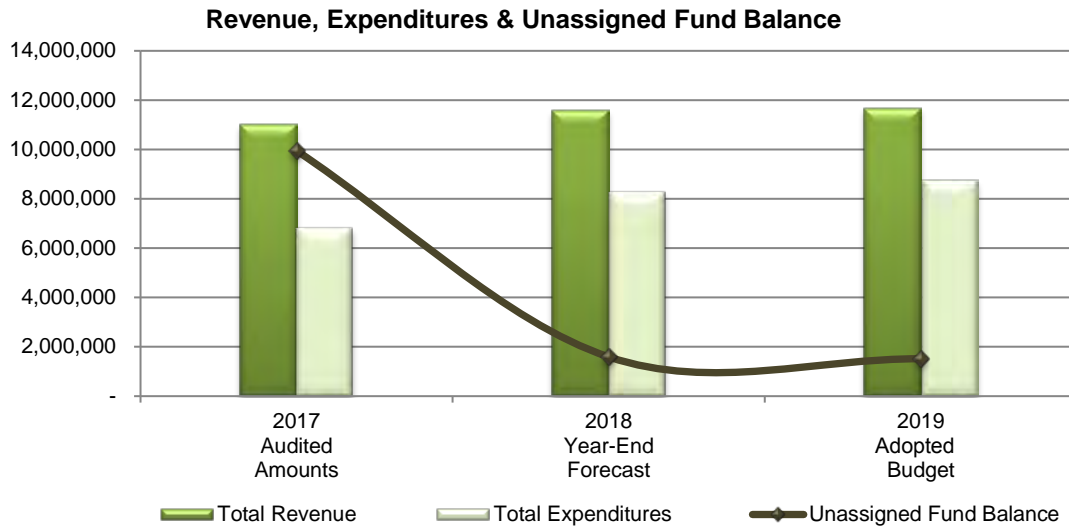


## 2% Marijuana Sales Tax Restricted Revenue

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Marijuana Sales Tax	\$ 619,978	\$ 563,306	\$ 609,772	\$ 625,016
<b>Total Revenue</b>	<b>619,978</b>	<b>563,306</b>	<b>609,772</b>	<b>625,016</b>
<b>Expenditures:</b>				
Capital Improvement Projects	\$ -	\$ -	\$ -	\$ 2,000,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>619,978</b>	<b>563,306</b>	<b>609,772</b>	<b>(1,374,984)</b>
<b>Net Change In Fund Balance:</b>	<b>619,978</b>	<b>563,306</b>	<b>609,772</b>	<b>(1,374,984)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	1,021,386	1,059,253	1,641,364	2,251,136
Ending Fund Balance	<b>\$ 1,641,364</b>	<b>\$ 1,622,559</b>	<b>\$ 2,251,136</b>	<b>\$ 876,152</b>

## Water Fund Summary

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 3,778,571	\$ 3,771,220	\$ 3,773,133	\$ 3,823,016
Intergovernmental	-	3,500	-	3,500
User Charges & Fees	7,115,364	8,096,597	7,547,900	7,785,150
Other Revenue	128,744	65,000	254,000	71,000
<b>Total Revenue</b>	<b>11,022,679</b>	<b>11,936,317</b>	<b>11,575,033</b>	<b>11,682,666</b>
<b>Expenditures:</b>				
Personnel	\$ 3,060,662	\$ 3,246,989	\$ 3,153,605	\$ 3,426,861
Purchased Services	1,180,179	1,399,325	1,322,138	1,665,914
Supplies/Non-Capital Equipment	866,698	875,324	810,345	880,134
Capital Outlay	1,682,251	4,240,784	2,966,826	2,775,000
Miscellaneous	26,075	34,600	24,100	5,460
<b>Total Expenditures</b>	<b>6,815,865</b>	<b>9,797,022</b>	<b>8,277,014</b>	<b>8,753,369</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>4,206,814</b>	<b>2,139,295</b>	<b>3,298,019</b>	<b>2,929,297</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	(1,013,048)	(979,300)	(979,300)	(976,158)
Sale of Assets	12,880	-	4,000	-
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,000,168)</b>	<b>(979,300)</b>	<b>(975,300)</b>	<b>(976,158)</b>
<b>Net Change In Fund Balance:</b>	<b>3,206,646</b>	<b>1,159,995</b>	<b>2,322,719</b>	<b>1,953,139</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	14,942,125	18,955,289	9,148,771	11,471,490
Ending Fund Balance	<b>18,148,771</b>	<b>20,115,284</b>	<b>11,471,490</b>	<b>13,424,629</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
3% TABOR Reserve Restriction	331,079	221,152	277,569	291,886
Debt Service Reserve Restriction	72,257	87,570	90,000	120,856
Water Right Purchase Restriction	5,409,091	5,804,017	7,185,181	9,001,183
Capital/Infrastructure Commitment	1,000,000	1,000,000	1,000,000	1,000,000
Operating Reserve Commitment	1,387,293	1,389,060	1,327,547	1,494,592
<b>Unassigned Fund Balance</b>	<b>\$ 9,949,051</b>	<b>\$ 11,613,485</b>	<b>\$ 1,591,193</b>	<b>\$ 1,516,112</b>



## Debt Service Function

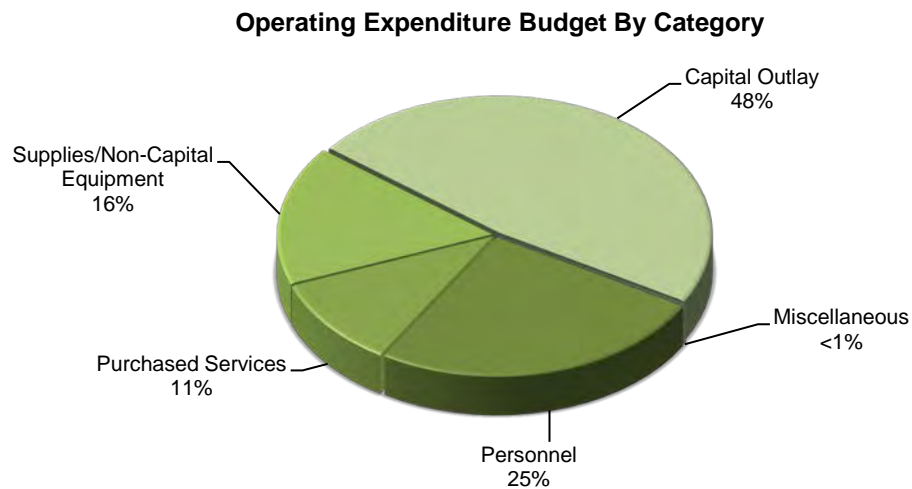
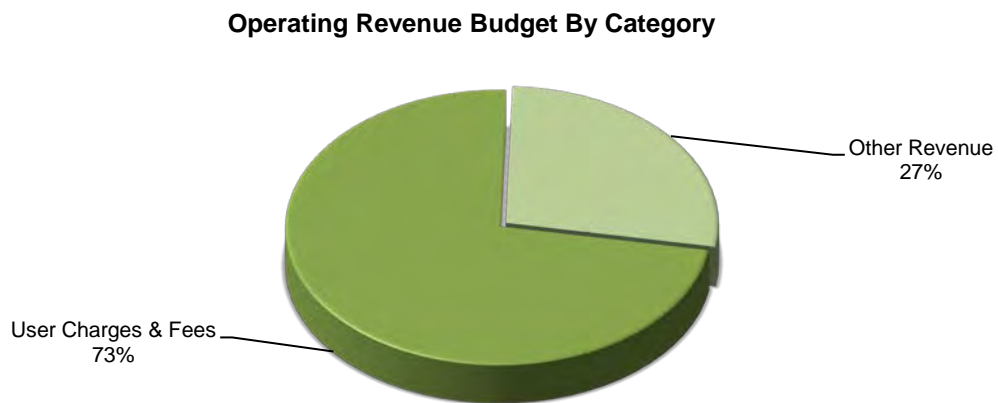
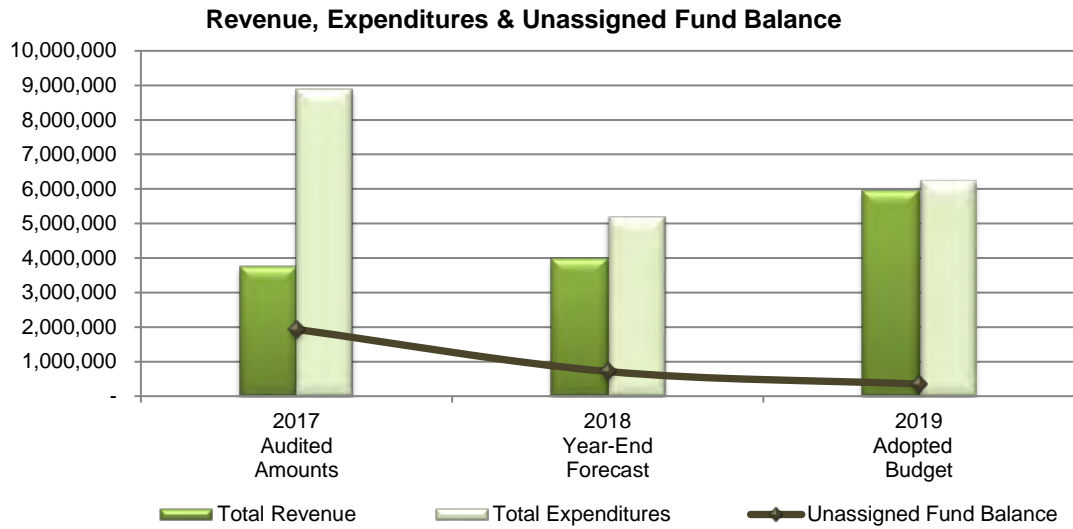
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Food Related Sales Tax	\$ 997,428	\$ 1,001,722	\$ 997,043	\$ 1,007,014
<b>Total Revenue</b>	<b>997,428</b>	<b>1,001,722</b>	<b>997,043</b>	<b>1,007,014</b>
<b>Expenditures:</b>				
Agent Fees	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>997,428</b>	<b>1,001,722</b>	<b>997,043</b>	<b>1,007,014</b>
<b>Other Financing Sources/(Uses):</b>				
Series 2002A - Certificates of Participation	-	-	-	-
2013 Lease Purchase Agreement	(1,013,048)	(979,300)	(979,300)	(976,158)
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,013,048)</b>	<b>(979,300)</b>	<b>(979,300)</b>	<b>(976,158)</b>
<b>Net Change In Fund Balance:</b>	<b>(15,620)</b>	<b>22,422</b>	<b>17,743</b>	<b>30,856</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	87,877	65,148	72,257	90,000
Ending Fund Balance	<b>\$ 72,257</b>	<b>\$ 87,570</b>	<b>\$ 90,000</b>	<b>\$ 120,856</b>

## Water Resources Function

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
Non-Food Sales/Use Tax	\$ 2,781,143	\$ 2,769,498	\$ 2,776,090	\$ 2,816,002
<b>Total Revenue</b>	<b>2,781,143</b>	<b>2,769,498</b>	<b>2,776,090</b>	<b>2,816,002</b>
<b>Expenditures:</b>				
Water Rights Purchases	\$ 1,102,408	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
<b>Total Expenditures</b>	<b>1,102,408</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>1,678,735</b>	<b>1,769,498</b>	<b>1,776,090</b>	<b>1,816,002</b>
<b>Net Change In Fund Balance:</b>	<b>1,678,735</b>	<b>1,769,498</b>	<b>1,776,090</b>	<b>1,816,002</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	3,730,356	4,034,519	5,409,091	7,185,181
Ending Fund Balance	<b>\$ 5,409,091</b>	<b>\$ 5,804,017</b>	<b>\$ 7,185,181</b>	<b>\$ 9,001,183</b>

## Wastewater Fund Summary

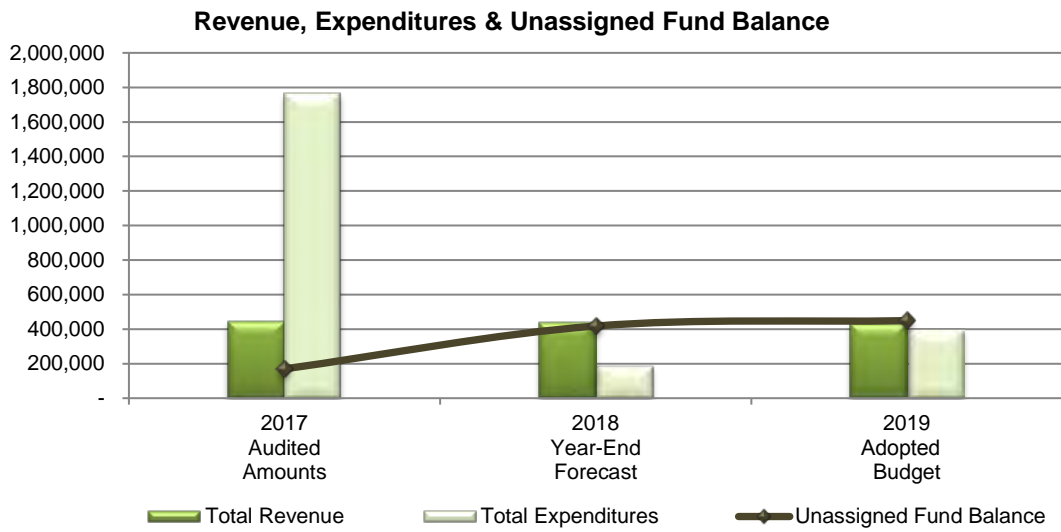
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
User Charges & Fees	\$ 3,767,060	\$ 3,978,202	\$ 3,942,220	\$ 4,326,586
Other Revenue	10,122	-	50,000	1,622,000
<b>Total Revenue</b>	<b>3,777,182</b>	<b>3,978,202</b>	<b>3,992,220</b>	<b>5,948,586</b>
<b>Expenditures:</b>				
Personnel	\$ 1,356,849	\$ 1,581,019	\$ 1,461,201	\$ 1,589,516
Purchased Services	470,263	584,050	567,950	653,650
Supplies/Non-Capital Equipment	1,093,184	1,024,522	1,007,834	1,021,782
Capital Outlay	5,976,191	2,414,562	2,164,562	2,990,000
Miscellaneous	1,047	1,500	1,000	1,500
<b>Total Expenditures</b>	<b>8,897,534</b>	<b>5,605,653</b>	<b>5,202,547</b>	<b>6,256,448</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(5,120,352)</b>	<b>(1,627,451)</b>	<b>(1,210,327)</b>	<b>(307,862)</b>
Sale of Assets	17,155	-	21,000	-
<b>Total Other Financing Sources/(Uses)</b>	<b>17,155</b>	<b>-</b>	<b>21,000</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>(5,103,197)</b>	<b>(1,627,451)</b>	<b>(1,189,327)</b>	<b>(307,862)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	8,766,311	2,753,524	3,663,114	2,473,787
Ending Fund Balance	<b>3,663,114</b>	<b>1,126,073</b>	<b>2,473,787</b>	<b>2,165,925</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
Capital/Infrastructure Commitment	1,000,000	328,300	1,000,000	1,000,000
Operating Reserve Commitment	730,336	797,773	759,496	816,612
<b>Unassigned Fund Balance</b>	<b>\$ 1,932,778</b>	<b>\$ -</b>	<b>\$ 714,291</b>	<b>\$ 349,313</b>



## Stormwater Fund Summary

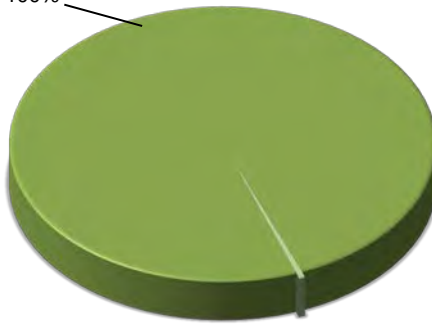
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
User Charges & Fees	\$ 438,994	\$ 464,185	\$ 433,000	\$ 432,567
Other Revenue	5,247	1,500	4,000	2,000
<b>Total Revenue</b>	<b>444,241</b>	<b>465,685</b>	<b>437,000</b>	<b>434,567</b>
<b>Expenditures:</b>				
Personnel	\$ 83,273	\$ 82,143	\$ 80,851	\$ 84,959
Purchased Services	81,947	32,550	32,400	31,350
Supplies/Non-Capital Equipment	11,215	20,000	20,000	20,000
Capital Outlay	1,589,657	228,637	55,000	265,000
Miscellaneous	600	750	750	1,950
<b>Total Expenditures</b>	<b>1,766,692</b>	<b>364,080</b>	<b>189,001</b>	<b>403,259</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(1,322,451)</b>	<b>101,605</b>	<b>247,999</b>	<b>31,308</b>
<b>Other Financing Sources/(Uses):</b>				
Transfers In/(Out)	200,000	-	-	-
<b>Total Other Financing Sources/(Uses)</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>(1,122,451)</b>	<b>101,605</b>	<b>247,999</b>	<b>31,308</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	1,292,264	1,253,622	169,813	417,812
Ending Fund Balance	<b>169,813</b>	<b>1,355,227</b>	<b>417,812</b>	<b>449,120</b>
<b>Unassigned Fund Balance</b>	<b>\$ 169,813</b>	<b>\$ 1,355,227</b>	<b>\$ 417,812</b>	<b>\$ 449,120</b>



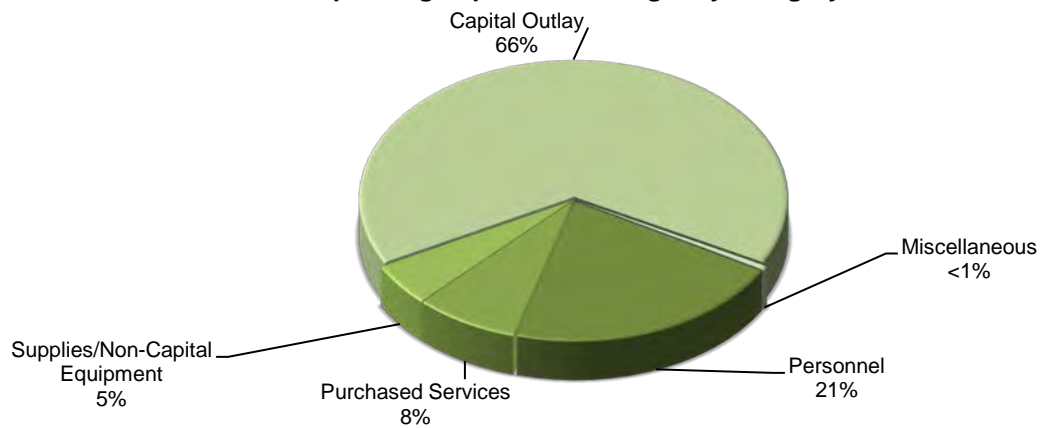


### Operating Revenue Budget By Category

User Charges & Fees  
100%

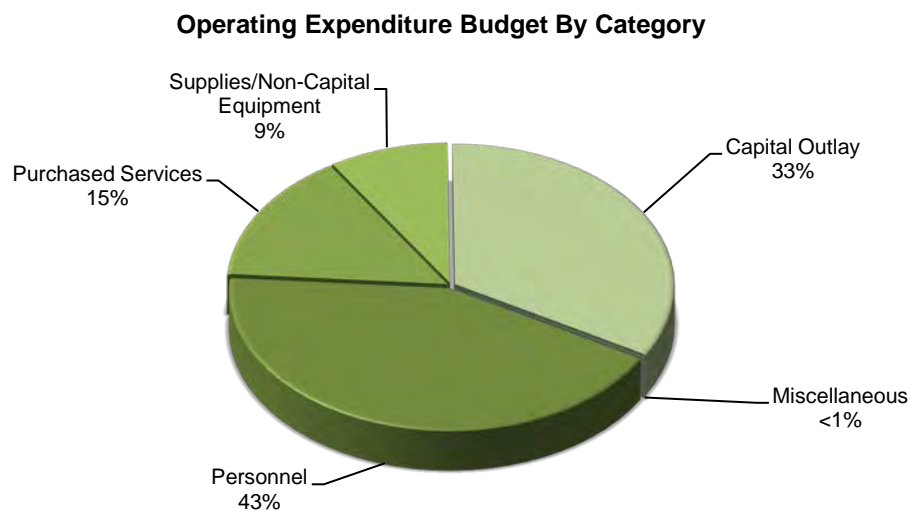
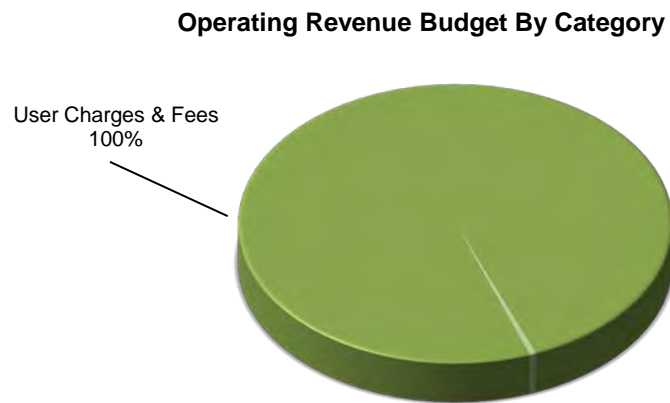
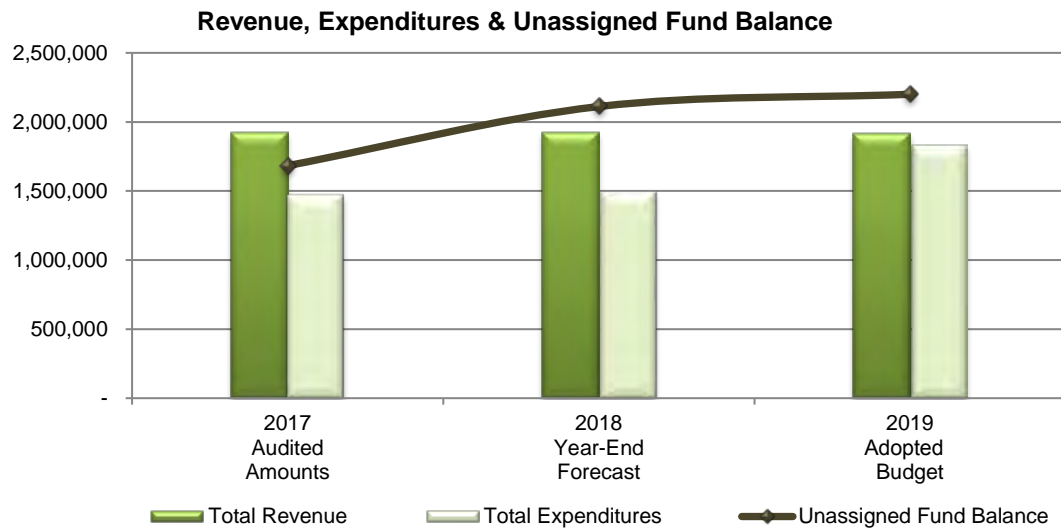


### Operating Expenditure Budget By Category



## Sanitation Fund Summary

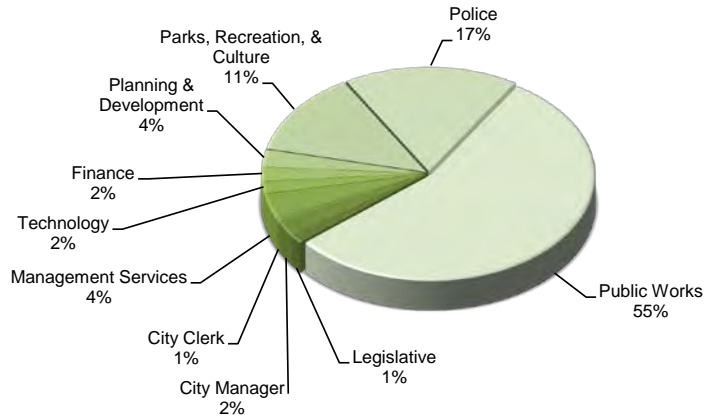
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Revenue:</b>				
User Charges & Fees	\$ 1,914,730	\$ 1,917,266	\$ 1,912,137	\$ 1,910,137
Other Revenue	10,411	6,000	9,000	9,000
<b>Total Revenue</b>	<b>1,925,141</b>	<b>1,923,266</b>	<b>1,921,137</b>	<b>1,919,137</b>
<b>Expenditures:</b>				
Personnel	\$ 734,295	\$ 807,966	\$ 799,063	\$ 783,761
Purchased Services	329,201	271,026	234,126	271,517
Supplies/Non-Capital Equipment	119,578	167,390	134,400	161,500
Capital Outlay	288,446	325,000	325,000	613,000
Miscellaneous	886	500	500	500
<b>Total Expenditures</b>	<b>1,472,406</b>	<b>1,571,882</b>	<b>1,493,089</b>	<b>1,830,278</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>452,735</b>	<b>351,384</b>	<b>428,048</b>	<b>88,859</b>
<b>Other Financing Sources/(Uses):</b>				
Sale of Assets	14,260	-	-	-
Insurance Recovery/(Claims)	(4,887)	-	-	-
<b>Total Other Financing Sources/(Uses)</b>	<b>9,373</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>462,108</b>	<b>351,384</b>	<b>428,048</b>	<b>88,859</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	1,221,276	1,084,339	1,683,384	2,111,432
Ending Fund Balance	<b>1,683,384</b>	<b>1,435,723</b>	<b>2,111,432</b>	<b>2,200,291</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
Assigned Fund Balance	-	-	-	-
<b>Unassigned Fund Balance</b>	<b>\$ 1,683,384</b>	<b>\$ 1,435,723</b>	<b>\$ 2,111,432</b>	<b>\$ 2,200,291</b>



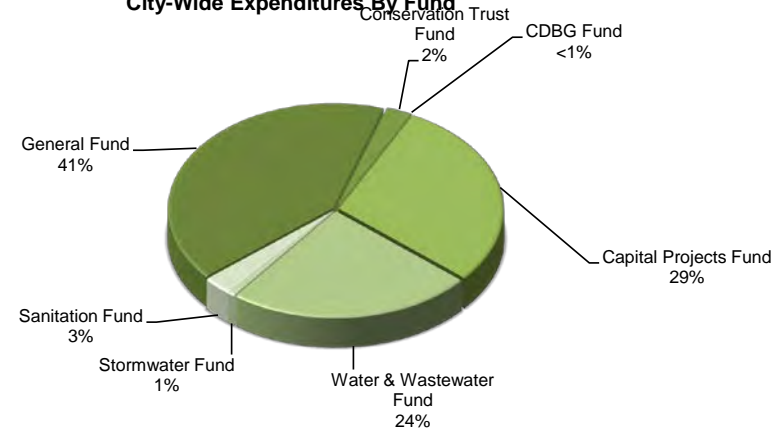
## Department Funding Matrix

	General Fund	Conservation Trust Fund	CDBG Fund	Capital Projects Fund	Water & Wastewater Fund	Stormwater Fund	Sanitation Fund	Total
<b>Departments:</b>								
Legislative	\$ 746,772	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 806,772
City Manager	1,473,258	-	-	-	-	-	-	1,473,258
City Clerk	376,261	-	-	-	-	-	-	376,261
Management Services	2,011,750	-	-	-	336,129	-	10,317	2,358,196
Technology	907,425	-	-	-	284,037	-	-	1,191,462
Finance	464,758	-	-	-	850,765	-	2,000	1,317,523
Planning & Development	1,681,848	-	-	-	-	-	-	1,681,848
Parks, Recreation, & Culture	4,345,635	1,566,814	-	2,183,134	-	-	-	8,095,583
Police	10,834,257	-	-	-	-	-	-	10,834,257
Public Works	2,848,662	-	-	15,848,764	13,478,886	403,259	1,817,961	34,397,532
<b>Total Expenditures</b>	<b>\$ 25,690,626</b>	<b>\$ 1,566,814</b>	<b>\$ -</b>	<b>\$ 18,031,898</b>	<b>\$ 15,009,817</b>	<b>\$ 403,259</b>	<b>\$ 1,830,278</b>	<b>\$ 62,532,692</b>

**City-Wide Expenditures By Department**



**City-Wide Expenditures By Fund**



# Legislative

Carol Dodge, Mayor

## Department Description

The Legislative Department includes three divisions: City Council, City Attorney, and Boards and Commissions.

The City Council is comprised of the Mayor and two council members elected from each of the City's four wards. The City Council serves as the legislative and governing body of the City of Northglenn and is responsible for establishing City policies and goals.

The City Attorney serves as legal counsel for the City and represents the City in litigation in state and federal courts and before local administrative agencies. The City Attorney advises Council, City Manager, administrative staff, and board members on legal matters, drafts ordinances, resolutions, and contracts for the City. The City Attorney is also responsible for the prosecution of all cases in Municipal Court.

The City of Northglenn has 10 boards and commissions, which provide various opportunities for citizens to become involved in the City. The boards are created by the City Charter, by Ordinance, or by Resolution and include the following: Board of Adjustment, Citizens' Affairs Board, Elections Commission, Historic Preservation Commission, Liquor Licensing Authority, Parks and Recreation Advisory Board, Planning Commission, Victim Assistance and Law Enforcement Board, and Youth Commission.

## Goals & Objectives

1. Upgraded city infrastructure and facilities
2. Fiscally responsible city government
3. Strong, competitive businesses
4. Community governance with civic partnerships
5. Clean and beautiful city
6. Livable Neighborhoods & Homes

## Legislative

2019 BUDGET SUMMARY BY FUND			
Fund(s)	Budget	FTE	
General Fund	\$ 746,772	-	
Conservation Trust Fund	-	-	
CDBG Fund	-	-	
Capital Projects Fund	-	-	
Water & Wastewater Fund	60,000	-	
Stormwater Fund	-	-	
Sanitation Fund	-	-	
<b>Total</b>	<b>806,772</b>	<b>-</b>	

2019 BUDGET SUMMARY BY DIVISION			
Division/Program(s)	Budget	FTE	
City Council	\$ 801,685	-	
City Attorney	-	-	
Boards & Authorities	5,087	-	
<b>Total</b>	<b>806,772</b>	<b>-</b>	

**EXPENDITURE**

Year	Total Expenditures
2017 Audited Amounts	\$606,306
2018 Year-End Forecast	\$739,890
2019 Adopted Budget	\$806,772

EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
Staff - Full Time Equivalency (FTE)*	-	-	-	-
<b>Expenditures:</b>				
Personnel	\$ 136,750	\$ 138,087	\$ 136,098	\$ 137,980
Purchased Services	341,086	404,017	404,017	407,017
Supplies/Non-Capital Equipment	11,735	13,870	13,870	13,870
Miscellaneous	116,735	185,905	185,905	197,905
Contingency	-	100,000	-	50,000
<b>Total Expenditures</b>	<b>\$ 606,306</b>	<b>\$ 841,879</b>	<b>\$ 739,890</b>	<b>\$ 806,772</b>

2019 BUDGET PACKAGES	
	Amount
1. Dues and Fees	7,000
	<b>\$ 7,000</b>

## Expenditure Detail

### Legislative Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	88,547	87,708	88,635	87,708
Allowances	41,070	39,960	39,960	39,960
Medicare	1,871	1,855	1,956	1,855
Workers Compensation	99	215	102	215
Retirement Contributions	4,861	7,529	5,108	7,422
Life/Disability Benefits	302	820	337	820
<b>Total Personnel</b>	<b>136,750</b>	<b>138,087</b>	<b>136,098</b>	<b>137,980</b>
<b>Purchased Services</b>				
Professional Services	306,943	341,680	341,680	344,680
Communication Services	7,430	20,162	20,162	20,162
Training/Registration	26,713	42,175	42,175	42,175
<b>Total Purchased Services</b>	<b>341,086</b>	<b>404,017</b>	<b>404,017</b>	<b>407,017</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	37	200	200	200
Operating Supplies	11,698	13,670	13,670	13,670
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,735</b>	<b>13,870</b>	<b>13,870</b>	<b>13,870</b>
<b>Miscellaneous</b>				
Dues/Fees	60,536	72,000	72,000	84,000
Grants/Donations	56,199	113,905	113,905	113,905
<b>Total Other Expenditures</b>	<b>116,735</b>	<b>185,905</b>	<b>185,905</b>	<b>197,905</b>
<b>Contingency</b>				
Contingency	-	100,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 606,306</b>	<b>\$ 841,879</b>	<b>\$ 739,890</b>	<b>\$ 806,772</b>

## Expenditure Detail

### Legislative Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	88,547	87,708	88,635	87,708
Allowances	41,070	39,960	39,960	39,960
Medicare	1,871	1,855	1,956	1,855
Workers Compensation	99	215	102	215
Retirement Contributions	4,861	7,529	5,108	7,422
Life/Disability Benefits	302	820	337	820
<b>Total Personnel</b>	<b>136,750</b>	<b>138,087</b>	<b>136,098</b>	<b>137,980</b>
<b>Purchased Services</b>				
Professional Services	263,296	281,680	281,680	284,680
Communication Services	7,430	20,162	20,162	20,162
Training/Registration	26,713	42,175	42,175	42,175
<b>Total Purchased Services</b>	<b>297,439</b>	<b>344,017</b>	<b>344,017</b>	<b>347,017</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	37	200	200	200
Operating Supplies	11,698	13,670	13,670	13,670
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,735</b>	<b>13,870</b>	<b>13,870</b>	<b>13,870</b>
<b>Miscellaneous</b>				
Dues/Fees	60,536	72,000	72,000	84,000
Grants/Donations	56,199	113,905	113,905	113,905
<b>Total Other Expenditures</b>	<b>116,735</b>	<b>185,905</b>	<b>185,905</b>	<b>197,905</b>
<b>Contingency</b>				
Contingency	-	100,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 562,659</b>	<b>\$ 781,879</b>	<b>\$ 679,890</b>	<b>\$ 746,772</b>



## Expenditure Detail

### City Council Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	88,547	87,708	88,635	87,708
Allowances	41,070	39,960	39,960	39,960
Medicare	1,871	1,855	1,956	1,855
Workers Compensation	99	215	102	215
Retirement Contributions	4,861	7,529	5,108	7,422
Life/Disability Benefits	302	820	337	820
<b>Total Personnel</b>	<b>136,750</b>	<b>138,087</b>	<b>136,098</b>	<b>137,980</b>
<b>Purchased Services</b>				
Professional Services	262,037	280,000	280,000	283,000
Communication Services	7,430	20,100	20,100	20,100
Training/Registration	15,436	40,500	40,500	40,500
<b>Total Purchased Services</b>	<b>284,903</b>	<b>340,600</b>	<b>340,600</b>	<b>343,600</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	37	200	200	200
Operating Supplies	10,052	12,000	12,000	12,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>10,089</b>	<b>12,200</b>	<b>12,200</b>	<b>12,200</b>
<b>Miscellaneous</b>				
Dues/Fees	60,536	72,000	72,000	84,000
Grants/Donations	56,199	113,905	113,905	113,905
<b>Total Other Expenditures</b>	<b>116,735</b>	<b>185,905</b>	<b>185,905</b>	<b>197,905</b>
<b>Contingency</b>				
Contingency	-	100,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 548,477</b>	<b>\$ 776,792</b>	<b>\$ 674,803</b>	<b>\$ 741,685</b>

## Expenditure Detail

### Boards & Authorities Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Professional Services	1,259	1,680	1,680	1,680
Communication Services	-	62	62	62
Training/Registration	11,277	1,675	1,675	1,675
<b>Total Purchased Services</b>	<b>12,536</b>	<b>3,417</b>	<b>3,417</b>	<b>3,417</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	1,646	1,670	1,670	1,670
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,646</b>	<b>1,670</b>	<b>1,670</b>	<b>1,670</b>
<b>Total Expenditures</b>	<b>\$ 14,182</b>	<b>\$ 5,087</b>	<b>\$ 5,087</b>	<b>\$ 5,087</b>

## Expenditure Detail

### Legislative Department - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Professional Services	43,647	60,000	60,000	60,000
<b>Total Purchased Services</b>	<b>43,647</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Expenditures</b>	<b>\$ 43,647</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

## Expenditure Detail

### City Council Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Professional Services	43,647	60,000	60,000	60,000
<b>Total Purchased Services</b>	<b>43,647</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Expenditures</b>	<b>\$ 43,647</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

# City Manager

Heather Geyer, City Manager

## Department Description

The City Manager's Office oversees the daily activities, directs the operations of all city departments, and implements policy decisions made by City Council, as well as enforcing City Ordinances. Included in the city manager's department is Public Communications and Economic Development. Communications provides public information to citizens to support transparency in government and foster an informed community through media relations, community partnerships and working with the city administration and other departments. Economic Development activities provide networking, business retention and attraction, maintains a program of business incentives, and provides support to the Northglenn Urban Renewal Authority (NURA).

## 2018 Achievements

- Engaged in Regional Government Authorities: NATA, RTD, FasTracks, I-25, Adams Co. Council of Govts., Metro North Chamber
- Launched new website redesign to improve user navigation
- Implemented Social Media Plan to set standards for City managed media platforms
- Invested in new technology to improve backend video infrastructure and Channel 8 capabilities (Council Goal #4)
- Surveyed businesses to learn more about their experiences and future plans of operating in the City
- Facilitated Huron Center redevelopment leveraging NURA and City partnerships
- Hosted the 6th Annual Business Appreciation event to celebrate our local businesses

## Goals & Objectives

- Continue to optimize the city's website for users (Council Goal #4)
- Implement Citizen Survey to gather key data points regarding community perceptions (Council Goal #5 & #6)
- Celebrate the City's 50th Anniversary Celebration through year long festivities (Council Goal #5 & #6)
- Produce Inside Northglenn videos to enhance communication efforts (Council Goal #5 & #6)
- Develop System to identify return on investment of communications and marketing efforts (Goal #4)
- 7th Annual Business Appreciation event celebrating local businesses (Council Goal #4)

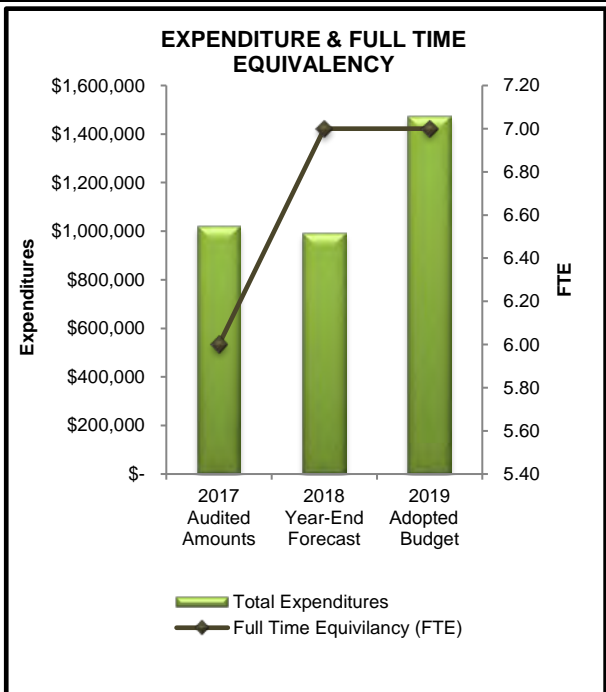
## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
Original Video Productions	#4	10	10	30-40	30 - 40
# of News Items Posted on Website	#4	138	138	140	140
# of Business Retention Visits	#3	85	85	75	75
New Commercial s/f Absorption	#3	90,000	90,000	100,000	100,000
Unemployment Rate	#3	5%	5%	4%	4%
New Businesses	#3	75	75	80	80
Event Attendance - Breakfast	#4	285	285	275	275

## City Manager

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,473,258	7.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>1,473,258</b>	<b>7.00</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 389,212	2.00
Public Communications	534,190	3.00
Economic Development	549,856	2.00
<b>Total</b>	<b>1,473,258</b>	<b>7.00</b>



EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	6.00	6.00	7.00	7.00
<b>Expenditures:</b>				
Personnel	\$ 659,826	\$ 719,233	\$ 619,397	\$ 772,186
Purchased Services	272,963	293,225	281,100	592,825
Supplies/Non-Capital Equipment	38,137	69,247	57,747	74,847
Capital Outlay	41,396	-	-	-
Miscellaneous	7,759	32,900	32,900	33,400
<b>Total Expenditures</b>	<b>\$ 1,020,081</b>	<b>\$ 1,114,605</b>	<b>\$ 991,144</b>	<b>\$ 1,473,258</b>

2019 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 1,900
2. Personnel Merit Allowance	5,596
3. Professional Services - 50th Anniversary Celebrations	52,500
4. Professional Services - Citizen Survey	40,000
5. Non-Capital Equipment - Monument Sign Replacement	30,000
6. Technical Services - Website Hosting	8,400
7. Professional Services - EPA Grant Carryover	200,000
8. Professional Services - General Services	25,000
	<b>\$ 363,396</b>

# Expenditure Detail

## City Manager Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	542,138	588,502	500,432	627,682
Allowances	7,028	6,000	6,367	6,600
Medicare	7,693	8,059	7,054	9,197
Workers Compensation	821	943	2,584	1,075
Retirement Contributions	46,394	47,103	43,170	53,982
Medical Benefits	52,677	63,690	56,506	68,022
Life/Disability Benefits	3,075	4,936	3,284	5,628
<b>Total Personnel</b>	<b>659,826</b>	<b>719,233</b>	<b>619,397</b>	<b>772,186</b>
<b>Purchased Services</b>				
Professional Services	127,454	125,000	63,500	366,500
Technical Services	3,355	9,000	67,000	16,400
General Services	-	-	-	25,000
Communication Services	121,899	127,000	127,000	143,600
Training/Registration	10,691	17,690	11,700	17,690
Mileage/Travel	5,070	10,535	7,900	9,635
Rentals/Leases	4,494	4,000	4,000	14,000
<b>Total Purchased Services</b>	<b>272,963</b>	<b>293,225</b>	<b>281,100</b>	<b>592,825</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	803	1,586	1,986	5,986
Technology Supplies	15,333	34,200	22,600	10,000
Operating Supplies	21,934	33,300	33,000	28,700
Non-Capital Equipment	-	-	-	30,000
Motor Vehicle Fuels	67	161	161	161
<b>Total Supplies/Non-Capital Equipment</b>	<b>38,137</b>	<b>69,247</b>	<b>57,747</b>	<b>74,847</b>
<b>Miscellaneous</b>				
Dues/Fees	7,759	12,900	12,900	13,400
Grants/Donations	-	20,000	20,000	20,000
<b>Total Other Expenditures</b>	<b>7,759</b>	<b>32,900</b>	<b>32,900</b>	<b>33,400</b>
<b>Total Expenditures</b>	<b>\$ 1,020,081</b>	<b>\$ 1,114,605</b>	<b>\$ 991,144</b>	<b>\$ 1,473,258</b>

# Expenditure Detail

## City Manager Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	542,138	588,502	500,432	627,682
Allowances	7,028	6,000	6,367	6,600
Medicare	7,693	8,059	7,054	9,197
Workers Compensation	821	943	2,584	1,075
Retirement Contributions	46,394	47,103	43,170	53,982
Medical Benefits	52,677	63,690	56,506	68,022
Life/Disability Benefits	3,075	4,936	3,284	5,628
<b>Total Personnel</b>	<b>659,826</b>	<b>719,233</b>	<b>619,397</b>	<b>772,186</b>
<b>Purchased Services</b>				
Professional Services	127,454	125,000	63,500	366,500
Technical Services	3,355	9,000	67,000	16,400
General Services	-	-	-	25,000
Communication Services	121,899	127,000	127,000	143,600
Training/Registration	10,691	17,690	11,700	17,690
Mileage/Travel	5,070	10,535	7,900	9,635
Rentals/Leases	4,494	4,000	4,000	14,000
<b>Total Purchased Services</b>	<b>272,963</b>	<b>293,225</b>	<b>281,100</b>	<b>592,825</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	803	1,586	1,986	5,986
Technology Supplies	15,333	34,200	22,600	10,000
Operating Supplies	21,934	33,300	33,000	28,700
Non-Capital Equipment	-	-	-	30,000
Motor Vehicle Fuels	67	161	161	161
<b>Total Supplies/Non-Capital Equipment</b>	<b>38,137</b>	<b>69,247</b>	<b>57,747</b>	<b>74,847</b>
<b>Miscellaneous</b>				
Dues/Fees	7,759	12,900	12,900	13,400
Grants/Donations	-	20,000	20,000	20,000
<b>Total Other Expenditures</b>	<b>7,759</b>	<b>32,900</b>	<b>32,900</b>	<b>33,400</b>
<b>Total Expenditures</b>	<b>\$ 1,020,081</b>	<b>\$ 1,114,605</b>	<b>\$ 991,144</b>	<b>\$ 1,473,258</b>



## Expenditure Detail

### Administration/Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	228,925	229,806	237,143	235,441
Allowances	6,639	6,000	6,367	6,600
Medicare	3,317	3,419	3,421	3,509
Workers Compensation	254	400	272	410
Retirement Contributions	19,713	19,813	20,417	20,284
Medical Benefits	22,733	24,853	25,839	13,273
Life/Disability Benefits	1,253	2,062	1,466	2,109
<b>Total Personnel</b>	<b>282,834</b>	<b>286,353</b>	<b>294,925</b>	<b>281,626</b>
<b>Purchased Services</b>				
Professional Services	3,534	5,000	5,000	50,000
General Services	-	-	-	25,000
Communication Services	177	1,000	1,000	1,000
Training/Registration	5,752	11,090	5,000	11,090
Mileage/Travel	3,475	6,635	4,000	6,635
Rentals/Leases	1,049	1,200	1,200	1,200
<b>Total Purchased Services</b>	<b>13,987</b>	<b>24,925</b>	<b>16,200</b>	<b>94,925</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	326	500	500	500
Technology Supplies	1,305	14,200	1,600	1,600
Operating Supplies	4,976	4,000	4,000	4,000
Motor Vehicle Fuels	67	161	161	161
<b>Total Supplies/Non-Capital Equipment</b>	<b>6,674</b>	<b>18,861</b>	<b>6,261</b>	<b>6,261</b>
<b>Miscellaneous</b>				
Dues/Fees	2,599	6,400	6,400	6,400
<b>Total Other Expenditures</b>	<b>2,599</b>	<b>6,400</b>	<b>6,400</b>	<b>6,400</b>
<b>Total Expenditures</b>	<b>\$ 306,094</b>	<b>\$ 336,539</b>	<b>\$ 323,786</b>	<b>\$ 389,212</b>

# Expenditure Detail

## Public Communications Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	140,898	182,472	82,999	208,850
Allowances	389	-	-	-
Medicare	1,908	2,085	1,042	3,029
Workers Compensation	376	244	2,106	354
Retirement Contributions	11,831	12,097	7,221	17,895
Medical Benefits	16,935	24,635	15,897	41,101
Life/Disability Benefits	820	1,292	622	1,875
<b>Total Personnel</b>	<b>173,157</b>	<b>222,825</b>	<b>109,887</b>	<b>273,104</b>
<b>Purchased Services</b>				
Professional Services	42,535	40,000	40,000	107,500
Technical Services	-	-	58,000	8,400
Communication Services	88,207	74,000	74,000	89,000
Training/Registration	-	-	100	-
Rentals/Leases	819	300	300	10,300
<b>Total Purchased Services</b>	<b>131,561</b>	<b>114,300</b>	<b>172,400</b>	<b>215,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	54	486	486	486
Technology Supplies	10,643	18,000	18,000	5,400
Operating Supplies	8,922	7,000	7,000	7,000
Non-Capital Equipment	-	-	-	30,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>19,619</b>	<b>25,486</b>	<b>25,486</b>	<b>42,886</b>
<b>Miscellaneous</b>				
Dues/Fees	2,600	3,000	3,000	3,000
<b>Total Other Expenditures</b>	<b>2,600</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Expenditures</b>	<b>\$ 368,333</b>	<b>\$ 365,611</b>	<b>\$ 310,773</b>	<b>\$ 534,190</b>

# Expenditure Detail

## Economic Development Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	172,315	176,224	180,290	183,391
Medicare	2,468	2,555	2,591	2,659
Workers Compensation	191	299	206	311
Retirement Contributions	14,850	15,193	15,532	15,803
Medical Benefits	13,009	14,202	14,770	13,648
Life/Disability Benefits	1,002	1,582	1,196	1,644
<b>Total Personnel</b>	<b>203,835</b>	<b>210,055</b>	<b>214,585</b>	<b>217,456</b>
<b>Purchased Services</b>				
Professional Services	81,385	80,000	18,500	209,000
Technical Services	3,355	9,000	9,000	8,000
Communication Services	33,515	52,000	52,000	53,600
Training/Registration	4,939	6,600	6,600	6,600
Mileage/Travel	1,595	3,900	3,900	3,000
Rentals/Leases	2,626	2,500	2,500	2,500
<b>Total Purchased Services</b>	<b>127,415</b>	<b>154,000</b>	<b>92,500</b>	<b>282,700</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	423	600	1,000	5,000
Technology Supplies	3,385	2,000	3,000	3,000
Operating Supplies	8,036	22,300	22,000	17,700
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,844</b>	<b>24,900</b>	<b>26,000</b>	<b>25,700</b>
<b>Miscellaneous</b>				
Dues/Fees	2,560	3,500	3,500	4,000
Grants/Donations	-	20,000	20,000	20,000
<b>Total Other Expenditures</b>	<b>2,560</b>	<b>23,500</b>	<b>23,500</b>	<b>24,000</b>
<b>Total Expenditures</b>	<b>\$ 345,654</b>	<b>\$ 412,455</b>	<b>\$ 356,585</b>	<b>\$ 549,856</b>

# City Clerk

Johanna Small, City Clerk

## Department Description

The City Clerk serves as the official record custodian of the City of Northglenn and preserves the legislative history of the City by keeping accurate and accessible records of City Council. The City Clerk's office administers elections, responds to records requests in compliance with the Colorado Open Records Act, and ensures the timely posting of meeting notices pursuant to the Colorado Open Meetings Act. The City Clerk's office provides service to the citizens of Northglenn and members of the community by responding to information requests, providing notary services, and accepting passports applications. The City Clerk's office is responsible for issuing the following licenses and permits: liquor, medical marijuana, retail marijuana, amusement device/arcade, peddler/solicitor, massage parlor, non-alcoholic dance club, guard dog, and pawnbroker licenses. The Department is also responsible for updates to the Municipal Code, citywide records management, and provides support to the City Council, Liquor Licensing Authority (LLA), and the Citizens' Affairs Board.

## 2018 Achievements

- Responded to open records requests and provided legal notices within the timeframes allowed by State law
- Preserved and provided electronic access to legislative actions and organizational records
- Administered licensing programs, provided legislative and administrative services
- Administered the Nov. 6, 2018 Regular Municipal Election in coordination with Adams and Weld County
- Received annual certification from the US Department of State to operate as a Passport Acceptance Facility and passed onsite audit confirming the city's compliance with federal standards for the program

## Goals & Objectives

- Comply with legislative, municipal, and statutory requirements
- Promote open government and democratic processes by preserving and maximizing public access to city records and information
- Provide inclusive service, encourage civic engagement, and increase opportunities to connect with residents (Council Goal #4)
- Provide efficient and accurate licensing, permitting, and passport services (Council Goal #2)

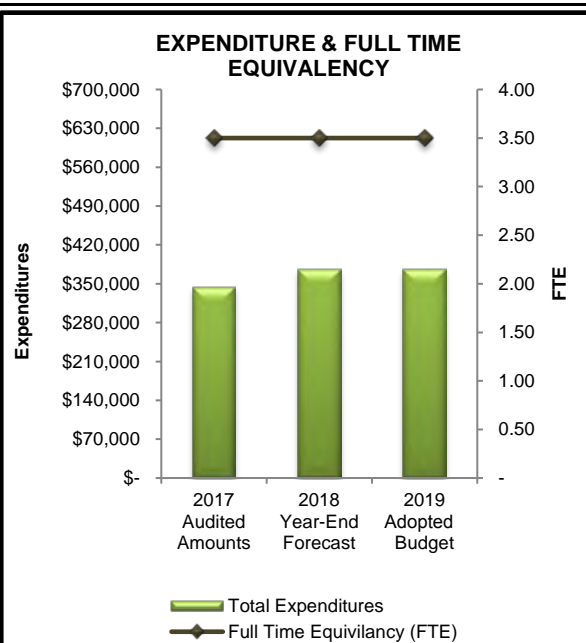
## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
Number of public meetings staffed	#4	100%	100%	100%	100%
Number of legislative items processed (Ordinances/Resolutions)	#4	177	187	175	185
Public Record Requests processed	#4	56	78	75	50
Passport Applications	#2	3,026	3,499	3,200	3,400

**City Clerk**

2019 BUDGET SUMMARY BY FUND			
Fund(s)	Budget	FTE	
General Fund	\$ 376,261	3.50	
Conservation Trust Fund	-	-	
CDBG Fund	-	-	
Capital Projects Fund	-	-	
Water & Wastewater Fund	-	-	
Stormwater Fund	-	-	
Sanitation Fund	-	-	
<b>Total</b>	<b>376,261</b>	<b>3.50</b>	

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 376,261	3.50
<b>Total</b>	<b>376,261</b>	<b>3.50</b>



EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
Staff - Full Time Equivalency (FTE)*	3.50	3.50	3.50	3.50
<b>Expenditures:</b>				
Personnel	\$ 260,563	\$ 280,695	\$ 285,880	\$ 287,416
Purchased Services	61,104	71,745	72,842	67,345
Supplies/Non-Capital Equipment	21,634	16,000	16,000	20,500
Miscellaneous	655	1,000	1,000	1,000
<b>Total Expenditures</b>	<b>\$ 343,956</b>	<b>\$ 369,440</b>	<b>\$ 375,722</b>	<b>\$ 376,261</b>

[illegible]

# Expenditure Detail

## City Clerk Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	200,149	214,469	216,527	222,254
Overtime	321	600	500	600
Medicare	2,724	3,109	2,925	3,223
Workers Compensation	216	363	247	377
Retirement Contributions	18,055	19,753	19,183	20,452
Medical Benefits	38,027	40,469	45,166	38,509
Life/Disability Benefits	1,071	1,932	1,332	2,001
<b>Total Personnel</b>	<b>260,563</b>	<b>280,695</b>	<b>285,880</b>	<b>287,416</b>
<b>Purchased Services</b>				
Professional Services	24,795	30,000	30,000	30,000
Technical Services	-	1,000	1,000	1,000
General Services	2,510	4,100	4,100	8,500
Property Services	1,000	1,500	1,500	1,500
Communication Services	12,087	10,000	12,000	14,245
Training/Registration	2,683	5,400	5,400	5,400
Mileage/Travel	612	900	600	700
Rentals/Leases	17,417	18,845	18,242	6,000
<b>Total Purchased Services</b>	<b>61,104</b>	<b>71,745</b>	<b>72,842</b>	<b>67,345</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,089	2,500	2,500	3,000
Technology Supplies	1,034	2,500	2,500	2,500
Operating Supplies	10,173	6,000	6,000	10,000
Non-Capital Equipment	8,338	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>21,634</b>	<b>16,000</b>	<b>16,000</b>	<b>20,500</b>
<b>Miscellaneous</b>				
Dues/Fees	655	1,000	1,000	1,000
<b>Total Other Expenditures</b>	<b>655</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 343,956</b>	<b>\$ 369,440</b>	<b>\$ 375,722</b>	<b>\$ 376,261</b>

## Expenditure Detail

### City Clerk Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	200,149	214,469	216,527	222,254
Overtime	321	600	500	600
Medicare	2,724	3,109	2,925	3,223
Workers Compensation	216	363	247	377
Retirement Contributions	18,055	19,753	19,183	20,452
Medical Benefits	38,027	40,469	45,166	38,509
Life/Disability Benefits	1,071	1,932	1,332	2,001
<b>Total Personnel</b>	<b>260,563</b>	<b>280,695</b>	<b>285,880</b>	<b>287,416</b>
<b>Purchased Services</b>				
Professional Services	24,795	30,000	30,000	30,000
Technical Services	-	1,000	1,000	1,000
General Services	2,510	4,100	4,100	8,500
Property Services	1,000	1,500	1,500	1,500
Communication Services	12,087	10,000	12,000	14,245
Training/Registration	2,683	5,400	5,400	5,400
Mileage/Travel	612	900	600	700
Rentals/Leases	17,417	18,845	18,242	6,000
<b>Total Purchased Services</b>	<b>61,104</b>	<b>71,745</b>	<b>72,842</b>	<b>67,345</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,089	2,500	2,500	3,000
Technology Supplies	1,034	2,500	2,500	2,500
Operating Supplies	10,173	6,000	6,000	10,000
Non-Capital Equipment	8,338	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>21,634</b>	<b>16,000</b>	<b>16,000</b>	<b>20,500</b>
<b>Miscellaneous</b>				
Dues/Fees	655	1,000	1,000	1,000
<b>Total Other Expenditures</b>	<b>655</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 343,956</b>	<b>\$ 369,440</b>	<b>\$ 375,722</b>	<b>\$ 376,261</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	200,149	214,469	216,527	222,254
Overtime	321	600	500	600
Medicare	2,724	3,109	2,925	3,223
Workers Compensation	216	363	247	377
Retirement Contributions	18,055	19,753	19,183	20,452
Medical Benefits	38,027	40,469	45,166	38,509
Life/Disability Benefits	1,071	1,932	1,332	2,001
<b>Total Personnel</b>	<b>260,563</b>	<b>280,695</b>	<b>285,880</b>	<b>287,416</b>
<b>Purchased Services</b>				
Professional Services	24,795	30,000	30,000	30,000
Technical Services	-	1,000	1,000	1,000
General Services	2,510	4,100	4,100	8,500
Property Services	1,000	1,500	1,500	1,500
Communication Services	12,087	10,000	12,000	14,245
Training/Registration	2,683	5,400	5,400	5,400
Mileage/Travel	612	900	600	700
Rentals/Leases	17,417	18,845	18,242	6,000
<b>Total Purchased Services</b>	<b>61,104</b>	<b>71,745</b>	<b>72,842</b>	<b>67,345</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,089	2,500	2,500	3,000
Technology Supplies	1,034	2,500	2,500	2,500
Operating Supplies	10,173	6,000	6,000	10,000
Non-Capital Equipment	8,338	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>21,634</b>	<b>16,000</b>	<b>16,000</b>	<b>20,500</b>
<b>Miscellaneous</b>				
Dues/Fees	655	1,000	1,000	1,000
<b>Total Other Expenditures</b>	<b>655</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 343,956</b>	<b>\$ 369,440</b>	<b>\$ 375,722</b>	<b>\$ 376,261</b>



# Management Services

Paula Jensen, Director of Management Services

## Department Description

The Management Services Department consists of the divisions of Human Resources, Municipal Court and Community Engagement.

Human Resources is responsible for recruiting, retaining, and training employees. Employees are retained through effective employee relations and competitive compensation and benefits, as well as offering employee development and safety training.

The Municipal Court has jurisdiction over all cases involving violations of the provisions of the City Charter, code and other ordinances of the city.

The Community Engagement division creates connections and provides involvement, interaction and problem resolution through volunteer services, community outreach, neighborhood programs, events, and proactive relations with residents.

## 2018 Achievements

- Human Resources - Completed comprehensive job description update project.
- Human Resources - Revitalized wellness program offerings for all staff and completed ambassador training.
- Community Engagement - Increased vendor participation across all events and participated in 3 media spots for FTC.
- Municipal Court - Implemented 'paper on demand' process to streamline record keeping and efficiencies.
- Municipal Court - Updated warrant process in compliance with current legislation, HB 17-1338.

## Goals & Objectives

- Attract, retain, and reward a talented & diverse workforce with the skills necessary to meet the organization's needs (Goal #2)
- Provide a safe working environment for employees and volunteers through comprehensive safety training and thorough management of worker compensation incidents (Goal #2)
- Provide professional judicial services in a fair and impartial environment. (Goal #2)
- Continue to grow large community events (Council Goal #4)
- Continue implementation of "paper on demand" process in Municipal Court. (Goal #2)
- Reduce printing costs, by creating all forms in FullCourt software program. (Goal #2)

## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
# of Personnel Actions	#2	611	605	625	630
# of Orientations	#2	83	75	100	85
# of Court Cases Closed	#2	7,610	7,243	7,500	6,800
# of Community Events	#4	7	7	8	8
# of Volunteer Events (not including special projects)	#4	12	12	12	12

## Management Services

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,011,750	13.50
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	336,129	1.30
Stormwater Fund	-	-
Sanitation Fund	10,317	-
<b>Total</b>	<b>2,358,196</b>	<b>14.80</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Municipal Court	\$ 605,334	6.00
Human Resources	1,156,943	5.80
Community Engagement	505,819	3.00
VALE	90,100	-
<b>Total</b>	<b>2,358,196</b>	<b>14.80</b>

EXPENDITURE & FULL TIME EQUIVALENCY			
Expenditures			FTE
\$2,400,000			15.80
\$2,300,000			15.60
\$2,200,000			15.40
\$2,100,000			15.20
\$2,000,000			15.00
\$1,900,000			14.80
\$1,800,000			14.60
			14.40
			14.20
	2017 Audited Amounts	2018 Year-End Forecast	2019 Adopted Budget

# Expenditure Detail

## Management Services Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	938,029	957,687	965,058	990,683
Overtime	696	1,500	1,500	1,500
Allowances	2,406	2,400	2,342	2,515
Medicare	11,654	13,923	11,867	14,401
Unemployment Insurance	14,034	25,000	25,000	25,000
Workers Compensation	2,939	3,703	3,029	2,766
Retirement Contributions	85,989	89,251	87,967	92,813
Medical Benefits	127,996	142,607	155,854	137,152
Life/Disability Benefits	5,364	8,639	6,319	8,928
Post-Employment Benefits	25,037	28,000	28,896	28,000
<b>Total Personnel</b>	<b>1,214,144</b>	<b>1,272,710</b>	<b>1,287,832</b>	<b>1,303,758</b>
<b>Purchased Services</b>				
Professional Services	95,202	173,550	173,550	226,790
Technical Services	50,403	51,461	51,461	64,461
General Services	8,528	10,900	11,900	12,000
Communication Services	31,974	38,430	38,430	38,430
Training/Registration	13,639	13,084	13,084	13,084
Mileage/Travel	201	550	550	550
Rentals/Leases	6,869	8,175	8,175	8,175
Insurance Premiums	312,932	331,772	332,298	390,936
<b>Total Purchased Services</b>	<b>519,748</b>	<b>627,922</b>	<b>629,448</b>	<b>754,426</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,977	3,027	3,027	3,027
Operating Supplies	213,273	185,535	184,535	199,435
Motor Vehicle Fuels	320	498	498	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>220,215</b>	<b>189,060</b>	<b>188,060</b>	<b>202,962</b>
<b>Miscellaneous</b>				
Dues/Fees	6,304	7,050	7,050	7,050
Grants/Donations	72,040	-	-	90,000
<b>Total Other Expenditures</b>	<b>78,344</b>	<b>7,050</b>	<b>7,050</b>	<b>97,050</b>
<b>Total Expenditures</b>	<b>\$ 2,032,451</b>	<b>\$ 2,096,742</b>	<b>\$ 2,112,390</b>	<b>\$ 2,358,196</b>

## Expenditure Detail

### Management Services Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	824,061	838,625	848,514	843,886
Overtime	696	1,500	1,500	1,500
Allowances	2,406	2,400	2,342	2,515
Medicare	10,046	12,196	10,227	12,273
Unemployment Insurance	280	25,000	25,000	25,000
Workers Compensation	2,812	3,501	2,934	2,517
Retirement Contributions	75,063	77,883	76,838	78,832
Medical Benefits	116,034	128,962	140,783	121,615
Life/Disability Benefits	4,700	7,561	5,521	7,605
Post-Employment Benefits	21,606	28,000	28,000	28,000
<b>Total Personnel</b>	<b>1,057,704</b>	<b>1,125,628</b>	<b>1,141,659</b>	<b>1,123,743</b>
<b>Purchased Services</b>				
Professional Services	95,202	153,550	153,550	206,790
Technical Services	50,403	51,461	51,461	64,461
General Services	8,528	10,900	11,900	12,000
Communication Services	31,513	37,810	37,810	37,810
Training/Registration	13,639	13,084	13,084	13,084
Mileage/Travel	201	550	550	550
Rentals/Leases	6,869	8,175	8,175	8,175
Insurance Premiums	187,380	203,041	203,041	245,125
<b>Total Purchased Services</b>	<b>393,735</b>	<b>478,571</b>	<b>479,571</b>	<b>587,995</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,977	3,027	3,027	3,027
Operating Supplies	213,273	185,535	184,535	199,435
Motor Vehicle Fuels	320	498	498	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>220,215</b>	<b>189,060</b>	<b>188,060</b>	<b>202,962</b>
<b>Miscellaneous</b>				
Dues/Fees	6,304	7,050	7,050	7,050
Grants/Donations	72,040	-	-	90,000
<b>Total Other Expenditures</b>	<b>78,344</b>	<b>7,050</b>	<b>7,050</b>	<b>97,050</b>
<b>Total Expenditures</b>	<b>\$ 1,749,998</b>	<b>\$ 1,800,309</b>	<b>\$ 1,816,340</b>	<b>\$ 2,011,750</b>

# Expenditure Detail

## Municipal Court Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	301,591	307,202	308,840	335,559
Overtime	652	1,000	1,000	1,500
Medicare	2,831	4,455	2,822	4,868
Workers Compensation	331	521	353	570
Retirement Contributions	27,326	29,111	27,315	31,555
Medical Benefits	49,576	55,702	64,431	59,534
Life/Disability Benefits	1,666	2,774	1,930	3,034
<b>Total Personnel</b>	<b>383,973</b>	<b>400,765</b>	<b>406,691</b>	<b>436,735</b>
<b>Purchased Services</b>				
Professional Services	58,615	79,217	79,217	122,457
Technical Services	10,403	11,461	11,461	14,461
General Services	6,171	10,000	10,000	10,000
Communication Services	3,944	8,520	8,520	8,520
Training/Registration	9,382	2,834	2,834	2,834
Mileage/Travel	-	100	100	100
Rentals/Leases	2,026	3,700	3,700	3,700
<b>Total Purchased Services</b>	<b>90,541</b>	<b>115,832</b>	<b>115,832</b>	<b>162,072</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,192	1,277	1,277	1,277
Operating Supplies	3,545	4,700	4,700	4,700
<b>Total Supplies/Non-Capital Equipment</b>	<b>9,382</b>	<b>5,977</b>	<b>5,977</b>	<b>5,977</b>
<b>Miscellaneous</b>				
Dues/Fees	100	550	550	550
<b>Total Other Expenditures</b>	<b>100</b>	<b>550</b>	<b>550</b>	<b>550</b>
<b>Total Expenditures</b>	<b>\$ 483,996</b>	<b>\$ 523,124</b>	<b>\$ 529,050</b>	<b>\$ 605,334</b>

# Expenditure Detail

## Human Resources Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	334,233	341,108	345,730	305,655
Allowances	1,203	1,200	1,171	1,200
Medicare	4,589	4,964	4,714	4,449
Unemployment Insurance	280	25,000	25,000	25,000
Workers Compensation	2,271	2,656	2,359	1,602
Retirement Contributions	31,284	32,131	32,574	29,562
Medical Benefits	43,108	47,935	49,854	37,885
Life/Disability Benefits	1,936	3,075	2,300	2,751
Post-Employment Benefits	21,606	28,000	28,000	28,000
<b>Total Personnel</b>	<b>440,554</b>	<b>486,569</b>	<b>492,202</b>	<b>436,104</b>
<b>Purchased Services</b>				
Professional Services	36,587	67,483	67,483	77,483
General Services	645	-	-	-
Communication Services	716	810	810	810
Training/Registration	3,245	7,500	7,500	7,500
Mileage/Travel	42	200	200	200
Rentals/Leases	1,641	2,075	2,075	2,075
Insurance Premiums	187,380	203,041	203,041	245,125
<b>Total Purchased Services</b>	<b>230,256</b>	<b>281,109</b>	<b>281,109</b>	<b>333,193</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	224	450	450	450
Operating Supplies	22,084	19,250	19,250	34,250
<b>Total Supplies/Non-Capital Equipment</b>	<b>22,308</b>	<b>19,700</b>	<b>19,700</b>	<b>34,700</b>
<b>Miscellaneous</b>				
Dues/Fees	6,204	6,500	6,500	6,500
<b>Total Other Expenditures</b>	<b>6,204</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Total Expenditures</b>	<b>\$ 699,322</b>	<b>\$ 793,878</b>	<b>\$ 799,511</b>	<b>\$ 810,497</b>

## Expenditure Detail

### Community Engagement - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	188,237	190,315	193,944	202,672
Allowances	1,203	1,200	1,171	1,200
Medicare	2,626	2,777	2,691	2,956
Workers Compensation	210	324	222	345
Retirement Contributions	16,453	16,641	16,949	17,715
Medical Benefits	23,350	25,325	26,498	24,196
Life/Disability Benefits	1,098	1,712	1,291	1,820
<b>Total Personnel</b>	<b>233,177</b>	<b>238,294</b>	<b>242,766</b>	<b>250,904</b>
<b>Purchased Services</b>				
Professional Services	-	6,850	6,850	6,850
Technical Services	40,000	40,000	40,000	50,000
General Services	1,712	900	1,900	2,000
Communication Services	26,853	28,480	28,480	28,480
Training/Registration	1,012	2,750	2,750	2,750
Mileage/Travel	159	250	250	250
Rentals/Leases	3,202	2,400	2,400	2,400
<b>Total Purchased Services</b>	<b>72,938</b>	<b>81,630</b>	<b>82,630</b>	<b>92,730</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	561	1,300	1,300	1,300
Operating Supplies	187,644	161,485	160,485	160,385
Motor Vehicle Fuels	320	498	498	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>188,525</b>	<b>163,283</b>	<b>162,283</b>	<b>162,185</b>
<b>Total Expenditures</b>	<b>\$ 494,640</b>	<b>\$ 483,207</b>	<b>\$ 487,679</b>	<b>\$ 505,819</b>

## Expenditure Detail

### VALE Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	-	100	100	100
<b>Total Supplies/Non-Capital Equipment</b>	-	100	100	100
<b>Miscellaneous</b>				
Grants/Donations	72,040	-	-	90,000
<b>Total Other Expenditures</b>	72,040	-	-	90,000
<b>Total Expenditures</b>	<b>\$ 72,040</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 90,100</b>



## Expenditure Detail

### Management Services Department - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	113,968	119,062	116,544	146,797
Medicare	1,608	1,727	1,640	2,128
Unemployment Insurance	13,754	-	-	-
Workers Compensation	127	202	95	249
Retirement Contributions	10,926	11,368	11,129	13,981
Medical Benefits	11,962	13,645	15,071	15,537
Life/Disability Benefits	664	1,078	798	1,323
Post-Employment Benefits	3,431	-	896	-
<b>Total Personnel</b>	<b>156,440</b>	<b>147,082</b>	<b>146,173</b>	<b>180,015</b>
<b>Purchased Services</b>				
Professional Services	-	20,000	20,000	20,000
Communication Services	461	620	620	620
Insurance Premiums	116,936	118,905	119,431	135,494
<b>Total Purchased Services</b>	<b>117,397</b>	<b>139,525</b>	<b>140,051</b>	<b>156,114</b>
<b>Total Expenditures</b>	<b>\$ 273,837</b>	<b>\$ 286,607</b>	<b>\$ 286,224</b>	<b>\$ 336,129</b>

## Expenditure Detail

### Human Resources Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	113,968	119,062	116,544	146,797
Medicare	1,608	1,727	1,640	2,128
Unemployment Insurance	13,754	-	-	-
Workers Compensation	127	202	95	249
Retirement Contributions	10,926	11,368	11,129	13,981
Medical Benefits	11,962	13,645	15,071	15,537
Life/Disability Benefits	664	1,078	798	1,323
Post-Employment Benefits	3,431	-	896	-
<b>Total Personnel</b>	<b>156,440</b>	<b>147,082</b>	<b>146,173</b>	<b>180,015</b>
<b>Purchased Services</b>				
Professional Services	-	20,000	20,000	20,000
Communication Services	461	620	620	620
Insurance Premiums	116,936	118,905	119,431	135,494
<b>Total Purchased Services</b>	<b>117,397</b>	<b>139,525</b>	<b>140,051</b>	<b>156,114</b>
<b>Total Expenditures</b>	<b>\$ 273,837</b>	<b>\$ 286,607</b>	<b>\$ 286,224</b>	<b>\$ 336,129</b>

## Expenditure Detail

### Management Services Department - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Insurance Premiums	8,616	9,826	9,826	10,317
<b>Total Purchased Services</b>	<b>8,616</b>	<b>9,826</b>	<b>9,826</b>	<b>10,317</b>
<b>Total Expenditures</b>	<b>\$ 8,616</b>	<b>\$ 9,826</b>	<b>\$ 9,826</b>	<b>\$ 10,317</b>

## Expenditure Detail

### Human Resources Division - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Insurance Premiums	8,616	9,826	9,826	10,317
<b>Total Purchased Services</b>	<b>8,616</b>	<b>9,826</b>	<b>9,826</b>	<b>10,317</b>
<b>Total Expenditures</b>	<b>\$ 8,616</b>	<b>\$ 9,826</b>	<b>\$ 9,826</b>	<b>\$ 10,317</b>

# Technology

Bob Lehr, Director of Technology

## Department Description

The Information Technology Department provides reliable, secure, and cost effective technology infrastructure, applications, and support to the City. Services by this department include purchasing computer hardware and software, telecommunications and network management, application development, end-user support and training, and information/data security.

## 2018 Achievements

- Integrated new police technology, networking, security and server integration at the Justice Center
- Implemented the Citizen Relationship Management System to streamline the citizen communications with staff
- Enhanced protocol that ensures complete and reliable backups of all city servers
- Increased internet bandwidth to improve performance while reducing costs (Council Goal #2)

## Goals & Objectives

- Continue to manage the technology and information systems of the City (Council Goal #2)
- Upgrade software and network infrastructure to provide staff with modern, reliable and secure technology (Council Goal #1)
- Provide training and technology support to promote employee efficiency and effectiveness (Council Goal #2)

## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
Server/network uptime	#2	99.6%	99.7%	99.9%	99.9%
New/replaced Physical Servers	#1	7	5	5	3
New/replaced PC's & Printers	#1	65	63	69	65
Technology Training Sessions/Classes	#2	8	9	7	8
Support Requests Completed	#2	866	743	750	750

## Technology

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 907,425	5.20
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	284,037	0.80
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>1,191,462</b>	<b>6.00</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,191,462	6.00
Capital Improvement Projects	-	-
<b>Total</b>	<b>1,191,462</b>	<b>6.00</b>

**EXPENDITURE & FULL TIME EQUIVALENCY**

Year	Total Expenditures	Full Time Equivalency (FTE)
2017 Audited Amounts	\$1,178,950	6.00
2018 Year-End Forecast	\$1,160,958	6.00
2019 Adopted Budget	\$1,176,376	6.00

EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	6.00	6.00	6.00	6.00
<b>Expenditures:</b>				
Personnel	\$ 678,032	\$ 689,058	\$ 705,739	\$ 718,562
Purchased Services	262,354	296,300	291,412	304,250
Supplies/Non-Capital Equipment	148,164	128,600	125,550	127,950
Capital Outlay	89,490	46,000	53,015	40,000
Miscellaneous	910	1,000	660	700
<b>Total Expenditures</b>	<b>\$ 1,178,950</b>	<b>\$ 1,160,958</b>	<b>\$ 1,176,376</b>	<b>\$ 1,191,462</b>

2019 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 12,439
2. Personnel Merit Allowance	7,266
3. Capital Equipment- M&O Server Replacement	40,000
4. Communication Services - Justice Center Communications	7,000
	<b>\$ 66,705</b>

# Expenditure Detail

## Technology Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	545,625	545,258	559,182	574,608
Medicare	7,698	7,908	7,847	8,333
Workers Compensation	604	924	596	974
Retirement Contributions	54,563	54,526	55,918	57,462
Medical Benefits	66,380	75,543	78,470	72,028
Life/Disability Benefits	3,162	4,899	3,726	5,157
<b>Total Personnel</b>	<b>678,032</b>	<b>689,058</b>	<b>705,739</b>	<b>718,562</b>
<b>Purchased Services</b>				
Technical Services	134,885	159,700	150,820	159,700
Communication Services	113,488	122,900	124,588	130,500
Internet Services	9,135	9,200	13,039	9,500
Training/Registration	4,385	4,000	2,500	4,000
Rentals/Leases	461	500	465	550
<b>Total Purchased Services</b>	<b>262,354</b>	<b>296,300</b>	<b>291,412</b>	<b>304,250</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	821	800	800	800
Technology Supplies	55,766	18,700	16,700	18,100
Operating Supplies	85	100	50	50
Non-Capital Equipment	91,492	109,000	108,000	109,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>148,164</b>	<b>128,600</b>	<b>125,550</b>	<b>127,950</b>
<b>Capital Outlay</b>				
Capital Equipment	89,490	46,000	53,015	40,000
<b>Total Capital Outlay</b>	<b>89,490</b>	<b>46,000</b>	<b>53,015</b>	<b>40,000</b>
<b>Miscellaneous</b>				
Dues/Fees	910	1,000	660	700
<b>Total Other Expenditures</b>	<b>910</b>	<b>1,000</b>	<b>660</b>	<b>700</b>
<b>Total Expenditures</b>	<b>\$ 1,178,950</b>	<b>\$ 1,160,958</b>	<b>\$ 1,176,376</b>	<b>\$ 1,191,462</b>

## Expenditure Detail

### Technology Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	460,574	460,359	474,759	462,432
Medicare	6,473	6,676	6,643	6,706
Workers Compensation	511	780	532	784
Retirement Contributions	46,058	46,036	47,476	46,243
Medical Benefits	60,833	69,688	69,627	62,411
Life/Disability Benefits	2,674	4,133	3,150	4,149
<b>Total Personnel</b>	<b>577,123</b>	<b>587,672</b>	<b>602,187</b>	<b>582,725</b>
<b>Purchased Services</b>				
Technical Services	103,823	119,700	113,120	119,700
Communication Services	83,379	92,400	91,260	99,400
Internet Services	9,135	9,200	13,039	9,500
Training/Registration	4,385	4,000	2,500	4,000
Rentals/Leases	461	500	465	550
<b>Total Purchased Services</b>	<b>201,183</b>	<b>225,800</b>	<b>220,384</b>	<b>233,150</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	821	800	800	800
Technology Supplies	49,618	15,000	13,000	15,000
Operating Supplies	85	100	50	50
Non-Capital Equipment	62,883	75,000	75,000	75,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>113,407</b>	<b>90,900</b>	<b>88,850</b>	<b>90,850</b>
<b>Capital Outlay</b>				
Capital Equipment	77,490	15,000	22,015	-
<b>Total Capital Outlay</b>	<b>77,490</b>	<b>15,000</b>	<b>22,015</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	910	1,000	660	700
<b>Total Other Expenditures</b>	<b>910</b>	<b>1,000</b>	<b>660</b>	<b>700</b>
<b>Total Expenditures</b>	<b>\$ 970,113</b>	<b>\$ 920,372</b>	<b>\$ 934,096</b>	<b>\$ 907,425</b>



# Expenditure Detail

## Administration/Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	460,574	460,359	474,759	462,432
Medicare	6,473	6,676	6,643	6,706
Workers Compensation	511	780	532	784
Retirement Contributions	46,058	46,036	47,476	46,243
Medical Benefits	60,833	69,688	69,627	62,411
Life/Disability Benefits	2,674	4,133	3,150	4,149
<b>Total Personnel</b>	<b>577,123</b>	<b>587,672</b>	<b>602,187</b>	<b>582,725</b>
<b>Purchased Services</b>				
Technical Services	103,823	119,700	113,120	119,700
Communication Services	83,379	92,400	91,260	99,400
Internet Services	9,135	9,200	13,039	9,500
Training/Registration	4,385	4,000	2,500	4,000
Rentals/Leases	461	500	465	550
<b>Total Purchased Services</b>	<b>201,183</b>	<b>225,800</b>	<b>220,384</b>	<b>233,150</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	821	800	800	800
Technology Supplies	49,618	15,000	13,000	15,000
Operating Supplies	85	100	50	50
Non-Capital Equipment	62,883	75,000	75,000	75,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>113,407</b>	<b>90,900</b>	<b>88,850</b>	<b>90,850</b>
<b>Capital Outlay</b>				
Capital Equipment	77,490	15,000	22,015	-
<b>Total Capital Outlay</b>	<b>77,490</b>	<b>15,000</b>	<b>22,015</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	910	1,000	660	700
<b>Total Other Expenditures</b>	<b>910</b>	<b>1,000</b>	<b>660</b>	<b>700</b>
<b>Total Expenditures</b>	<b>\$ 970,113</b>	<b>\$ 920,372</b>	<b>\$ 934,096</b>	<b>\$ 907,425</b>

## Expenditure Detail

### Technology Department - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	85,051	84,899	84,423	112,176
Medicare	1,225	1,232	1,204	1,627
Workers Compensation	93	144	64	190
Retirement Contributions	8,505	8,490	8,442	11,219
Medical Benefits	5,547	5,855	8,843	9,617
Life/Disability Benefits	488	766	576	1,008
<b>Total Personnel</b>	<b>100,909</b>	<b>101,386</b>	<b>103,552</b>	<b>135,837</b>
<b>Purchased Services</b>				
Technical Services	31,062	40,000	37,700	40,000
Communication Services	30,109	30,500	33,328	31,100
<b>Total Purchased Services</b>	<b>61,171</b>	<b>70,500</b>	<b>71,028</b>	<b>71,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	6,148	3,700	3,700	3,100
Non-Capital Equipment	28,609	34,000	33,000	34,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>34,757</b>	<b>37,700</b>	<b>36,700</b>	<b>37,100</b>
<b>Capital Outlay</b>				
Capital Equipment	12,000	31,000	31,000	40,000
<b>Total Capital Outlay</b>	<b>12,000</b>	<b>31,000</b>	<b>31,000</b>	<b>40,000</b>
<b>Total Expenditures</b>	<b>\$ 208,837</b>	<b>\$ 240,586</b>	<b>\$ 242,280</b>	<b>\$ 284,037</b>

## Expenditure Detail

### Administration/Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	85,051	84,899	84,423	112,176
Medicare	1,225	1,232	1,204	1,627
Workers Compensation	93	144	64	190
Retirement Contributions	8,505	8,490	8,442	11,219
Medical Benefits	5,547	5,855	8,843	9,617
Life/Disability Benefits	488	766	576	1,008
<b>Total Personnel</b>	<b>100,909</b>	<b>101,386</b>	<b>103,552</b>	<b>135,837</b>
<b>Purchased Services</b>				
Technical Services	31,062	40,000	37,700	40,000
Communication Services	30,109	30,500	33,328	31,100
<b>Total Purchased Services</b>	<b>61,171</b>	<b>70,500</b>	<b>71,028</b>	<b>71,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	6,148	3,700	3,700	3,100
Non-Capital Equipment	28,609	34,000	33,000	34,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>34,757</b>	<b>37,700</b>	<b>36,700</b>	<b>37,100</b>
<b>Capital Outlay</b>				
Capital Equipment	12,000	31,000	31,000	40,000
<b>Total Capital Outlay</b>	<b>12,000</b>	<b>31,000</b>	<b>31,000</b>	<b>40,000</b>
<b>Total Expenditures</b>	<b>\$ 208,837</b>	<b>\$ 240,586</b>	<b>\$ 242,280</b>	<b>\$ 284,037</b>

# Finance

Jason Loveland, Director of Finance

## Department Description

The Finance Department is responsible for the administration and recording of all financial activities of the City, including revenue collection, cash management, accounts payable, payroll, utility billing, sales tax collection, as well as, general accounting and reporting. The Department oversees the procurement function of the City and is responsible for the production of the Annual Operating and Capital Improvement Budget, and Comprehensive Annual Financial Report.

## 2018 Achievements

- Received the Distinguished Budget Presentation Award from the GFOA for the 2018 budget
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the 2017 CAFR
- Received unmodified audit opinion for prior year financial report

## Goals & Objectives

- Monitor budget forecast accuracy. (Council Goal #2)
- Receive GFOA Distinguished Budget Award. (Council Goal #2)
- Receive GFOA Certificate of Achievement for CAFR. (Council Goal #2)
- Provide monthly financial report in accordance with policy. (Council Goal #2)

## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
% of General Fund actual expenditures versus original budget +/- 3%	#2	-5.0%	-5.0%	-1.0%	-1.0%
Consecutive Years GFOA Budget Award Received	#2	7	8	9	10
Consecutive Years GFOA CAFR Award Received	#2	28	29	30	31
% of time monthly report completed timely	#2	100%	100%	100%	100%

## Finance

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 464,758	4.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	850,765	7.60
Stormwater Fund	-	-
Sanitation Fund	2,000	-
<b>Total</b>	<b>1,317,523</b>	<b>11.60</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 951,480	7.00
Utility Billing	366,043	4.60
<b>Total</b>	<b>1,317,523</b>	<b>11.60</b>

**EXPENDITURE & FULL TIME EQUIVALENCY**

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2017 Audited Amounts	~\$1,210,000	11.60
2018 Year-End Forecast	~\$1,230,000	11.60
2019 Adopted Budget	1,317,523	11.60

EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	11.60	11.60	11.60	11.60
<b>Expenditures:</b>				
Personnel	\$ 864,109	\$ 956,888	\$ 880,181	\$ 959,423
Purchased Services	337,008	341,250	344,875	350,550
Supplies/Non-Capital Equipment	6,826	5,450	4,000	6,150
Miscellaneous	1,052	1,400	1,350	1,400
<b>Total Expenditures</b>	<b>\$ 1,208,995</b>	<b>\$ 1,304,988</b>	<b>\$ 1,230,406</b>	<b>\$ 1,317,523</b>

2019 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 21,708
2. Personnel Merit Allowance	6,477
	<b>\$ 28,185</b>

# Expenditure Detail

## Finance Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	691,415	761,537	692,603	775,572
Overtime	35	-	-	-
Allowances	1,203	1,200	1,171	1,200
Medicare	9,527	11,059	9,490	11,264
Workers Compensation	1,001	1,293	651	1,317
Retirement Contributions	60,119	69,120	61,156	71,566
Medical Benefits	96,903	105,806	110,617	91,503
Life/Disability Benefits	3,906	6,873	4,493	7,001
<b>Total Personnel</b>	<b>864,109</b>	<b>956,888</b>	<b>880,181</b>	<b>959,423</b>
<b>Purchased Services</b>				
Professional Services	98,555	115,700	115,000	115,700
General Services	118,947	101,000	110,000	110,300
Communication Services	115,701	116,600	115,600	116,600
Training/Registration	1,576	3,750	1,700	3,750
Mileage/Travel	234	1,950	325	1,950
Rentals/Leases	1,995	2,250	2,250	2,250
<b>Total Purchased Services</b>	<b>337,008</b>	<b>341,250</b>	<b>344,875</b>	<b>350,550</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	4,174	3,450	2,850	3,450
Operating Supplies	2,127	2,000	1,150	2,000
Non-Capital Equipment	525	-	-	700
<b>Total Supplies/Non-Capital Equipment</b>	<b>6,826</b>	<b>5,450</b>	<b>4,000</b>	<b>6,150</b>
<b>Miscellaneous</b>				
Dues/Fees	1,052	1,400	1,350	1,400
<b>Total Other Expenditures</b>	<b>1,052</b>	<b>1,400</b>	<b>1,350</b>	<b>1,400</b>
<b>Total Expenditures</b>	<b>\$ 1,208,995</b>	<b>\$ 1,304,988</b>	<b>\$ 1,230,406</b>	<b>\$ 1,317,523</b>

# Expenditure Detail

## Finance Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	276,730	286,859	281,658	264,828
Allowances	602	600	586	600
Medicare	3,812	4,168	3,858	3,849
Workers Compensation	427	487	318	450
Retirement Contributions	23,948	25,176	24,875	23,915
Medical Benefits	42,813	46,741	46,568	36,420
Life/Disability Benefits	1,631	2,589	1,845	2,396
<b>Total Personnel</b>	<b>349,963</b>	<b>366,620</b>	<b>359,708</b>	<b>332,458</b>
<b>Purchased Services</b>				
Professional Services	41,300	38,700	38,000	38,700
General Services	31,927	31,000	40,000	40,300
Communication Services	43,757	43,350	43,000	43,350
Training/Registration	760	2,500	800	2,500
Mileage/Travel	169	1,200	200	1,200
Rentals/Leases	1,736	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>119,649</b>	<b>118,750</b>	<b>124,000</b>	<b>128,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,853	1,500	1,500	1,500
Operating Supplies	1,287	1,250	1,000	1,250
Non-Capital Equipment	-	-	-	700
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,140</b>	<b>2,750</b>	<b>2,500</b>	<b>3,450</b>
<b>Miscellaneous</b>				
Dues/Fees	626	800	750	800
<b>Total Other Expenditures</b>	<b>626</b>	<b>800</b>	<b>750</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 473,378</b>	<b>\$ 488,920</b>	<b>\$ 486,958</b>	<b>\$ 464,758</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	276,730	286,859	281,658	264,828
Allowances	602	600	586	600
Medicare	3,812	4,168	3,858	3,849
Workers Compensation	427	487	318	450
Retirement Contributions	23,948	25,176	24,875	23,915
Medical Benefits	42,813	46,741	46,568	36,420
Life/Disability Benefits	1,631	2,589	1,845	2,396
<b>Total Personnel</b>	<b>349,963</b>	<b>366,620</b>	<b>359,708</b>	<b>332,458</b>
<b>Purchased Services</b>				
Professional Services	41,300	38,700	38,000	38,700
General Services	31,927	31,000	40,000	40,300
Communication Services	43,757	43,350	43,000	43,350
Training/Registration	760	2,500	800	2,500
Mileage/Travel	169	1,200	200	1,200
Rentals/Leases	1,736	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>119,649</b>	<b>118,750</b>	<b>124,000</b>	<b>128,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,853	1,500	1,500	1,500
Operating Supplies	1,287	1,250	1,000	1,250
Non-Capital Equipment	-	-	-	700
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,140</b>	<b>2,750</b>	<b>2,500</b>	<b>3,450</b>
<b>Miscellaneous</b>				
Dues/Fees	626	800	750	800
<b>Total Other Expenditures</b>	<b>626</b>	<b>800</b>	<b>750</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 473,378</b>	<b>\$ 488,920</b>	<b>\$ 486,958</b>	<b>\$ 464,758</b>



# Expenditure Detail

## Finance Department - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	414,685	474,678	410,945	510,744
Overtime	35	-	-	-
Allowances	601	600	585	600
Medicare	5,715	6,891	5,632	7,415
Workers Compensation	574	806	333	867
Retirement Contributions	36,171	43,944	36,281	47,651
Medical Benefits	54,090	59,065	64,049	55,083
Life/Disability Benefits	2,275	4,284	2,648	4,605
<b>Total Personnel</b>	<b>514,146</b>	<b>590,268</b>	<b>520,473</b>	<b>626,965</b>
<b>Purchased Services</b>				
Professional Services	55,255	75,000	75,000	75,000
General Services	87,020	70,000	70,000	70,000
Communication Services	71,944	73,250	72,600	73,250
Training/Registration	816	1,250	900	1,250
Mileage/Travel	65	750	125	750
Rentals/Leases	259	250	250	250
<b>Total Purchased Services</b>	<b>215,359</b>	<b>220,500</b>	<b>218,875</b>	<b>220,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,321	1,950	1,350	1,950
Operating Supplies	840	750	150	750
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,686</b>	<b>2,700</b>	<b>1,500</b>	<b>2,700</b>
<b>Miscellaneous</b>				
Dues/Fees	426	600	600	600
<b>Total Other Expenditures</b>	<b>426</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Total Expenditures</b>	<b>\$ 733,617</b>	<b>\$ 814,068</b>	<b>\$ 741,448</b>	<b>\$ 850,765</b>

# Expenditure Detail

## Administration/Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	225,758	235,782	224,991	264,828
Allowances	601	600	585	600
Medicare	3,122	3,427	3,098	3,849
Workers Compensation	371	401	181	450
Retirement Contributions	19,661	20,881	19,999	23,915
Medical Benefits	31,259	34,123	36,502	36,134
Life/Disability Benefits	1,338	2,133	1,551	2,396
<b>Total Personnel</b>	<b>282,110</b>	<b>297,347</b>	<b>286,907</b>	<b>332,172</b>
<b>Purchased Services</b>				
Professional Services	55,255	75,000	75,000	75,000
General Services	87,020	70,000	70,000	70,000
Communication Services	4,381	3,600	3,600	3,600
Training/Registration	716	1,000	800	1,000
Mileage/Travel	26	500	100	500
<b>Total Purchased Services</b>	<b>147,398</b>	<b>150,100</b>	<b>149,500</b>	<b>150,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,631	1,200	1,000	1,200
Operating Supplies	651	750	150	750
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,282</b>	<b>1,950</b>	<b>1,150</b>	<b>1,950</b>
<b>Miscellaneous</b>				
Dues/Fees	426	500	500	500
<b>Total Other Expenditures</b>	<b>426</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 432,216</b>	<b>\$ 449,897</b>	<b>\$ 438,057</b>	<b>\$ 484,722</b>

# Expenditure Detail

## Utility Billing Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	188,927	238,896	185,954	245,916
Overtime	35	-	-	-
Medicare	2,593	3,464	2,534	3,566
Workers Compensation	203	405	152	417
Retirement Contributions	16,510	23,063	16,282	23,736
Medical Benefits	22,831	24,942	27,547	18,949
Life/Disability Benefits	937	2,151	1,097	2,209
<b>Total Personnel</b>	<b>232,036</b>	<b>292,921</b>	<b>233,566</b>	<b>294,793</b>
<b>Purchased Services</b>				
Communication Services	67,563	69,650	69,000	69,650
Training/Registration	100	250	100	250
Mileage/Travel	39	250	25	250
Rentals/Leases	259	250	250	250
<b>Total Purchased Services</b>	<b>67,961</b>	<b>70,400</b>	<b>69,375</b>	<b>70,400</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	690	750	350	750
Operating Supplies	189	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,404</b>	<b>750</b>	<b>350</b>	<b>750</b>
<b>Miscellaneous</b>				
Dues/Fees	-	100	100	100
<b>Total Other Expenditures</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Total Expenditures</b>	<b>\$ 301,401</b>	<b>\$ 364,171</b>	<b>\$ 303,391</b>	<b>\$ 366,043</b>

## Expenditure Detail

### Finance Department - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Professional Services	2,000	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

## Expenditure Detail

### Administration/Operations Division - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Professional Services	2,000	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>

# Planning & Development

Brook Svoboda, Director of Planning & Development

## Department Description

The Planning and Development Department is responsible for the administration of the City's land use and development functions including building, planning, and neighborhood services (code enforcement). The department also guides the City's ongoing development and redevelopment activities by recruiting new investment and working to integrate new development projects into the existing fabric of the community. The department is also responsible for the administration and enforcement of the City's building, electrical, plumbing, and mechanical codes, as well as enforcement of the City's zoning ordinance and nuisance abatement program.

## 2018 Achievements

- Adopted Connect Northglenn, a pedestrian and bike mobility plan, designed to enhance active living opportunities.
- Developed a sustainability study/work plan aimed to guide decision-making as environmental stewards.
- Implemented programs to engage neighborhoods to strengthen the sense of community.
- Released application for residents to more efficiently report code violations and provide input.

## Goals & Objectives

- Facilitate review and approval of the Karl's Farm development project.
- Manage the process of updating the Unified Development Ordinance.
- Implement new programming related to Connect Northglenn, neighborhood engagement and sustainability.
- Initiate a Greenhouse Gas inventory project to set a baseline to measure future improvements.
- Update the Comprehensive Master Plan to ensure the Plan documents the community's vision.
- Develop a master plan at, and surrounding, the Marketplace shopping center.

## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
# of Permits Issued	#5	1,483	1,483	1,400	1,350
Permit Fee Collection	#2	\$ 236,922	\$ 236,922	\$ 215,022	\$ 1,621,111
Permit Valuations	#5	\$ 13,222,168	\$ 13,222,168	\$ 12,000,000	\$ 54,000,000

## Planning & Development

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,681,848	12.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>1,681,848</b>	<b>12.00</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 166,168	1.00
Operations	968,699	4.00
Neighborhood Services	546,981	7.00
<b>Total</b>	<b>1,681,848</b>	<b>12.00</b>

EXPENDITURE & FULL TIME EQUIVALENCY				
Expenditures	\$1,700,000			
	\$1,650,000			
	\$1,600,000			
	\$1,550,000			
	\$1,500,000			
	\$1,450,000			
		2017 Audited Amounts	2018 Year-End Forecast	2019 Adopted Budget

# Expenditure Detail

## Planning & Development Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	728,718	754,199	772,238	800,873
Overtime	4,723	5,000	5,000	5,000
Medicare	10,099	10,952	10,086	11,648
Workers Compensation	3,981	4,595	5,667	5,873
Retirement Contributions	64,137	65,312	68,708	69,899
Medical Benefits	109,294	125,382	117,365	108,444
Life/Disability Benefits	4,256	6,779	5,114	7,195
<b>Total Personnel</b>	<b>926,423</b>	<b>973,419</b>	<b>986,304</b>	<b>1,011,332</b>
<b>Purchased Services</b>				
Professional Services	164,730	177,787	177,637	260,000
Technical Services	340,078	325,000	325,000	325,000
General Services	10,327	20,000	20,000	20,000
Communication Services	12,705	12,280	12,280	12,280
Training/Registration	13,505	12,000	12,000	12,000
Mileage/Travel	1,824	4,000	4,000	4,000
Rentals/Leases	3,317	3,300	3,300	3,300
<b>Total Purchased Services</b>	<b>546,600</b>	<b>554,367</b>	<b>554,217</b>	<b>636,580</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,818	4,300	3,300	4,300
Operating Supplies	8,830	8,800	8,800	8,800
Non-Capital Equipment	28,080	2,500	4,000	2,500
Motor Vehicle Fuels	2,825	4,013	4,013	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>45,553</b>	<b>19,613</b>	<b>20,113</b>	<b>19,600</b>
<b>Capital Outlay</b>				
Capital Equipment	28,882	-	-	10,866
<b>Total Capital Outlay</b>	<b>28,882</b>	<b>-</b>	<b>-</b>	<b>10,866</b>
<b>Miscellaneous</b>				
Dues/Fees	513	3,470	3,470	3,470
<b>Total Other Expenditures</b>	<b>513</b>	<b>3,470</b>	<b>3,470</b>	<b>3,470</b>
<b>Total Expenditures</b>	<b>\$ 1,547,971</b>	<b>\$ 1,550,869</b>	<b>\$ 1,564,104</b>	<b>\$ 1,681,848</b>



# Expenditure Detail

## Planning & Development Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	728,718	754,199	772,238	800,873
Overtime	4,723	5,000	5,000	5,000
Medicare	10,099	10,952	10,086	11,648
Workers Compensation	3,981	4,595	5,667	5,873
Retirement Contributions	64,137	65,312	68,708	69,899
Medical Benefits	109,294	125,382	117,365	108,444
Life/Disability Benefits	4,256	6,779	5,114	7,195
<b>Total Personnel</b>	<b>926,423</b>	<b>973,419</b>	<b>986,304</b>	<b>1,011,332</b>
<b>Purchased Services</b>				
Professional Services	164,730	177,787	177,637	260,000
Technical Services	340,078	325,000	325,000	325,000
General Services	10,327	20,000	20,000	20,000
Communication Services	12,705	12,280	12,280	12,280
Training/Registration	13,505	12,000	12,000	12,000
Mileage/Travel	1,824	4,000	4,000	4,000
Rentals/Leases	3,317	3,300	3,300	3,300
<b>Total Purchased Services</b>	<b>546,600</b>	<b>554,367</b>	<b>554,217</b>	<b>636,580</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,818	4,300	3,300	4,300
Operating Supplies	8,830	8,800	8,800	8,800
Non-Capital Equipment	28,080	2,500	4,000	2,500
Motor Vehicle Fuels	2,825	4,013	4,013	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>45,553</b>	<b>19,613</b>	<b>20,113</b>	<b>19,600</b>
<b>Capital Outlay</b>				
Capital Equipment	28,882	-	-	10,866
<b>Total Capital Outlay</b>	<b>28,882</b>	<b>-</b>	<b>-</b>	<b>10,866</b>
<b>Miscellaneous</b>				
Dues/Fees	513	3,470	3,470	3,470
<b>Total Other Expenditures</b>	<b>513</b>	<b>3,470</b>	<b>3,470</b>	<b>3,470</b>
<b>Total Expenditures</b>	<b>\$ 1,547,971</b>	<b>\$ 1,550,869</b>	<b>\$ 1,564,104</b>	<b>\$ 1,681,848</b>

# Expenditure Detail

## Administrative Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	128,445	129,879	135,255	139,599
Medicare	1,854	1,883	1,953	2,024
Workers Compensation	143	220	155	237
Retirement Contributions	11,560	11,689	12,173	12,564
Medical Benefits	6,505	7,101	7,385	6,824
Life/Disability Benefits	744	1,162	884	1,250
<b>Total Personnel</b>	<b>149,251</b>	<b>151,934</b>	<b>157,805</b>	<b>162,498</b>
<b>Purchased Services</b>				
Training/Registration	60	500	500	500
Mileage/Travel	1,370	1,000	1,000	1,000
Rentals/Leases	146	600	600	600
<b>Total Purchased Services</b>	<b>1,576</b>	<b>2,100</b>	<b>2,100</b>	<b>2,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	30	300	300	300
Operating Supplies	160	300	300	300
<b>Total Supplies/Non-Capital Equipment</b>	<b>190</b>	<b>600</b>	<b>600</b>	<b>600</b>
<b>Miscellaneous</b>				
Dues/Fees	513	970	970	970
<b>Total Other Expenditures</b>	<b>513</b>	<b>970</b>	<b>970</b>	<b>970</b>
<b>Total Expenditures</b>	<b>\$ 151,530</b>	<b>\$ 155,604</b>	<b>\$ 161,475</b>	<b>\$ 166,168</b>

## Expenditure Detail

### Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	276,591	281,191	289,577	297,294
Medicare	3,771	4,095	3,923	4,329
Workers Compensation	308	478	331	506
Retirement Contributions	24,010	23,411	25,496	24,759
Medical Benefits	31,028	31,154	38,379	35,462
Life/Disability Benefits	1,633	2,525	1,926	2,669
<b>Total Personnel</b>	<b>338,556</b>	<b>344,054</b>	<b>360,803</b>	<b>366,219</b>
<b>Purchased Services</b>				
Professional Services	164,218	177,637	177,637	260,000
Technical Services	340,078	325,000	325,000	325,000
Communication Services	2,987	2,280	2,280	2,280
Training/Registration	7,245	4,500	4,500	4,500
Mileage/Travel	11	2,500	2,500	2,500
Rentals/Leases	1,212	1,200	1,200	1,200
<b>Total Purchased Services</b>	<b>515,751</b>	<b>513,117</b>	<b>513,117</b>	<b>595,480</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	3,043	1,500	1,500	1,500
Operating Supplies	767	500	500	500
Non-Capital Equipment	8,559	2,500	2,500	2,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>12,369</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>
<b>Miscellaneous</b>				
Dues/Fees	-	2,500	2,500	2,500
<b>Total Other Expenditures</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Total Expenditures</b>	<b>\$ 866,676</b>	<b>\$ 864,171</b>	<b>\$ 880,920</b>	<b>\$ 968,699</b>

# Expenditure Detail

## Neighborhood Services Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	323,682	343,129	347,406	363,980
Overtime	4,723	5,000	5,000	5,000
Medicare	4,474	4,974	4,210	5,295
Workers Compensation	3,530	3,897	5,181	5,130
Retirement Contributions	28,567	30,212	31,039	32,576
Medical Benefits	71,761	87,127	71,601	66,158
Life/Disability Benefits	1,879	3,092	2,304	3,276
<b>Total Personnel</b>	<b>438,616</b>	<b>477,431</b>	<b>467,696</b>	<b>482,615</b>
<b>Purchased Services</b>				
Professional Services	512	150	-	-
General Services	10,327	20,000	20,000	20,000
Communication Services	9,718	10,000	10,000	10,000
Training/Registration	6,200	7,000	7,000	7,000
Rentals/Leases	1,959	1,500	1,500	1,500
<b>Total Purchased Services</b>	<b>29,273</b>	<b>39,150</b>	<b>39,000</b>	<b>39,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,745	2,500	1,500	2,500
Operating Supplies	7,903	8,000	8,000	8,000
Non-Capital Equipment	19,521	-	1,500	-
Motor Vehicle Fuels	2,825	4,013	4,013	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>32,994</b>	<b>14,513</b>	<b>15,013</b>	<b>14,500</b>
<b>Capital Outlay</b>				
Capital Equipment	28,882	-	-	10,866
<b>Total Capital Outlay</b>	<b>28,882</b>	<b>-</b>	<b>-</b>	<b>10,866</b>
<b>Total Expenditures</b>	<b>\$ 529,765</b>	<b>\$ 531,094</b>	<b>\$ 521,709</b>	<b>\$ 546,981</b>

# Parks, Recreation, & Culture

Amanda Peterson, Director of Parks, Recreation, & Culture

## Department Description

The Department of Parks, Recreation and Cultural Services offers recreational and leisure services, and maintains parks, right-of-ways and open spaces. Divisions within Parks, Recreation and Cultural Services include Parks Maintenance & Operations, Aquatics, Youth & Marketing, Operations, Fitness & Sports, Theatre, Culture and Senior Programs.

## 2018 Achievements

- Completed the assessment and public outreach process for a new Recreation Center, Senior Center & Theatre and actively participated in the Civic Campus Phase I Implementation team.
- Secured over \$2 million in grant funds from Adams County Open Space and an additional \$80,000 from SCFD through NAHF
- Designated as a Tree City USA for the 28th year, demonstrating a commitment to urban forestry
- Completed the design phase for improvements at Northwest Open Space, including conceptual design, public outreach, and final construction documents
- Completed the design phase and began construction for the replacement of the bath house and the addition of a new splash pad at Kiwanis

## Goals & Objectives

- Submit grant requests for applicable projects through Adams County Open Space and other sources as appropriate, which will include Sensory Playground improvements and the new recreation facility (Council Goal #2, 2018-2020)
- Complete the design phase of the new recreation center, senior center and theatre, in accordance with the Civic Center Master Plan

## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
# of park acres maintained	#5	337	337	337	337
# of miles of trails maintained	#5	28	28	28	28
Recreation Center attendance	#2	242,198	255,146	255,000	255,000
Number of registered program participants	#2	10,700	12,332	12,500	12,500

## Parks, Recreation, & Culture

2019 BUDGET SUMMARY BY FUND			EXPENDITURE & FULL TIME EQUIVALENCY			
Fund(s)	Budget	FTE				
General Fund	\$ 4,345,635	50.09	<p>2017 Audited Amounts: \$4,345,635, 50.09 FTE  2018 Year-End Forecast: \$4,345,635, 50.09 FTE  2019 Adopted Budget: \$8,095,583, 50.09 FTE</p>			
Conservation Trust Fund	1,566,814	-				
CDBG Fund	-	-				
Capital Projects Fund	2,183,134	-				
Water & Wastewater Fund	-	-				
Stormwater Fund	-	-				
Sanitation Fund	-	-				
<b>Total</b>	<b>8,095,583</b>	<b>50.09</b>				
2019 BUDGET SUMMARY BY DIVISION						
Division/Program(s)	Budget	FTE				
Park Operations	\$ 1,766,139	17.50				
Recreation Operations	2,579,496	32.59				
Capital Improvement Projects	3,749,948	-				
<b>Total</b>	<b>8,095,583</b>	<b>50.09</b>				
EXPENDITURE SUMMARY						
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget		
<b>Staff - Full Time Equivalency (FTE)*</b>	48.69	49.69	49.69	50.09		
<b>Expenditures:</b>						
Personnel	\$ 3,090,108	\$ 3,232,580	\$ 3,410,723	\$ 3,346,589		
Purchased Services	383,214	367,616	367,616	393,450		
Supplies/Non-Capital Equipment	440,776	491,636	474,316	496,266		
Capital Outlay	621,467	6,385,427	3,149,130	3,853,978		
Miscellaneous	8,191	5,304	5,304	5,300		
<b>Total Expenditures</b>	<b>\$ 4,543,756</b>	<b>\$ 10,482,563</b>	<b>\$ 7,407,089</b>	<b>\$ 8,095,583</b>		
2019 BUDGET PACKAGES						
					Amount	
1. Personnel Market Adjustment					\$ 64,424	
2. Personnel Merit Allowance					33,367	
3. General Services - Kiwanis Swimming Pool Acid Wash					5,000	
4. General Services - Annual NRC Pool Boiler Maint. & Inspection					3,780	
5. Personnel - Theatre Coordinator FTE Increase					13,000	
6. Supplies - Parks Operations					15,000	
7. Property Services - Portable Restrooms, etc					16,400	
8. Capital Equipment - John Deere Mower Replacement					41,370	
9. Capital Equipment - Gator Replacement					21,660	
10. Capital Equipment - Chevy Pick-Up Replacement					41,000	
11. Personnel - Recreation Coordinator FTE Increase					13,000	
12. Supplies - Run, Paddle, Run Race					6,250	
13. Supplies - New Group Fitness Formats					3,200	
					<b>\$ 277,451</b>	

# Expenditure Detail

## Parks, Recreation, & Culture Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	2,218,993	2,240,453	2,386,293	2,322,219
Seasonal/Temporary Wages	193,833	244,671	243,799	247,711
Overtime	41,635	41,800	43,300	41,800
Allowances	5,369	5,388	5,986	5,765
Medicare	33,234	35,729	32,193	36,972
Workers Compensation	44,248	80,137	55,657	82,926
Retirement Contributions	175,256	200,468	190,912	209,905
Medical Benefits	367,345	362,411	440,218	377,017
Life/Disability Benefits	10,195	21,523	12,365	22,274
<b>Total Personnel</b>	<b>3,090,108</b>	<b>3,232,580</b>	<b>3,410,723</b>	<b>3,346,589</b>
<b>Purchased Services</b>				
Professional Services	4,901	4,000	4,000	4,000
Technical Services	8,407	11,000	11,000	11,000
General Services	190,524	168,229	168,229	177,020
Property Services	91,543	90,542	90,542	107,100
Communication Services	60,315	60,580	60,580	60,580
Training/Registration	11,485	19,565	19,565	20,050
Mileage/Travel	161	200	200	200
Rentals/Leases	15,878	13,500	13,500	13,500
<b>Total Purchased Services</b>	<b>383,214</b>	<b>367,616</b>	<b>367,616</b>	<b>393,450</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,998	2,350	2,350	2,350
Technology Supplies	4,463	6,000	6,000	6,000
Operating Supplies	284,234	303,031	303,031	327,481
Inventory Supplies	9,019	12,500	12,500	12,500
Non-Capital Equipment	11,310	11,000	11,000	6,000
Gas/Electricity	104,568	121,980	110,330	112,330
Motor Vehicle Fuels	25,184	34,775	29,105	29,605
<b>Total Supplies/Non-Capital Equipment</b>	<b>440,776</b>	<b>491,636</b>	<b>474,316</b>	<b>496,266</b>
<b>Capital Outlay</b>				
Capital Equipment	-	12,000	12,000	104,030
Capital Improvement Projects	621,467	6,373,427	3,137,130	3,749,948
<b>Total Capital Outlay</b>	<b>621,467</b>	<b>6,385,427</b>	<b>3,149,130</b>	<b>3,853,978</b>
<b>Miscellaneous</b>				
Dues/Fees	7,290	4,804	4,804	4,800
Bad Debt Expense	901	500	500	500
<b>Total Other Expenditures</b>	<b>8,191</b>	<b>5,304</b>	<b>5,304</b>	<b>5,300</b>
<b>Total Expenditures</b>	<b>\$ 4,543,756</b>	<b>\$ 10,482,563</b>	<b>\$ 7,407,089</b>	<b>\$ 8,095,583</b>

# Expenditure Detail

## Parks, Recreation, & Culture Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	2,218,993	2,240,453	2,386,293	2,322,219
Seasonal/Temporary Wages	193,833	244,671	243,799	247,711
Overtime	41,635	41,800	43,300	41,800
Allowances	5,369	5,388	5,986	5,765
Medicare	33,234	35,729	32,193	36,972
Workers Compensation	44,248	80,137	55,657	82,926
Retirement Contributions	175,256	200,468	190,912	209,905
Medical Benefits	367,345	362,411	440,218	377,017
Life/Disability Benefits	10,195	21,523	12,365	22,274
<b>Total Personnel</b>	<b>3,090,108</b>	<b>3,232,580</b>	<b>3,410,723</b>	<b>3,346,589</b>
<b>Purchased Services</b>				
Professional Services	4,901	4,000	4,000	4,000
Technical Services	8,407	11,000	11,000	11,000
General Services	190,524	168,229	168,229	177,020
Property Services	91,543	90,542	90,542	107,100
Communication Services	60,315	60,580	60,580	60,580
Training/Registration	11,485	19,565	19,565	20,050
Mileage/Travel	161	200	200	200
Rentals/Leases	15,878	13,500	13,500	13,500
<b>Total Purchased Services</b>	<b>383,214</b>	<b>367,616</b>	<b>367,616</b>	<b>393,450</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,998	2,350	2,350	2,350
Technology Supplies	4,463	6,000	6,000	6,000
Operating Supplies	284,234	303,031	303,031	327,481
Inventory Supplies	9,019	12,500	12,500	12,500
Non-Capital Equipment	11,310	11,000	11,000	6,000
Gas/Electricity	104,568	121,980	110,330	112,330
Motor Vehicle Fuels	25,184	34,775	29,105	29,605
<b>Total Supplies/Non-Capital Equipment</b>	<b>440,776</b>	<b>491,636</b>	<b>474,316</b>	<b>496,266</b>
<b>Capital Outlay</b>				
Capital Equipment	-	12,000	12,000	104,030
<b>Total Capital Outlay</b>	<b>-</b>	<b>12,000</b>	<b>12,000</b>	<b>104,030</b>
<b>Miscellaneous</b>				
Dues/Fees	7,290	4,804	4,804	4,800
Bad Debt Expense	901	500	500	500
<b>Total Other Expenditures</b>	<b>8,191</b>	<b>5,304</b>	<b>5,304</b>	<b>5,300</b>
<b>Total Expenditures</b>	<b>\$ 3,922,289</b>	<b>\$ 4,109,136</b>	<b>\$ 4,269,959</b>	<b>\$ 4,345,635</b>



# Expenditure Detail

## Park Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	844,507	873,731	904,637	927,963
Seasonal/Temporary Wages	74,369	108,157	108,157	93,459
Overtime	29,934	34,800	34,800	34,800
Allowances	5,349	5,388	5,986	5,520
Medicare	12,476	13,935	12,071	14,514
Workers Compensation	23,098	28,336	22,075	29,552
Retirement Contributions	74,658	77,191	80,332	82,543
Medical Benefits	146,254	155,078	166,935	154,248
Life/Disability Benefits	4,869	8,269	5,872	8,680
<b>Total Personnel</b>	<b>1,215,514</b>	<b>1,304,885</b>	<b>1,340,865</b>	<b>1,351,279</b>
<b>Purchased Services</b>				
Property Services	58,895	64,000	64,000	80,400
Communication Services	7,602	7,900	7,900	7,900
Training/Registration	4,178	7,665	7,665	7,400
Rentals/Leases	5,390	4,000	4,000	4,000
<b>Total Purchased Services</b>	<b>77,345</b>	<b>84,965</b>	<b>84,965</b>	<b>101,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,453	750	750	750
Operating Supplies	133,528	144,700	144,700	159,700
Non-Capital Equipment	-	-	-	-
Gas/Electricity	17,370	20,330	20,330	20,330
Motor Vehicle Fuels	24,282	33,170	27,500	28,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>176,633</b>	<b>198,950</b>	<b>193,280</b>	<b>208,780</b>
<b>Capital Outlay</b>				
Capital Equipment	-	-	-	104,030
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,030</b>
<b>Miscellaneous</b>				
Dues/Fees	1,278	1,000	1,000	950
<b>Total Other Expenditures</b>	<b>1,278</b>	<b>1,000</b>	<b>1,000</b>	<b>950</b>
<b>Total Expenditures</b>	<b>\$ 1,470,770</b>	<b>\$ 1,589,800</b>	<b>\$ 1,620,110</b>	<b>\$ 1,766,139</b>

# Expenditure Detail

## Recreation Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,374,486	1,366,722	1,481,656	1,394,256
Seasonal/Temporary Wages	119,464	136,514	135,642	154,252
Overtime	11,701	7,000	8,500	7,000
Allowances	20	-	-	245
Medicare	20,758	21,794	20,122	22,458
Workers Compensation	21,150	51,801	33,582	53,374
Retirement Contributions	100,598	123,277	110,580	127,362
Medical Benefits	221,091	207,333	273,283	222,769
Life/Disability Benefits	5,326	13,254	6,493	13,594
<b>Total Personnel</b>	<b>1,874,594</b>	<b>1,927,695</b>	<b>2,069,858</b>	<b>1,995,310</b>
<b>Purchased Services</b>				
Professional Services	3,621	2,600	2,600	2,600
Technical Services	8,407	11,000	11,000	11,000
General Services	190,524	168,229	168,229	177,020
Property Services	32,648	26,542	26,542	26,700
Communication Services	52,713	52,680	52,680	52,680
Training/Registration	7,307	11,900	11,900	12,650
Mileage/Travel	161	200	200	200
Rentals/Leases	10,488	9,500	9,500	9,500
<b>Total Purchased Services</b>	<b>305,869</b>	<b>282,651</b>	<b>282,651</b>	<b>292,350</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	545	1,600	1,600	1,600
Technology Supplies	4,463	6,000	6,000	6,000
Operating Supplies	150,706	158,331	158,331	167,781
Inventory Supplies	9,019	12,500	12,500	12,500
Non-Capital Equipment	11,310	11,000	11,000	6,000
Gas/Electricity	87,198	101,650	90,000	92,000
Motor Vehicle Fuels	902	1,605	1,605	1,605
<b>Total Supplies/Non-Capital Equipment</b>	<b>264,143</b>	<b>292,686</b>	<b>281,036</b>	<b>287,486</b>
<b>Capital Outlay</b>				
Capital Equipment	-	12,000	12,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	6,012	3,804	3,804	3,850
Bad Debt Expense	901	500	500	500
<b>Total Other Expenditures</b>	<b>6,913</b>	<b>4,304</b>	<b>4,304</b>	<b>4,350</b>
<b>Total Expenditures</b>	<b>\$ 2,451,519</b>	<b>\$ 2,519,336</b>	<b>\$ 2,649,849</b>	<b>\$ 2,579,496</b>

## Expenditure Detail

### Parks, Recreation, & Culture Department - Conservation Trust Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	65,457	1,993,199	916,658	1,566,814
<b>Total Capital Outlay</b>	<b>65,457</b>	<b>1,993,199</b>	<b>916,658</b>	<b>1,566,814</b>
<b>Total Expenditures</b>	<b>\$ 65,457</b>	<b>\$ 1,993,199</b>	<b>\$ 916,658</b>	<b>\$ 1,566,814</b>

## Expenditure Detail

### Capital Improvement Projects Division - Conservation Trust Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	65,457	1,993,199	916,658	1,566,814
<b>Total Capital Outlay</b>	<b>65,457</b>	<b>1,993,199</b>	<b>916,658</b>	<b>1,566,814</b>
<b>Total Expenditures</b>	<b>\$ 65,457</b>	<b>\$ 1,993,199</b>	<b>\$ 916,658</b>	<b>\$ 1,566,814</b>

## Expenditure Detail

### Parks, Recreation, & Culture Department - Capital Projects Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	556,010	4,380,228	2,220,472	2,183,134
<b>Total Capital Outlay</b>	<b>556,010</b>	<b>4,380,228</b>	<b>2,220,472</b>	<b>2,183,134</b>
<b>Total Expenditures</b>	<b>\$ 556,010</b>	<b>\$ 4,380,228</b>	<b>\$ 2,220,472</b>	<b>\$ 2,183,134</b>

## Expenditure Detail

### Capital Improvement Projects Division - Capital Projects Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	556,010	4,380,228	2,220,472	2,183,134
<b>Total Capital Outlay</b>	<b>556,010</b>	<b>4,380,228</b>	<b>2,220,472</b>	<b>2,183,134</b>
<b>Total Expenditures</b>	<b>\$ 556,010</b>	<b>\$ 4,380,228</b>	<b>\$ 2,220,472</b>	<b>\$ 2,183,134</b>

# Police

James May, Police Chief

## Department Description

The Northglenn Police Department is a full service municipal law enforcement agency consisting of three primary divisions: Administration, Patrol and Support. Each is managed by a Division Commander.

- The Administrative Division consists of the Office of the Chief of Police, the Training Unit, the Professional Standards Unit and the Operational Analysis and Community Impact Unit (Crime and Management Analysis).
- The Patrol Division provides 24 hour per day, seven days per week uniformed officer response to emergency and non-emergency calls for service, directed patrol, crime prevention, school safety and security, traffic accident response and traffic enforcement. The Patrol Division also provides tactical intervention with a SWAT element, Community Relations Section and includes Animal Control.
- The Support Division consists of the Investigations Unit, the Property/Evidence Unit, the Records Unit and the Victim Services Unit.

Enhanced 911, dispatch and records management services are provided by contract with the Adams County Communications Center.

## 2018 Achievements

- Participated in citywide homeless initiative/task force (education, camp removal)
- Completed property evidence inventory and audit of weapons, drugs, currency and DNA
- Completed establishment of processes to relocate police equipment, assets and property to the new Justice Center
- Completed implementation and training of the new CAD system to TriTech

## Goals & Objectives

- Research and Implement accreditation through the Professional Standards of the Colorado Association of Chiefs of Police (CACCP)(Council Goal #4)
- Recruitment and Retention of police officers to develop long-term quality public safety services.
- Apply concepts of Community Oriented Policing by increasing education and community partnerships to reduce crime rates. (Council Goal #4)
- Build sexual assault awareness by implementing the "Start by Believing" campaign. (Council Goal #4)
- Implementation and training of new Records Management System (Council Goal #1)

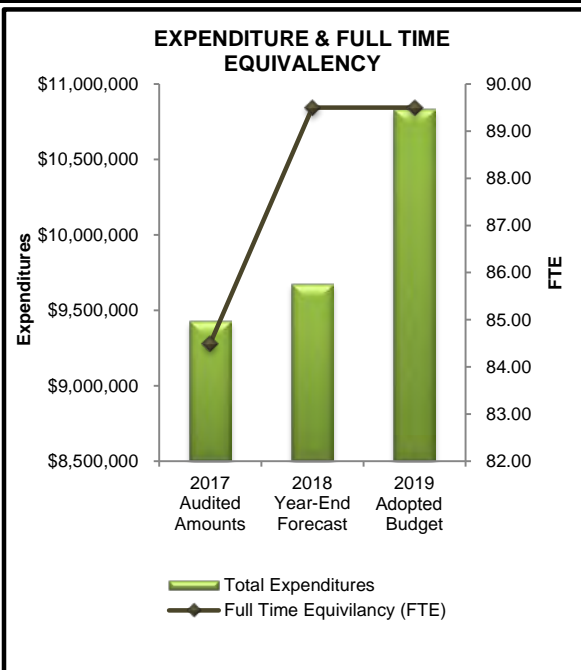
## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
Calls for Service	#4	48,429	50,183	51,500	51,500
Incident Reports Processed	#4	6,893	6,368	6,500	6,500
# of Arrests	#4	3,113	2,639	2,650	2,650
# of Traffic Accidents Reported	#4	1,528	1,510	1,500	1,500
Municipal Summons Issued	#4	6,569	7,545	7,500	7,500

# Police

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 10,834,257	89.50
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water & Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>10,834,257</b>	<b>89.50</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 2,061,867	19.50
Support Operations	2,711,297	14.00
Patrol Division	5,859,288	54.00
Animal Control	201,805	2.00
<b>Total</b>	<b>10,834,257</b>	<b>89.50</b>



EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	84.50	87.50	89.50	89.50
<b>Expenditures:</b>				
Personnel	\$ 7,923,858	\$ 8,525,310	\$ 7,882,382	\$ 8,947,043
Purchased Services	1,049,970	1,120,375	1,117,375	1,226,325
Supplies/Non-Capital Equipment	300,093	339,969	317,689	448,589
Capital Outlay	151,931	355,000	355,000	210,000
Miscellaneous	2,515	2,300	2,300	2,300
<b>Total Expenditures</b>	<b>\$ 9,428,367</b>	<b>\$ 10,342,954</b>	<b>\$ 9,674,746</b>	<b>\$ 10,834,257</b>

2019 BUDGET PACKAGES	
	Amount
1. Personnel Market Allowance	\$ 178,455
2. Personnel Step Allowance	48,109
3. Communication Services - ADCOM Assessment Increase	66,530
4. Professional Services - NMTF Assessment Increase	23,608
5. Professional Services - Records Terminal Guard Increase	15,812
6. Capital Equipment - Patrol Vehicle Replacement Unit #243-11	60,000
7. Capital Equipment - Patrol Vehicle Replacement Unit #245-12	60,000
8. Capital Equipment - Patrol Vehicle Replacement Unit #250	30,000
9. Capital Equipment - Patrol Vehicle Replacement Unit #251	30,000
10. Capital Equipment - Patrol Vehicle Replacement Unit #277	30,000
11. Non-Capital Equipment - Protective Body Armor	15,000
	<b>\$ 557,514</b>



# Expenditure Detail

## Police Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	5,863,228	6,319,902	5,778,995	6,639,477
Overtime	347,866	271,000	310,000	271,000
Allowances	43,866	46,056	52,540	48,600
Medicare	86,219	91,864	86,276	96,524
Workers Compensation	138,290	172,831	144,123	182,454
Retirement Contributions	531,802	575,829	527,815	598,735
Medical Benefits	780,300	906,207	848,647	963,362
Life/Disability Benefits	132,287	141,621	133,986	146,891
<b>Total Personnel</b>	<b>7,923,858</b>	<b>8,525,310</b>	<b>7,882,382</b>	<b>8,947,043</b>
<b>Purchased Services</b>				
Professional Services	278,016	287,000	287,000	326,420
Technical Services	7,331	25,000	25,000	25,000
General Services	31,383	41,200	41,200	41,200
Property Services	15,003	31,000	31,000	31,000
Communication Services	573,235	590,500	590,500	657,030
Training/Registration	137,890	138,000	137,000	138,000
Mileage/Travel	914	600	600	600
Rentals/Leases	6,198	7,075	5,075	7,075
<b>Total Purchased Services</b>	<b>1,049,970</b>	<b>1,120,375</b>	<b>1,117,375</b>	<b>1,226,325</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	14,360	25,400	25,400	25,400
Technology Supplies	36,813	24,000	24,000	24,000
Operating Supplies	70,048	69,500	69,500	69,500
Non-Capital Equipment	127,829	147,700	147,700	148,700
Gas/Electricity	1,461	2,000	2,000	127,000
Motor Vehicle Fuels	49,582	71,369	49,089	53,989
<b>Total Supplies/Non-Capital Equipment</b>	<b>300,093</b>	<b>339,969</b>	<b>317,689</b>	<b>448,589</b>
<b>Capital Outlay</b>				
Capital Equipment	151,931	355,000	355,000	210,000
<b>Total Capital Outlay</b>	<b>151,931</b>	<b>355,000</b>	<b>355,000</b>	<b>210,000</b>
<b>Miscellaneous</b>				
Dues/Fees	1,980	2,300	2,300	2,300
Community Incentive	535	-	-	-
<b>Total Other Expenditures</b>	<b>2,515</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>Total Expenditures</b>	<b>\$ 9,428,367</b>	<b>\$ 10,342,954</b>	<b>\$ 9,674,746</b>	<b>\$ 10,834,257</b>

# Expenditure Detail

## Police Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	5,863,228	6,319,902	5,778,995	6,639,477
Overtime	347,866	271,000	310,000	271,000
Allowances	43,866	46,056	52,540	48,600
Medicare	86,219	91,864	86,276	96,524
Workers Compensation	138,290	172,831	144,123	182,454
Retirement Contributions	531,802	575,829	527,815	598,735
Medical Benefits	780,300	906,207	848,647	963,362
Life/Disability Benefits	132,287	141,621	133,986	146,891
<b>Total Personnel</b>	<b>7,923,858</b>	<b>8,525,310</b>	<b>7,882,382</b>	<b>8,947,043</b>
<b>Purchased Services</b>				
Professional Services	278,016	287,000	287,000	326,420
Technical Services	7,331	25,000	25,000	25,000
General Services	31,383	41,200	41,200	41,200
Property Services	15,003	31,000	31,000	31,000
Communication Services	573,235	590,500	590,500	657,030
Training/Registration	137,890	138,000	137,000	138,000
Mileage/Travel	914	600	600	600
Rentals/Leases	6,198	7,075	5,075	7,075
<b>Total Purchased Services</b>	<b>1,049,970</b>	<b>1,120,375</b>	<b>1,117,375</b>	<b>1,226,325</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	14,360	25,400	25,400	25,400
Technology Supplies	36,813	24,000	24,000	24,000
Operating Supplies	70,048	69,500	69,500	69,500
Non-Capital Equipment	127,829	147,700	147,700	148,700
Gas/Electricity	1,461	2,000	2,000	127,000
Motor Vehicle Fuels	49,582	71,369	49,089	53,989
<b>Total Supplies/Non-Capital Equipment</b>	<b>300,093</b>	<b>339,969</b>	<b>317,689</b>	<b>448,589</b>
<b>Capital Outlay</b>				
Capital Equipment	151,931	355,000	355,000	210,000
<b>Total Capital Outlay</b>	<b>151,931</b>	<b>355,000</b>	<b>355,000</b>	<b>210,000</b>
<b>Miscellaneous</b>				
Dues/Fees	1,980	2,300	2,300	2,300
Community Incentive	535	-	-	-
<b>Total Other Expenditures</b>	<b>2,515</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>Total Expenditures</b>	<b>\$ 9,428,367</b>	<b>\$ 10,342,954</b>	<b>\$ 9,674,746</b>	<b>\$ 10,834,257</b>

# Expenditure Detail

## Administration Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	393,853	389,939	409,242	574,131
Overtime	-	6,500	6,500	6,500
Allowances	1,188	1,188	1,366	1,992
Medicare	5,521	5,672	5,726	8,354
Workers Compensation	12,958	8,088	14,671	13,936
Retirement Contributions	38,176	37,798	39,680	53,489
Medical Benefits	49,945	47,107	56,583	83,675
Life/Disability Benefits	4,145	3,495	4,413	5,152
<b>Total Personnel</b>	<b>505,786</b>	<b>499,787</b>	<b>538,181</b>	<b>747,229</b>
<b>Purchased Services</b>				
Professional Services	243,964	251,000	251,000	274,608
Technical Services	10,140	25,000	25,000	25,000
General Services	4,268	1,200	1,200	1,200
Property Services	15,003	31,000	31,000	31,000
Communication Services	571,775	589,000	589,000	655,530
Training/Registration	125,817	137,000	137,000	137,000
Mileage/Travel	914	600	600	600
<b>Total Purchased Services</b>	<b>971,881</b>	<b>1,034,800</b>	<b>1,034,800</b>	<b>1,124,938</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	14,360	25,400	25,400	25,400
Technology Supplies	28,313	24,000	24,000	24,000
Operating Supplies	33,492	25,000	25,000	25,000
Non-Capital Equipment	92,905	98,000	98,000	113,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>169,070</b>	<b>172,400</b>	<b>172,400</b>	<b>187,400</b>
<b>Miscellaneous</b>				
Dues/Fees	1,980	2,300	2,300	2,300
Community Incentive	535	-	-	-
<b>Total Other Expenditures</b>	<b>2,515</b>	<b>2,300</b>	<b>2,300</b>	<b>2,300</b>
<b>Total Expenditures</b>	<b>\$ 1,649,252</b>	<b>\$ 1,709,287</b>	<b>\$ 1,747,681</b>	<b>\$ 2,061,867</b>

# Expenditure Detail

## Support Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,847,709	1,947,107	1,707,164	1,864,509
Overtime	94,783	66,000	85,000	66,000
Allowances	17,477	18,132	22,049	19,584
Medicare	27,423	28,057	24,745	26,885
Workers Compensation	34,058	42,730	32,493	39,879
Retirement Contributions	166,866	178,836	156,444	171,534
Medical Benefits	249,470	301,962	254,325	291,168
Life/Disability Benefits	30,152	34,702	27,411	33,026
<b>Total Personnel</b>	<b>2,467,938</b>	<b>2,617,526</b>	<b>2,309,631</b>	<b>2,512,585</b>
<b>Purchased Services</b>				
Professional Services	33,700	33,000	33,000	48,812
Communication Services	1,460	1,500	1,500	1,500
Training/Registration	11,317	-	-	-
Rentals/Leases	4,487	4,900	4,900	4,900
<b>Total Purchased Services</b>	<b>50,964</b>	<b>39,400</b>	<b>39,400</b>	<b>55,212</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	10,101	3,500	3,500	3,500
Non-Capital Equipment	2,182	21,000	21,000	7,000
Gas/Electricity	1,461	2,000	2,000	127,000
Motor Vehicle Fuels	4,615	6,420	5,200	6,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>18,359</b>	<b>32,920</b>	<b>31,700</b>	<b>143,500</b>
<b>Capital Outlay</b>				
Capital Equipment	26,071	-	-	-
<b>Total Capital Outlay</b>	<b>26,071</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 2,563,332</b>	<b>\$ 2,689,846</b>	<b>\$ 2,380,731</b>	<b>\$ 2,711,297</b>

## Expenditure Detail

### Patrol Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	3,518,037	3,877,128	3,554,609	4,090,375
Overtime	249,338	195,000	215,000	195,000
Allowances	24,433	25,968	28,242	26,256
Medicare	51,825	56,591	54,315	59,672
Workers Compensation	89,886	120,071	95,415	126,610
Retirement Contributions	317,380	349,612	321,821	363,713
Medical Benefits	458,315	532,503	512,115	564,844
Life/Disability Benefits	97,383	102,472	101,433	107,718
<b>Total Personnel</b>	<b>4,806,597</b>	<b>5,259,345</b>	<b>4,882,950</b>	<b>5,534,188</b>
<b>Purchased Services</b>				
Technical Services	(2,809)	-	-	-
Training/Registration	246	-	-	-
Rentals/Leases	1,625	2,000	-	2,000
<b>Total Purchased Services</b>	<b>(906)</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	8,500	-	-	-
Operating Supplies	24,911	40,000	40,000	40,000
Non-Capital Equipment	32,392	28,000	28,000	28,000
Motor Vehicle Fuels	42,305	62,060	41,000	45,100
<b>Total Supplies/Non-Capital Equipment</b>	<b>108,108</b>	<b>130,060</b>	<b>109,000</b>	<b>113,100</b>
<b>Capital Outlay</b>				
Capital Equipment	125,860	355,000	355,000	210,000
<b>Total Capital Outlay</b>	<b>125,860</b>	<b>355,000</b>	<b>355,000</b>	<b>210,000</b>
<b>Total Expenditures</b>	<b>\$ 5,039,659</b>	<b>\$ 5,746,405</b>	<b>\$ 5,346,950</b>	<b>\$ 5,859,288</b>

## Expenditure Detail

### Animal Control Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	103,629	105,728	107,980	110,462
Overtime	3,745	3,500	3,500	3,500
Allowances	768	768	883	768
Medicare	1,450	1,544	1,490	1,613
Workers Compensation	1,388	1,942	1,544	2,029
Retirement Contributions	9,380	9,583	9,870	9,999
Medical Benefits	22,570	24,635	25,624	23,675
Life/Disability Benefits	607	952	729	995
<b>Total Personnel</b>	<b>143,537</b>	<b>148,652</b>	<b>151,620</b>	<b>153,041</b>
<b>Purchased Services</b>				
Professional Services	320	3,000	3,000	3,000
General Services	27,115	40,000	40,000	40,000
Training/Registration	510	1,000	-	1,000
Rentals/Leases	86	175	175	175
<b>Total Purchased Services</b>	<b>28,031</b>	<b>44,175</b>	<b>43,175</b>	<b>44,175</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	1,544	1,000	1,000	1,000
Non-Capital Equipment	350	700	700	700
Motor Vehicle Fuels	2,662	2,889	2,889	2,889
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,556</b>	<b>4,589</b>	<b>4,589</b>	<b>4,589</b>
<b>Total Expenditures</b>	<b>\$ 176,124</b>	<b>\$ 197,416</b>	<b>\$ 199,384</b>	<b>\$ 201,805</b>

# Public Works

Kent Kisselman, Director of Public Works

## Department Description

The Public Works Department is responsible for the capital improvements, maintenance and repair of the City's transportation and utility infrastructure, public buildings and city-owned fleet and machinery. In addition, the Department manages and operates a water treatment plant and a wastewater treatment plant, and the City's trash collection and recycling activities.

The Public Works Department operates within four funds and is organized into fourteen divisions which provide the means to allocate costs to appropriate service areas. The Public Works Department organizational structure: Utility Planning and Engineering, Maintenance and Operations, and Utilities.

## 2018 Achievements

- Provided key support to the Northglenn Justice Center and Ralston House Projects.
- Provided safe, reliable, high quality water and wastewater services to the residents.
- Initiated the City's first Construction Manager at Risk contract for a major project at the wastewater treatment plant.
- Initiated the City's first laser, computer aided pavement assessment over all residential streets.
- Improved our month over month Capital Improvement Program tracking protocol.

## Goals & Objectives

- Utilize infrastructure and facilities problem reporting protocol to more accurately track and document action taken to resolve issue (Council Goal #1)
- Strategically manage infrastructure program to understand and recommend plans to ensure safe and quality service (Council Goal #1)
- Provide key leadership in the Emergency Management planning and implementation (Council Goals #3)
- Maintain strong departmental focus on improving effectiveness and promoting public awareness (Council Goal #4)

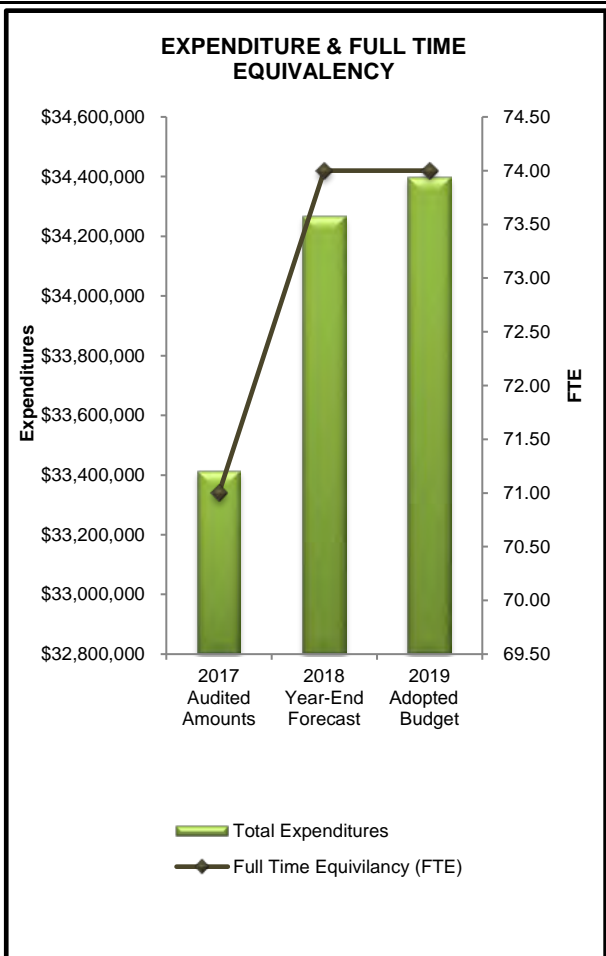
## Activity Measures

Category/Measure	Council Goal	2016	2017	2018 Forecast	2019 Forecast
Water Distribution System (# of Miles)	#1	127	127	127	127
Sewer Collection System (# of Miles)	#1	101	101	101	101
Storm Drainage System (# of Miles)	#1	23	23	23	23
Roadway Network (# of Miles)	#1	105	105	105	105
Waste Hauled to Landfill (Tons)	#5	14,500	14,500	15,000	15,000
Waste Hauled to Recycling (Tons)	#5	1,587	1,587	1,850	1,900

## Public Works

2019 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,848,662	14.40
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	15,848,764	-
Water & Wastewater Fund	13,478,886	47.40
Stormwater Fund	403,259	1.00
Sanitation Fund	1,817,961	11.20
<b>Total</b>	<b>34,397,532</b>	<b>74.00</b>

2019 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 470,448	2.00
Facilities	522,092	3.00
Fleet	496,646	4.00
Streets	895,013	8.00
Engineering	1,780,324	5.00
Water Operations	1,296,359	6.50
Lab Operations	563,676	4.00
Electrical & Mechanical	813,238	5.00
Distribution & Collection	1,594,802	9.00
Water Resources Operations	1,877,100	6.00
Wastewater Operations	2,024,638	8.50
Industrial Pre-Treatment	91,624	1.00
Stormwater Operations	123,259	1.00
Sanitation Operations	1,749,549	11.00
Capital Improvement Projects	20,098,764	-
<b>Total</b>	<b>34,397,532</b>	<b>74.00</b>



EXPENDITURE SUMMARY				
	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	71.00	74.00	74.00	74.00
<b>Expenditures:</b>				
Personnel	\$ 5,678,367	\$ 6,192,707	\$ 6,070,885	\$ 6,250,652
Purchased Services	2,151,552	2,066,650	1,910,584	2,529,450
Supplies/Non-Capital Equipment	3,061,217	3,149,664	2,912,119	3,041,856
Capital Outlay	22,492,954	28,916,450	23,347,549	22,566,264
Miscellaneous	29,128	37,750	26,750	9,310
<b>Total Expenditures</b>	<b>\$ 33,413,218</b>	<b>\$ 40,363,221</b>	<b>\$ 34,267,887</b>	<b>\$ 34,397,532</b>



**2019 BUDGET PACKAGES**

	<b>Amount</b>
1. Personnel Market Adjustment	\$ 123,997
2. Personnel Merit Allowance	49,680
3. Professional Services - Engineering Standards and Specifications	120,000
4. Property Services - Graffiti Removal	25,000
5. Capital Equipment - Street Maint. Dump Truck	50,000
6. Capital Equipment - M&O Carpet Replacement	12,500
7. Capital Equipment - Ford Truck w/ Utility Bed	52,000
8. Property Services - Standley Lake Spillway Repairs	115,000
9. Property Services - Water Resources Increase	15,000
10. Capital Equipment - Water Resources Vehicle Replacement	45,000
11. Capital Equipment - Booster Station, Update Motor Control Center	90,000
12. Technical Services - WTF Generator Annual Prev. Maint.	6,500
13. Capital Equipment - Utility Box Truck Replacement	65,000
14. Capital Equipment - WTF - Operations HVAC	25,000
15. Professional Services- WTF - Updated Master Plan	45,000
16. Supplies - WTF Operating Supplies	55,500
17. Technical Services - SCADA Contract Increase	5,000
18. Capital Equipment - WWDC: John Deere Loader	225,000
19. Capital Equipment - WWDC: Meter Truck	50,000
20. Capital Equipment - Water Resources Monitoring Wells (2)	65,000
21. Technical Services- SCADA	17,000
22. Capital Equipment - Crane Truck Replacement	95,000
23. Technical Services - E&M - Lift Stations Generators Annual Maint.	5,000
24. Property Services - WWTP - Level Clarifier Weirs	60,000
25. Communication Services - WWTP - Increase Communications Budget	6,000
26. Capital Equipment - VFD for Mixed Liquor Return Pumps	80,000
27. Technical Services - WWTP - SCADA Contract Increase	5,000
28. Capital Equipment - Sanitation - Automated Side Arm Scorpion Trash Truck	613,000
	<b>\$ 2,121,177</b>

# Expenditure Detail

## Public Works Department - All Funds

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	4,251,398	4,529,782	4,466,120	4,665,131
Overtime	99,195	116,500	99,000	116,500
Allowances	25,243	27,852	30,702	27,216
Medicare	52,367	64,351	55,796	66,310
Workers Compensation	113,512	118,699	104,314	121,072
Retirement Contributions	379,270	402,282	396,164	415,969
Medical Benefits	733,534	894,472	889,916	797,452
Life/Disability Benefits	23,848	38,769	28,873	41,002
<b>Total Personnel</b>	<b>5,678,367</b>	<b>6,192,707</b>	<b>6,070,885</b>	<b>6,250,652</b>
<b>Purchased Services</b>				
Professional Services	117,386	178,850	159,900	393,850
Technical Services	492,730	130,400	114,703	172,100
General Services	184,502	97,200	86,000	62,000
Property Services	1,256,325	1,547,900	1,456,200	1,782,900
Communication Services	56,627	49,100	46,731	52,250
Training/Registration	9,817	14,000	11,050	17,750
Mileage/Travel	702	100	500	1,000
Rentals/Leases	33,463	49,100	35,500	47,600
<b>Total Purchased Services</b>	<b>2,151,552</b>	<b>2,066,650</b>	<b>1,910,584</b>	<b>2,529,450</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	14,070	15,000	15,000	15,200
Technology Supplies	1,334	3,000	3,000	3,000
Operating Supplies	1,136,992	1,048,859	986,697	1,057,000
Chemicals/Compounds	339,535	350,000	350,000	350,000
Maintenance Supplies	13,416	-	-	-
Inventory Supplies	37,689	75,000	50,000	75,000
Uniforms/Clothing	18,494	19,100	18,700	19,100
Non-Capital Equipment	582	-	-	1,000
Gas/Electricity	1,350,069	1,510,840	1,371,900	1,400,500
Motor Vehicle Fuels	149,036	127,865	116,822	121,056
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,061,217</b>	<b>3,149,664</b>	<b>2,912,119</b>	<b>3,041,856</b>
<b>Capital Outlay</b>				
Property/Rights	740,000	1,000,000	1,000,000	1,000,000
Capital Equipment	726,231	1,398,000	1,398,000	1,467,500
Capital Improvement Projects	21,026,723	26,518,450	20,949,549	20,098,764
<b>Total Capital Outlay</b>	<b>22,492,954</b>	<b>28,916,450</b>	<b>23,347,549</b>	<b>22,566,264</b>
<b>Miscellaneous</b>				
Dues/Fees	7,117	7,750	6,750	9,310
Community Incentive	22,011	30,000	20,000	-
<b>Total Other Expenditures</b>	<b>29,128</b>	<b>37,750</b>	<b>26,750</b>	<b>9,310</b>
<b>Total Expenditures</b>	<b>\$ 33,413,218</b>	<b>\$ 40,363,221</b>	<b>\$ 34,267,887</b>	<b>\$ 34,397,532</b>

# Expenditure Detail

## Public Works Department - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	898,140	934,057	988,938	967,786
Overtime	17,732	33,500	31,500	33,500
Allowances	5,577	5,304	8,438	7,704
Medicare	9,999	13,012	11,622	13,535
Workers Compensation	24,294	26,765	33,181	28,219
Retirement Contributions	79,981	83,591	86,547	85,317
Medical Benefits	174,094	210,087	180,048	163,961
Life/Disability Benefits	4,966	7,010	6,089	8,350
<b>Total Personnel</b>	<b>1,214,783</b>	<b>1,313,326</b>	<b>1,346,363</b>	<b>1,308,372</b>
<b>Purchased Services</b>				
Professional Services	21,051	25,900	19,400	145,900
Technical Services	14,394	15,600	11,800	15,600
Property Services	273,516	203,200	198,200	228,200
Repair/Maintenance Services	(159,874)	-	-	-
Communication Services	12,939	13,850	12,850	13,850
Training/Registration	1,175	4,000	2,000	4,000
Rentals/Leases	12,542	19,500	11,500	19,500
<b>Total Purchased Services</b>	<b>175,743</b>	<b>282,050</b>	<b>255,750</b>	<b>427,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,790	6,000	6,000	6,000
Technology Supplies	1,214	2,500	2,500	2,500
Operating Supplies	323,080	318,500	308,500	318,500
Uniforms/Clothing	5,983	5,000	5,000	5,000
Gas/Electricity	615,940	749,000	635,500	645,000
Motor Vehicle Fuels	56,978	21,828	20,240	20,740
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,008,985</b>	<b>1,102,828</b>	<b>977,740</b>	<b>998,240</b>
<b>Capital Outlay</b>				
Capital Equipment	215,602	308,000	308,000	114,500
<b>Total Capital Outlay</b>	<b>215,602</b>	<b>308,000</b>	<b>308,000</b>	<b>114,500</b>
<b>Miscellaneous</b>				
Dues/Fees	946	1,000	1,000	500
<b>Total Other Expenditures</b>	<b>946</b>	<b>1,000</b>	<b>1,000</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 2,616,059</b>	<b>\$ 3,007,204</b>	<b>\$ 2,888,853</b>	<b>\$ 2,848,662</b>

## Expenditure Detail

### Administration/Operations Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	62,485	63,270	84,218	48,113
Medicare	624	917	945	697
Workers Compensation	69	107	66	81
Retirement Contributions	5,811	5,879	7,765	4,160
Medical Benefits	7,069	7,324	6,640	7,223
Life/Disability Benefits	352	573	338	438
<b>Total Personnel</b>	<b>76,410</b>	<b>78,070</b>	<b>99,972</b>	<b>60,712</b>
<b>Purchased Services</b>				
Property Services	49	200	200	200
<b>Total Purchased Services</b>	<b>83</b>	<b>200</b>	<b>200</b>	<b>200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,503	6,000	6,000	6,000
Operating Supplies	116	-	-	-
Gas/Electricity	107,375	133,750	117,500	120,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>112,994</b>	<b>139,750</b>	<b>123,500</b>	<b>126,000</b>
<b>Miscellaneous</b>				
Dues/Fees	386	500	500	500
<b>Total Other Expenditures</b>	<b>386</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 189,873</b>	<b>\$ 218,520</b>	<b>\$ 224,172</b>	<b>\$ 187,412</b>

# Expenditure Detail

## Facilities Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	125,857	128,355	128,605	131,852
Overtime	3,601	3,500	3,000	3,500
Allowances	816	816	938	816
Medicare	1,250	1,699	1,248	1,749
Workers Compensation	4,003	4,343	3,614	4,474
Retirement Contributions	11,604	11,636	11,811	11,986
Medical Benefits	23,938	27,923	26,090	24,107
Life/Disability Benefits	677	1,054	788	1,087
<b>Total Personnel</b>	<b>171,746</b>	<b>179,326</b>	<b>176,094</b>	<b>179,571</b>
<b>Purchased Services</b>				
Professional Services	230	200	200	200
Property Services	25,087	32,000	32,000	32,000
Communication Services	1,751	1,850	1,850	1,850
Rentals/Leases	2,775	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>31,378</b>	<b>35,050</b>	<b>35,050</b>	<b>35,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	45,016	40,000	40,000	40,000
Uniforms/Clothing	1,188	1,000	1,000	1,000
Motor Vehicle Fuels	3,216	3,638	3,600	3,600
<b>Total Supplies/Non-Capital Equipment</b>	<b>49,420</b>	<b>44,638</b>	<b>44,600</b>	<b>44,600</b>
<b>Total Expenditures</b>	<b>\$ 392,501</b>	<b>\$ 259,014</b>	<b>\$ 255,744</b>	<b>\$ 323,721</b>

# Expenditure Detail

## Fleet Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	232,603	240,923	264,293	258,288
Overtime	2,841	5,000	3,500	5,000
Allowances	1,054	1,224	1,407	1,224
Medicare	2,476	3,338	2,898	3,588
Workers Compensation	3,328	3,545	4,432	3,873
Retirement Contributions	21,279	21,945	22,919	23,515
Medical Benefits	53,916	64,879	68,467	63,742
Life/Disability Benefits	1,244	2,061	1,591	2,216
<b>Total Personnel</b>	<b>318,741</b>	<b>342,915</b>	<b>369,507</b>	<b>361,446</b>
<b>Purchased Services</b>				
Professional Services	270	200	200	200
Technical Services	6,723	5,000	5,000	5,000
Property Services	62,858	36,000	36,000	36,000
Repair/Maintenance Services	(159,874)	-	-	-
Communication Services	1,060	1,500	1,500	1,500
Training/Registration	-	1,000	1,000	1,000
Rentals/Leases	669	500	500	500
<b>Total Purchased Services</b>	<b>(88,294)</b>	<b>44,200</b>	<b>44,200</b>	<b>44,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	104,858	90,000	80,000	90,000
Uniforms/Clothing	679	1,000	1,000	1,000
Motor Vehicle Fuels	38,321	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>143,887</b>	<b>91,000</b>	<b>81,000</b>	<b>91,000</b>
<b>Total Expenditures</b>	<b>\$ 374,334</b>	<b>\$ 478,115</b>	<b>\$ 494,707</b>	<b>\$ 496,646</b>

# Expenditure Detail

## Streets Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	363,260	386,820	392,022	403,157
Overtime	11,290	25,000	25,000	25,000
Allowances	3,707	3,264	6,093	5,664
Medicare	4,058	5,395	4,857	5,668
Workers Compensation	15,429	17,264	23,173	18,132
Retirement Contributions	32,172	34,956	34,468	35,546
Medical Benefits	74,365	93,792	64,245	56,074
Life/Disability Benefits	2,038	3,322	2,574	3,472
<b>Total Personnel</b>	<b>506,319</b>	<b>569,813</b>	<b>552,432</b>	<b>552,713</b>
<b>Purchased Services</b>				
Professional Services	1,038	500	4,000	500
Technical Services	5,365	5,300	1,500	5,300
Property Services	37,905	20,000	15,000	45,000
Communication Services	4,483	3,500	3,500	3,500
Training/Registration	575	1,000	1,000	1,000
Rentals/Leases	9,098	18,000	10,000	18,000
<b>Total Purchased Services</b>	<b>58,464</b>	<b>48,300</b>	<b>35,000</b>	<b>73,300</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	169,995	186,000	186,000	186,000
Uniforms/Clothing	4,116	3,000	3,000	3,000
Motor Vehicle Fuels	14,364	16,050	14,500	15,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>188,475</b>	<b>205,050</b>	<b>203,500</b>	<b>204,000</b>
<b>Capital Outlay</b>				
Capital Equipment	75,645	268,000	268,000	50,000
<b>Total Capital Outlay</b>	<b>75,645</b>	<b>268,000</b>	<b>268,000</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 828,903</b>	<b>\$ 1,091,163</b>	<b>\$ 1,058,932</b>	<b>\$ 880,013</b>

# Expenditure Detail

## Engineering Division - General Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	113,935	114,689	119,800	126,376
Medicare	1,591	1,663	1,674	1,833
Workers Compensation	1,465	1,506	1,896	1,659
Retirement Contributions	9,115	9,175	9,584	10,110
Medical Benefits	14,806	16,169	14,606	12,815
Life/Disability Benefits	655	-	798	1,137
<b>Total Personnel</b>	<b>141,567</b>	<b>143,202</b>	<b>148,358</b>	<b>153,930</b>
<b>Purchased Services</b>				
Professional Services	19,513	25,000	15,000	145,000
Technical Services	916	5,300	5,300	5,300
Property Services	147,617	115,000	115,000	115,000
Communication Services	5,611	7,000	6,000	7,000
Training/Registration	455	2,000	-	2,000
<b>Total Purchased Services</b>	<b>174,112</b>	<b>154,300</b>	<b>141,300</b>	<b>274,300</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	1,214	2,500	2,500	2,500
Operating Supplies	3,095	2,500	2,500	2,500
Gas/Electricity	508,565	615,250	518,000	525,000
Motor Vehicle Fuels	1,077	2,140	2,140	2,140
<b>Total Supplies/Non-Capital Equipment</b>	<b>514,209</b>	<b>622,390</b>	<b>525,140</b>	<b>532,640</b>
<b>Miscellaneous</b>				
Dues/Fees	560	500	500	-
<b>Total Other Expenditures</b>	<b>560</b>	<b>500</b>	<b>500</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 830,448</b>	<b>\$ 960,392</b>	<b>\$ 855,298</b>	<b>\$ 960,870</b>



## Expenditure Detail

### Public Works Department - CDBG Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	195,751	-	-	-
<b>Total Capital Outlay</b>	<b>195,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 195,751</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Expenditure Detail

### Capital Improvement Projects Division - CDBG Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	195,751	-	-	-
<b>Total Capital Outlay</b>	<b>195,751</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 195,751</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Expenditure Detail

### Public Works Department - Capital Projects Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	12,919,464	21,430,467	17,559,161	15,848,764
<b>Total Capital Outlay</b>	<b>12,919,464</b>	<b>21,430,467</b>	<b>17,559,161</b>	<b>15,848,764</b>
<b>Total Expenditures</b>	<b>\$ 12,919,464</b>	<b>\$ 21,430,467</b>	<b>\$ 17,559,161</b>	<b>\$ 15,848,764</b>

## Expenditure Detail

### Capital Improvement Projects Division - Capital Projects Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	12,919,464	21,430,467	17,559,161	15,848,764
<b>Total Capital Outlay</b>	<b>12,919,464</b>	<b>21,430,467</b>	<b>17,559,161</b>	<b>15,848,764</b>
 <b>Total Expenditures</b>	 <b>\$ 12,919,464</b>	 <b>\$ 21,430,467</b>	 <b>\$ 17,559,161</b>	 <b>\$ 15,848,764</b>

# Expenditure Detail

## Public Works Department - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	2,776,095	2,982,224	2,864,211	3,085,245
Overtime	53,291	51,000	39,500	51,000
Allowances	16,394	18,876	18,034	16,248
Medicare	34,148	42,392	35,690	43,852
Workers Compensation	62,332	63,594	51,964	66,400
Retirement Contributions	242,555	258,655	249,991	271,236
Medical Benefits	445,665	546,302	566,481	512,443
Life/Disability Benefits	15,536	26,229	18,737	27,136
<b>Total Personnel</b>	<b>3,646,016</b>	<b>3,989,272</b>	<b>3,844,608</b>	<b>4,073,560</b>
<b>Purchased Services</b>				
Professional Services	76,705	152,250	139,700	247,250
Technical Services	478,336	114,800	102,903	156,500
General Services	183,692	96,000	85,000	62,000
Property Services	738,869	1,079,700	1,028,000	1,289,700
Repair/Maintenance Services	42,326	-	-	-
Communication Services	35,666	25,700	24,331	28,850
Training/Registration	7,628	9,000	8,000	12,750
Mileage/Travel	573	100	500	1,000
Rentals/Leases	11,481	15,300	11,700	13,800
<b>Total Purchased Services</b>	<b>1,575,276</b>	<b>1,492,850</b>	<b>1,400,134</b>	<b>1,811,850</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	7,531	8,000	8,000	8,200
Technology Supplies	120	500	500	500
Operating Supplies	795,115	704,359	652,197	712,500
Chemicals/Compounds	339,535	350,000	350,000	350,000
Maintenance Supplies	13,416	-	-	-
Uniforms/Clothing	10,380	11,100	10,700	11,100
Gas/Electricity	727,897	755,420	730,000	749,000
Motor Vehicle Fuels	26,863	30,067	28,582	30,316
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,921,439</b>	<b>1,859,446</b>	<b>1,779,979</b>	<b>1,862,116</b>
<b>Capital Outlay</b>				
Property/Rights	740,000	1,000,000	1,000,000	1,000,000
Capital Equipment	222,183	765,000	765,000	740,000
Capital Improvement Projects	6,321,851	4,859,346	3,335,388	3,985,000
<b>Total Capital Outlay</b>	<b>7,284,034</b>	<b>6,624,346</b>	<b>5,100,388</b>	<b>5,725,000</b>
<b>Miscellaneous</b>				
Dues/Fees	4,685	5,500	4,500	6,360
Community Incentive	22,011	30,000	20,000	-
<b>Total Other Expenditures</b>	<b>26,696</b>	<b>35,500</b>	<b>24,500</b>	<b>6,360</b>
<b>Total Expenditures</b>	<b>\$ 14,453,461</b>	<b>\$ 14,001,414</b>	<b>\$ 12,149,609</b>	<b>\$ 13,478,886</b>

# Expenditure Detail

## Administration/Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	124,970	126,990	162,628	96,226
Medicare	1,248	1,834	1,824	1,394
Workers Compensation	147	214	92	162
Retirement Contributions	11,622	11,758	14,994	8,320
Medical Benefits	14,138	14,648	14,104	14,446
Life/Disability Benefits	704	1,146	676	876
<b>Total Personnel</b>	<b>152,829</b>	<b>156,590</b>	<b>194,318</b>	<b>121,424</b>
<b>Purchased Services</b>				
Professional Services	49	-	-	-
Property Services	49	200	-	200
Communication Services	2,875	-	631	-
Rentals/Leases	4,177	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>7,150</b>	<b>2,200</b>	<b>3,534</b>	<b>19,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	7,365	8,000	8,000	8,000
Operating Supplies	1,177	-	197	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>8,542</b>	<b>8,000</b>	<b>8,197</b>	<b>8,000</b>
<b>Miscellaneous</b>				
Dues/Fees	-	1,000	500	1,000
<b>Total Other Expenditures</b>	<b>-</b>	<b>1,000</b>	<b>500</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 168,521</b>	<b>\$ 167,790</b>	<b>\$ 206,549</b>	<b>\$ 214,624</b>

# Expenditure Detail

## Facilities Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	125,856	128,355	124,170	131,852
Overtime	3,600	3,000	2,000	3,000
Allowances	816	816	938	816
Medicare	1,250	1,699	1,204	1,749
Workers Compensation	4,006	4,343	2,492	4,474
Retirement Contributions	11,603	11,636	11,404	11,986
Medical Benefits	23,938	27,923	27,710	24,107
Life/Disability Benefits	677	1,054	788	1,087
<b>Total Personnel</b>	<b>171,746</b>	<b>178,826</b>	<b>170,706</b>	<b>179,071</b>
<b>Purchased Services</b>				
Property Services	25,329	12,000	12,000	12,000
Communication Services	6,468	1,800	2,500	1,800
Rentals/Leases	-	500	-	500
<b>Total Purchased Services</b>	<b>33,187</b>	<b>14,300</b>	<b>14,500</b>	<b>14,300</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	14,837	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>14,837</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Total Expenditures</b>	<b>\$ 219,770</b>	<b>\$ 198,126</b>	<b>\$ 190,206</b>	<b>\$ 198,371</b>

## Expenditure Detail

### Fleet Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Repair/Maintenance Services	42,326	-	-	-
<b>Total Purchased Services</b>	<b>42,326</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 42,326</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## Expenditure Detail

### Engineering Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	488,816	513,038	544,994	614,513
Overtime	3,830	-	-	-
Allowances	442	408	1,264	1,608
Medicare	6,684	7,444	7,530	8,934
Workers Compensation	7,358	7,365	6,722	8,734
Retirement Contributions	40,969	43,581	45,392	52,932
Medical Benefits	97,866	111,476	114,643	91,349
Life/Disability Benefits	2,791	4,636	3,808	5,544
<b>Total Personnel</b>	<b>648,756</b>	<b>687,948</b>	<b>724,353</b>	<b>783,614</b>
<b>Purchased Services</b>				
Professional Services	5,155	40,000	30,000	15,000
Technical Services	-	1,000	-	11,000
Communication Services	1,248	1,000	1,000	1,000
Training/Registration	-	1,000	1,000	1,000
Rentals/Leases	1,530	2,500	2,000	2,000
<b>Total Purchased Services</b>	<b>7,933</b>	<b>45,500</b>	<b>34,000</b>	<b>30,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	40	-	-	200
Operating Supplies	1,472	2,000	1,000	2,000
Non-Capital Equipment	582	-	-	500
Motor Vehicle Fuels	2,120	2,140	2,100	2,140
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,214</b>	<b>4,140</b>	<b>3,100</b>	<b>4,840</b>
<b>Capital Outlay</b>				
Capital Equipment	34,750	-	-	-
<b>Total Capital Outlay</b>	<b>34,750</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	190	750	750	1,000
<b>Total Other Expenditures</b>	<b>190</b>	<b>750</b>	<b>750</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 695,843</b>	<b>\$ 738,338</b>	<b>\$ 762,203</b>	<b>\$ 819,454</b>

# Expenditure Detail

## Water Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	474,288	495,697	419,939	444,776
Overtime	6,240	8,000	8,000	8,000
Allowances	5,140	5,256	4,454	4,056
Medicare	6,037	7,206	5,287	6,450
Workers Compensation	11,271	11,617	8,957	11,143
Retirement Contributions	42,849	44,146	38,616	40,225
Medical Benefits	78,928	86,247	94,826	82,495
Life/Disability Benefits	2,782	4,422	2,891	3,964
<b>Total Personnel</b>	<b>627,535</b>	<b>662,591</b>	<b>582,970</b>	<b>601,109</b>
<b>Purchased Services</b>				
Professional Services	27,436	250	-	45,250
Technical Services	20,476	20,000	20,000	36,500
General Services	4,940	9,000	5,000	9,000
Property Services	14,668	34,000	34,000	34,000
Communication Services	8,750	8,000	8,000	8,000
Training/Registration	655	1,500	1,500	1,500
Rentals/Leases	845	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>77,770</b>	<b>73,750</b>	<b>69,500</b>	<b>135,250</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	205,481	150,000	150,000	205,500
Maintenance Supplies	13,416	-	-	-
Uniforms/Clothing	2,249	2,000	1,600	2,500
Gas/Electricity	212,089	238,610	220,000	235,000
Motor Vehicle Fuels	990	535	1,200	1,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>434,225</b>	<b>391,145</b>	<b>372,800</b>	<b>444,000</b>
<b>Capital Outlay</b>				
Capital Equipment	43,448	200,000	200,000	115,000
<b>Total Capital Outlay</b>	<b>43,448</b>	<b>200,000</b>	<b>200,000</b>	<b>115,000</b>
<b>Miscellaneous</b>				
Dues/Fees	1,247	1,000	-	1,000
<b>Total Other Expenditures</b>	<b>1,247</b>	<b>1,000</b>	<b>-</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 1,184,225</b>	<b>\$ 1,328,486</b>	<b>\$ 1,225,270</b>	<b>\$ 1,296,359</b>

# Expenditure Detail

## Lab Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	333,767	338,801	332,080	352,129
Allowances	1,632	1,632	1,876	1,632
Medicare	4,695	4,937	4,657	5,129
Workers Compensation	7,294	6,756	5,737	6,994
Retirement Contributions	29,732	30,171	29,559	32,166
Medical Benefits	41,800	45,648	50,418	43,863
Life/Disability Benefits	1,937	3,044	2,285	3,163
<b>Total Personnel</b>	<b>420,857</b>	<b>430,989</b>	<b>426,612</b>	<b>445,076</b>
<b>Purchased Services</b>				
Professional Services	41	-	-	-
Technical Services	30,038	30,200	30,000	30,000
General Services	41,240	51,000	51,000	34,000
Property Services	100	1,500	500	1,500
Communication Services	2,306	2,400	2,400	1,250
Training/Registration	2,588	1,500	1,500	1,500
Mileage/Travel	-	-	-	500
Rentals/Leases	958	1,200	1,200	1,200
<b>Total Purchased Services</b>	<b>77,271</b>	<b>87,800</b>	<b>86,600</b>	<b>69,950</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	46,582	45,000	45,000	45,000
Uniforms/Clothing	1,325	1,000	1,000	1,000
Motor Vehicle Fuels	1,395	1,926	1,500	1,900
<b>Total Supplies/Non-Capital Equipment</b>	<b>49,302</b>	<b>47,926</b>	<b>47,500</b>	<b>47,900</b>
<b>Miscellaneous</b>				
Dues/Fees	167	750	750	750
<b>Total Other Expenditures</b>	<b>167</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>Total Expenditures</b>	<b>\$ 547,597</b>	<b>\$ 567,465</b>	<b>\$ 561,462</b>	<b>\$ 563,676</b>

## Expenditure Detail

### Electrical & Mechanical Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	284,341	325,984	324,424	332,225
Overtime	9,776	8,000	3,000	8,000
Allowances	1,230	1,632	2,233	1,608
Medicare	1,694	4,418	2,248	4,506
Workers Compensation	7,070	7,632	6,540	7,786
Retirement Contributions	25,168	28,986	28,252	29,583
Medical Benefits	25,465	41,450	40,458	37,497
Life/Disability Benefits	1,465	2,742	2,033	2,789
<b>Total Personnel</b>	<b>356,209</b>	<b>420,844</b>	<b>409,188</b>	<b>423,994</b>
<b>Purchased Services</b>				
Professional Services	324	1,500	1,200	1,500
Technical Services	18,303	2,000	2,000	19,500
Property Services	2,399	105,000	75,000	105,000
Communication Services	1,960	2,500	1,800	2,000
Training/Registration	560	500	500	2,250
Rentals/Leases	2,090	3,000	1,800	3,000
<b>Total Purchased Services</b>	<b>25,636</b>	<b>114,500</b>	<b>82,300</b>	<b>133,250</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	146,973	90,000	90,000	90,000
Uniforms/Clothing	1,145	1,500	1,500	1,500
Motor Vehicle Fuels	3,423	4,494	4,000	4,494
<b>Total Supplies/Non-Capital Equipment</b>	<b>151,541</b>	<b>95,994</b>	<b>95,500</b>	<b>95,994</b>
<b>Capital Outlay</b>				
Capital Equipment	75,667	-	-	160,000
<b>Total Capital Outlay</b>	<b>75,667</b>	<b>-</b>	<b>-</b>	<b>160,000</b>
<b>Total Expenditures</b>	<b>\$ 609,053</b>	<b>\$ 631,338</b>	<b>\$ 586,988</b>	<b>\$ 813,238</b>

## Expenditure Detail

### Distribution & Collection Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	392,210	406,608	382,480	446,194
Overtime	17,800	22,000	20,000	22,000
Allowances	4,312	5,460	3,752	3,672
Medicare	5,402	5,655	5,612	6,204
Workers Compensation	10,419	9,773	9,225	10,718
Retirement Contributions	34,125	34,574	33,304	39,030
Medical Benefits	68,324	79,952	101,058	108,034
Life/Disability Benefits	2,106	3,504	2,459	3,850
<b>Total Personnel</b>	<b>534,698</b>	<b>567,526</b>	<b>557,890</b>	<b>639,702</b>
<b>Purchased Services</b>				
Professional Services	1,098	500	500	75,500
Technical Services	13,310	15,500	15,000	15,500
Property Services	78,262	200,000	180,000	205,000
Communication Services	6,674	5,000	3,000	5,000
Training/Registration	270	1,000	-	1,000
Rentals/Leases	95	3,000	2,000	3,000
<b>Total Purchased Services</b>	<b>212,122</b>	<b>225,000</b>	<b>200,500</b>	<b>305,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	120	500	500	500
Operating Supplies	249,025	312,359	275,000	275,000
Uniforms/Clothing	3,062	3,600	3,600	3,600
Gas/Electricity	76,623	81,320	77,000	78,000
Motor Vehicle Fuels	16,386	18,190	17,000	18,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>345,216</b>	<b>415,969</b>	<b>373,100</b>	<b>375,100</b>
<b>Capital Outlay</b>				
Capital Equipment	11,650	300,000	300,000	275,000
<b>Total Capital Outlay</b>	<b>11,650</b>	<b>300,000</b>	<b>300,000</b>	<b>275,000</b>
<b>Total Expenditures</b>	<b>\$ 1,103,686</b>	<b>\$ 1,508,495</b>	<b>\$ 1,431,490</b>	<b>\$ 1,594,802</b>

## Expenditure Detail

### Water Resources Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	141,518	144,906	143,164	154,772
Allowances	408	408	469	408
Medicare	1,990	2,107	2,009	2,250
Workers Compensation	3,611	3,640	3,151	3,887
Retirement Contributions	13,594	13,922	13,745	15,478
Medical Benefits	17,920	19,572	21,617	18,806
Life/Disability Benefits	819	1,302	984	1,389
<b>Total Personnel</b>	<b>179,860</b>	<b>185,857</b>	<b>185,139</b>	<b>196,990</b>
<b>Purchased Services</b>				
Professional Services	9,711	100,000	100,000	100,000
General Services	505	17,000	10,000	-
Property Services	444,359	385,000	385,000	530,000
Communication Services	98	1,000	1,000	-
Training/Registration	1,314	1,000	1,000	2,500
Rentals/Leases	1,205	1,000	1,000	-
<b>Total Purchased Services</b>	<b>819,600</b>	<b>505,000</b>	<b>498,000</b>	<b>632,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	14,362	10,000	6,000	-
Uniforms/Clothing	418	500	500	-
Gas/Electricity	839	1,070	1,000	1,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>15,619</b>	<b>11,570</b>	<b>7,500</b>	<b>1,000</b>
<b>Capital Outlay</b>				
Property/Rights	740,000	1,000,000	1,000,000	1,000,000
<b>Total Capital Outlay</b>	<b>740,000</b>	<b>1,065,000</b>	<b>1,065,000</b>	<b>1,045,000</b>
<b>Miscellaneous</b>				
Dues/Fees	2,034	1,000	1,500	1,610
Community Incentive	22,011	30,000	20,000	-
<b>Total Other Expenditures</b>	<b>24,045</b>	<b>31,000</b>	<b>21,500</b>	<b>1,610</b>
<b>Total Expenditures</b>	<b>\$ 1,779,124</b>	<b>\$ 1,798,427</b>	<b>\$ 1,777,139</b>	<b>\$ 1,877,100</b>

## Expenditure Detail

### Wastewater Operations Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	358,415	448,799	378,568	456,470
Overtime	10,473	10,000	6,500	10,000
Allowances	2,006	2,856	2,579	2,448
Medicare	4,427	6,317	4,628	6,423
Workers Compensation	9,666	10,915	7,909	11,097
Retirement Contributions	28,740	35,637	30,584	37,029
Medical Benefits	60,683	101,251	81,617	74,420
Life/Disability Benefits	1,950	3,901	2,455	3,969
<b>Total Personnel</b>	<b>476,360</b>	<b>619,676</b>	<b>514,840</b>	<b>601,856</b>
<b>Purchased Services</b>				
Professional Services	25,374	10,000	8,000	10,000
Technical Services	32,411	20,000	20,000	25,000
General Services	24,594	19,000	19,000	19,000
Property Services	173,398	340,000	340,000	400,000
Communication Services	4,746	3,500	3,500	9,500
Training/Registration	2,025	2,000	2,000	2,000
Rentals/Leases	483	1,000	600	1,000
<b>Total Purchased Services</b>	<b>263,031</b>	<b>395,500</b>	<b>393,100</b>	<b>466,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	110,310	85,000	75,000	85,000
Chemicals/Compounds	339,535	350,000	350,000	350,000
Uniforms/Clothing	2,181	2,500	2,500	2,500
Gas/Electricity	438,346	434,420	432,000	435,000
Motor Vehicle Fuels	2,549	2,782	2,782	2,782
<b>Total Supplies/Non-Capital Equipment</b>	<b>893,047</b>	<b>874,702</b>	<b>862,282</b>	<b>875,282</b>
<b>Capital Outlay</b>				
Capital Equipment	56,668	200,000	200,000	80,000
<b>Total Capital Outlay</b>	<b>56,668</b>	<b>200,000</b>	<b>200,000</b>	<b>80,000</b>
<b>Miscellaneous</b>				
Dues/Fees	1,047	1,000	1,000	1,000
<b>Total Other Expenditures</b>	<b>1,047</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 1,690,153</b>	<b>\$ 2,090,878</b>	<b>\$ 1,971,222</b>	<b>\$ 2,024,638</b>

## Expenditure Detail

### Industrial Pre-Treatment Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	51,914	53,046	51,764	56,088
Allowances	408	408	469	-
Medicare	721	775	691	813
Workers Compensation	1,490	1,339	1,139	1,405
Retirement Contributions	4,153	4,244	4,141	4,487
Medical Benefits	16,603	18,135	20,030	17,426
Life/Disability Benefits	305	478	358	505
<b>Total Personnel</b>	<b>77,166</b>	<b>78,425</b>	<b>78,592</b>	<b>80,724</b>
<b>Purchased Services</b>				
Professional Services	7,517	-	-	-
Technical Services	-	26,100	15,000	2,000
Property Services	305	2,000	1,500	2,000
Communication Services	541	500	500	300
Training/Registration	216	500	500	1,000
Mileage/Travel	573	100	500	500
Rentals/Leases	98	100	100	100
<b>Total Purchased Services</b>	<b>9,250</b>	<b>29,300</b>	<b>18,100</b>	<b>5,900</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	4,896	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,896</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Total Expenditures</b>	<b>\$ 91,312</b>	<b>\$ 112,725</b>	<b>\$ 101,692</b>	<b>\$ 91,624</b>



## Expenditure Detail

### Capital Improvement Projects Division - Water & Wastewater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	6,321,851	4,859,346	3,335,388	3,985,000
<b>Total Capital Outlay</b>	<b>6,321,851</b>	<b>4,859,346</b>	<b>3,335,388</b>	<b>3,985,000</b>
<b>Total Expenditures</b>	<b>\$ 6,321,851</b>	<b>\$ 4,859,346</b>	<b>\$ 3,335,388</b>	<b>\$ 3,985,000</b>

# Expenditure Detail

## Public Works Department - Stormwater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	65,894	66,692	65,077	69,441
Medicare	929	967	920	1,007
Workers Compensation	2,972	113	53	118
Retirement Contributions	6,589	6,669	6,508	6,944
Medical Benefits	6,505	7,101	7,843	6,824
Life/Disability Benefits	384	601	450	625
<b>Total Personnel</b>	<b>83,273</b>	<b>82,143</b>	<b>80,851</b>	<b>84,959</b>
<b>Purchased Services</b>				
Professional Services	19,108	-	-	-
General Services	810	1,200	1,000	-
Property Services	60,000	30,000	30,000	30,000
Communication Services	555	550	550	550
Training/Registration	1,014	500	550	500
Mileage/Travel	129	-	-	-
Rentals/Leases	331	300	300	300
<b>Total Purchased Services</b>	<b>81,947</b>	<b>32,550</b>	<b>32,400</b>	<b>31,350</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	11,215	20,000	20,000	20,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,215</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Capital Outlay</b>				
Capital Improvement Projects	1,589,657	228,637	55,000	265,000
<b>Total Capital Outlay</b>	<b>1,589,657</b>	<b>228,637</b>	<b>55,000</b>	<b>265,000</b>
<b>Miscellaneous</b>				
Dues/Fees	600	750	750	1,950
<b>Total Other Expenditures</b>	<b>600</b>	<b>750</b>	<b>750</b>	<b>1,950</b>
<b>Total Expenditures</b>	<b>\$ 1,766,692</b>	<b>\$ 364,080</b>	<b>\$ 189,001</b>	<b>\$ 403,259</b>

## Expenditure Detail

### Streets Division - Stormwater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	9,024	15,000	15,000	15,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>9,024</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Total Expenditures</b>	<b>\$ 9,024</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>

# Expenditure Detail

## Stormwater Operations Division - Stormwater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	65,894	66,692	65,077	69,441
Medicare	929	967	920	1,007
Workers Compensation	2,972	113	53	118
Retirement Contributions	6,589	6,669	6,508	6,944
Medical Benefits	6,505	7,101	7,843	6,824
Life/Disability Benefits	384	601	450	625
<b>Total Personnel</b>	<b>83,273</b>	<b>82,143</b>	<b>80,851</b>	<b>84,959</b>
<b>Purchased Services</b>				
Professional Services	19,108	-	-	-
General Services	810	1,200	1,000	-
Property Services	60,000	30,000	30,000	30,000
Communication Services	555	550	550	550
Training/Registration	1,014	500	550	500
Mileage/Travel	129	-	-	-
Rentals/Leases	331	300	300	300
<b>Total Purchased Services</b>	<b>81,947</b>	<b>32,550</b>	<b>32,400</b>	<b>31,350</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	2,191	5,000	5,000	5,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,191</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>Miscellaneous</b>				
Dues/Fees	600	750	750	1,950
<b>Total Other Expenditures</b>	<b>600</b>	<b>750</b>	<b>750</b>	<b>1,950</b>
<b>Total Expenditures</b>	<b>\$ 168,011</b>	<b>\$ 120,443</b>	<b>\$ 119,001</b>	<b>\$ 123,259</b>

## Expenditure Detail

### Capital Improvement Projects Division - Stormwater Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	1,589,657	228,637	55,000	265,000
<b>Total Capital Outlay</b>	<b>1,589,657</b>	<b>228,637</b>	<b>55,000</b>	<b>265,000</b>
<b>Total Expenditures</b>	<b>\$ 1,589,657</b>	<b>\$ 228,637</b>	<b>\$ 55,000</b>	<b>\$ 265,000</b>

# Expenditure Detail

## Public Works Department - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	511,269	546,809	547,894	542,659
Overtime	28,172	32,000	28,000	32,000
Allowances	3,272	3,672	4,230	3,264
Medicare	7,291	7,980	7,564	7,916
Workers Compensation	23,914	28,227	19,116	26,335
Retirement Contributions	50,145	53,367	53,118	52,472
Medical Benefits	107,270	130,982	135,544	114,224
Life/Disability Benefits	2,962	4,929	3,597	4,891
<b>Total Personnel</b>	<b>734,295</b>	<b>807,966</b>	<b>799,063</b>	<b>783,761</b>
<b>Purchased Services</b>				
Professional Services	522	700	800	700
Property Services	183,940	235,000	200,000	235,000
Repair/Maintenance Services	117,548	-	-	-
Communication Services	7,467	9,000	9,000	9,000
Training/Registration	-	500	500	500
Rentals/Leases	9,109	14,000	12,000	14,000
<b>Total Purchased Services</b>	<b>318,586</b>	<b>259,200</b>	<b>222,300</b>	<b>259,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	749	1,000	1,000	1,000
Operating Supplies	7,582	6,000	6,000	6,000
Inventory Supplies	37,689	75,000	50,000	75,000
Uniforms/Clothing	2,131	3,000	3,000	3,000
Gas/Electricity	6,232	6,420	6,400	6,500
Motor Vehicle Fuels	65,195	75,970	68,000	70,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>119,578</b>	<b>167,390</b>	<b>134,400</b>	<b>161,500</b>
<b>Capital Outlay</b>				
Capital Equipment	288,446	325,000	325,000	613,000
<b>Total Capital Outlay</b>	<b>288,446</b>	<b>325,000</b>	<b>325,000</b>	<b>613,000</b>
<b>Miscellaneous</b>				
Dues/Fees	886	500	500	500
<b>Total Other Expenditures</b>	<b>886</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 1,461,791</b>	<b>\$ 1,560,056</b>	<b>\$ 1,481,263</b>	<b>\$ 1,817,961</b>

## Expenditure Detail

### Administration/Operations Division - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	20,828	21,090	27,105	48,113
Medicare	208	305	304	697
Workers Compensation	155	35	15	81
Retirement Contributions	1,937	1,960	2,499	4,160
Medical Benefits	2,356	2,441	2,351	7,223
Life/Disability Benefits	117	198	113	438
<b>Total Personnel</b>	<b>25,601</b>	<b>26,029</b>	<b>32,387</b>	<b>60,712</b>
<b>Purchased Services</b>				
Professional Services	522	200	500	200
<b>Total Purchased Services</b>	<b>522</b>	<b>200</b>	<b>500</b>	<b>200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	749	1,000	1,000	1,000
Gas/Electricity	6,232	6,420	6,400	6,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>6,981</b>	<b>7,420</b>	<b>7,400</b>	<b>7,500</b>
<b>Total Expenditures</b>	<b>\$ 33,104</b>	<b>\$ 33,649</b>	<b>\$ 40,287</b>	<b>\$ 68,412</b>

## Expenditure Detail

### Fleet Division - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Purchased Services</b>				
Repair/Maintenance Services	117,547	-	-	-
<b>Total Purchased Services</b>	<b>117,547</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 117,547</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Expenditure Detail

## Sanitation Operations Division - Sanitation Fund

	2017 Audited Amounts	2018 Adopted Budget	2018 Year-End Forecast	2019 Adopted Budget
<b>Personnel</b>				
Regular Wages	490,441	525,719	520,789	494,546
Overtime	28,172	32,000	28,000	32,000
Allowances	3,272	3,672	4,230	3,264
Medicare	7,083	7,675	7,260	7,219
Workers Compensation	23,759	28,192	19,101	26,254
Retirement Contributions	48,208	51,407	50,619	48,312
Medical Benefits	104,914	128,541	133,193	107,001
Life/Disability Benefits	2,845	4,731	3,484	4,453
<b>Total Personnel</b>	<b>708,694</b>	<b>781,937</b>	<b>766,676</b>	<b>723,049</b>
<b>Purchased Services</b>				
Professional Services	-	500	300	500
Property Services	183,940	235,000	200,000	235,000
Communication Services	7,467	9,000	9,000	9,000
Training/Registration	-	500	500	500
Rentals/Leases	9,109	14,000	12,000	14,000
<b>Total Purchased Services</b>	<b>200,516</b>	<b>259,000</b>	<b>221,800</b>	<b>259,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	7,582	6,000	6,000	6,000
Inventory Supplies	37,689	75,000	50,000	75,000
Uniforms/Clothing	2,131	3,000	3,000	3,000
Motor Vehicle Fuels	65,195	75,970	68,000	70,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>112,597</b>	<b>159,970</b>	<b>127,000</b>	<b>154,000</b>
<b>Capital Outlay</b>				
Capital Equipment	288,446	325,000	325,000	613,000
<b>Total Capital Outlay</b>	<b>288,446</b>	<b>325,000</b>	<b>325,000</b>	<b>613,000</b>
<b>Miscellaneous</b>				
Dues/Fees	886	500	500	500
<b>Total Other Expenditures</b>	<b>886</b>	<b>500</b>	<b>500</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 1,311,139</b>	<b>\$ 1,526,407</b>	<b>\$ 1,440,976</b>	<b>\$ 1,749,549</b>

## Program Overview

### Capital Improvement Program

The City of Northglenn's Capital Improvement Program (CIP) identifies and provides a summary of all planned capital projects and corresponding funding sources for the ensuing five-year period. The 2019 budget includes \$23,848,712 in capital improvement projects.

In order to be included in the CIP, a project must meet the following requirements:

- Total costs of the project are expected to meet or exceed \$5,000.
- The resulting project will have a useful life of more than one year.
- The project will result in the creation of a new asset or the extension of an existing asset's useful life, value, and/or operational capacity

During the preparation process, staff focused on setting priorities and identifying which projects or phases of projects could reasonably be accomplished within each year. Contractual obligations as well as funding limitations and needs were also considered in setting the priorities.

Capital improvement projects are funded through a variety of sources including the use of reserves, restricted and designated revenues, debt financing, grant awards, and available operating revenues. All available current and estimated future resources were considered when identifying planned capital improvements. The forecasted costs of each capital project meet, but do not exceed, the limitations of the identified funding sources.

The following pages provide a summary listing of the planned capital projects by fund. Each fund summary is then followed by individual project worksheets which provide project dates, total estimated costs, a brief description of the project, as well as any ongoing operating costs or savings associated with the project. Corresponding funding sources by project year are also presented.

The City uses a system for rating the impact of capital projects on the operating budget once the projects is completed. Costs related to a capital project that might have an impact on current and/or future operating budget include additional staff, maintenance, or contractor operations. The amount of the operational impact is categorized in the following terms:

*Positive* – The project will either generate some revenue to offset expenses or actually reduce continued operating costs.

*Negligible* – The impact on operating expenditures is considered immaterial. It will generate less than \$5,000 annually in increased operating expenditures. Ongoing operations and maintenance can be managed with existing staff and equipment.

*Slight* – The impact on operating expenditures will fall between \$5,001 and \$20,000 annually. Additional overtime, seasonal staff, purchased services, and/or equipment upgrades may be required to operate and maintain the capital once completed.

*Moderate* – The impact on operating expenditures will fall between \$20,001 and \$50,000 annually. An additional staff member and/or a piece of equipment may be required to operate and maintain the resulting capital asset.

*High* – The impact on operating expenditures will exceed \$50,000 annually. Multiple additional staff, large equipment, and/or contracted services may be required to operate and maintain the resulting capital asset.

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Conservation Trust Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 1,283,245	\$ 1,478,731		\$ 1,168,573	\$ 77,766	\$ 56,080	\$ 388,152	\$ 747,560		
<b>Revenue Projections:</b>										
Lottery Proceeds	\$ 436,560	\$ 384,000		\$ 393,600	\$ 397,536	\$ 401,511	\$ 405,526	\$ 409,581	\$ 2,007,754	
County Grants	\$ 294,907	\$ 217,500		\$ 77,407						
Investment Earnings	3,500	5,000		5,000	778	561	3,882	7,476	17,697	
<b>Total</b>	<b>734,967</b>	<b>606,500</b>		<b>476,007</b>	<b>398,314</b>	<b>402,072</b>	<b>409,408</b>	<b>417,057</b>	<b>2,025,451</b>	
<b>Capital Expenditures:</b>										
Greenway Trail Replacement	\$ 350,000	\$ 246,000	\$ -	\$ 50,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000	CTF
Sensory Playground Repair	-	-	-	250,000	-	-	-	-	250,000	CTF
Pedestrian Bridge Repair	57,385	35,658	-	-	-	-	-	-	-	CTF
Kiwanis Splash Pad	290,907	217,500	73,407	-	-	-	-	-	73,407	CTF
Kiwanis Splash Pad - Grant	294,907	217,500	73,407	-	-	-	-	-	73,407	GRANT
NW Open Space Facility Improvement	1,000,000	200,000	800,000	320,000	-	-	-	-	1,120,000	CTF
Jaycee Ballfield Lights	-	-	-	-	220,000	-	-	-	220,000	CTF
Bocce Ball Court	-	-	-	-	-	20,000	-	-	20,000	CTF
<b>Total Capital Expenditures</b>	<b>1,993,199</b>	<b>916,658</b>	<b>946,814</b>	<b>620,000</b>	<b>420,000</b>	<b>70,000</b>	<b>50,000</b>	<b>50,000</b>	<b>2,156,814</b>	
<b>Ending Fund Balance</b>	<b>\$ 25,013</b>	<b>\$ 1,168,573</b>		<b>\$ 77,766</b>	<b>\$ 56,080</b>	<b>\$ 388,152</b>	<b>\$ 747,560</b>	<b>\$ 1,114,617</b>		
<b>Unassigned Fund Balance</b>	<b>\$ 25,013</b>	<b>\$ 1,168,573</b>		<b>\$ 77,766</b>	<b>\$ 56,080</b>	<b>\$ 388,152</b>	<b>\$ 747,560</b>	<b>\$ 1,114,617</b>		

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Greenway Trail Concrete Replacement Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$400,000.00 (5 Year Total)

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

This is an annual program to maintain the Greenway Trails.

Degraded trail sections are documented by the Parks Department throughout the year. The Greenway Trails Concrete Replacement program replaces these degraded sections to maintain a safe, accessible, and aesthetically pleasing trail system.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Conservation Trust Fund	50,000	200,000	50,000	50,000	50,000	\$ 400,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000	200,000	50,000	50,000	50,000	400,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ 200,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Sensory Playground Repair

**Project Dates:** **Begin:** Jan-2019 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$250,000.00

**Project Rationale:** Parks and Recreation Master Plan

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Renovation of the playground equipment at Sensory Park.

The playground equipment at the City's parks is replaced on a periodic basis due to normal wear and tear, vandalism, and unavailable replacement parts. The playground equipment at Sensory Playground was last replaced in 2006. The typical life span of a park is 10 to 12 years, however as the City's largest playground, this park is highly utilized causing equipment to wear out prematurely. This project includes replacement of various play structures and other park amenities. Not all of the playground equipment is anticipated for replacement in 2013. This project will allow for replacement of only worn pieces, extending the useful life of the playground. The type of playground equipment and park amenities will be selected through a public input process as is discussed in the Parks and Recreation Master Plan. It is anticipated that this playground will benefit from multiple renovations in the years to come, rather than one complete park replacement.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Conservation Trust Fund	250,000					\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	250,000					250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Kiwanis Splash Pad

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$600,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:** ☒ **Yes** ☐ **No** **Operational Impact Category:** Negligible

**Description/Justification:**

Splash pads have become very popular among children in Colorado. They provide a fun outdoor activity that keeps them occupied and engaged. There is plenty of space located outside of the existing fence at the Kiwanis Pool, and it has been identified as a future location for a splash pad. The splash pad would provide an additional interactive feature at the pool, making the area more appealing for drop-in use.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Conservation Trust Fund	73,407					\$ 73,407
Grant	73,407					73,407
						-
						-
						-
Total Revenue	\$ 146,814	\$ -	\$ -	\$ -	\$ -	\$ 146,814

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	146,814					146,814
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 146,814	\$ -	\$ -	\$ -	\$ -	\$ 146,814

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** NWOS Facility Improvements

**Project Dates:** **Begin:** Jan-2016 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$1,320,000.00

**Project Rationale:** Facility Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Moderate

**Description/Justification:**

There was an original intent to add a vault-style concession, restroom and storage facility at Northwest Open Space, as well as a children's playground and covered pavilion area. The area currently does not have electricity or water on site. The complex has no permanent structures, and currently all of the structures are temporary and are in need of improvement. After an initial evaluation of the site and obtaining more concrete budget numbers, it seems to be appropriate to have a professional analysis and design done for the NWOS. If the City intends to run permanent utilities for restrooms and concessions, sufficient analysis should be done prior to construction in order to ensure the most beneficial placement of the facilities.

The intent in the future is to use the analysis and design in order to develop a complete project budget plan for NWOS in the 2016 Budget Request.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Conservation Trust	1,120,000					\$ 1,120,000
						-
						-
Total Revenue	\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	1,120,000					1,120,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,120,000	\$ -	\$ -	\$ -	\$ -	\$ 1,120,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Jaycee Ballfield Lights

**Project Dates:**                      **Begin:** Jan-2020                      **Finish:** Dec-2020

**Comprehensive Project Cost:** \$220,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:**    ☐ Yes                      **Operational Impact Category:** Positive  
    ☒ No

**Description/Justification:**

The lights at the Jaycee Ballfield are old and in need of replacement. The current lights require constant maintenance, as they go out on a regular basis, causing problems for teams playing games in the evenings.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
CTF		220,000				\$ 220,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		220,000				220,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 220,000	\$ -	\$ -	\$ -	\$ 220,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Bocce Ball Court

**Project Dates:**                      **Begin:** Jan-2021                      **Finish:** Dec-2021

**Comprehensive Project Cost:** \$20,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:**    ☒ **Yes**                      **Operational Impact Category:** Negligible  
    ☐ **No**

**Description/Justification:**

Requests for the addition of bocce ball courts were been made during the Parks And Recreation Advisory Board CIP public comment period. The Parks and Recreation Department elicited feedback from the residents, via social media, to determine the level of desire for bocce ball. Residents responded in favor of the additional park amenity, location to be determined.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
CTF			20,000			\$ 20,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			20,000			20,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000

# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## CDBG Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Revenue Projections:</b>										
CDBG Proceeds	\$ -	\$ -		\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000	
<b>Total</b>	-	-		-	200,000	200,000	200,000	200,000	800,000	
<b>Capital Expenditures:</b>										
Pedestrian Mobility	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000	CDBG
<b>Total Capital Expenditures</b>	-	-	-	-	200,000	200,000	200,000	200,000	800,000	
<b>Ending Fund Balance</b>	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Unassigned Fund Balance</b>	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -		

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Pedestrian Mobility Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$1,000,000.00

**Project Rationale:** CDBG Concrete Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

This maintenance program will replace damaged concrete in CDBG designated areas.

Instead of replacing a few damaged concrete locations annually through the annual streets resurfacing program, this Concrete Program will allow the City to focus their efforts on a specific area. Centralizing the concrete improvements will save on mobilization costs and will provide a greater visual impact to residents.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
CDBG Funding		200,000	200,000	200,000	200,000	\$ 800,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		200,000	200,000	200,000	200,000	800,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000

# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## Capital Projects Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 31,258,668	\$ 31,258,666		\$ 18,069,581	\$ 6,655,901	\$ 8,306,891	\$ 9,124,006	\$ 12,007,535		
<b>Revenue:</b>										
Property Tax (4.000 Mills)	\$ 1,383,483	\$ 1,338,750		\$ 1,372,949	\$ 1,386,678	\$ 1,400,545	\$ 1,414,550	\$ 1,428,696	\$ 7,003,418	
Sales/Use Tax (1/2%)	2,657,673	2,774,090		2,826,972	2,855,242	2,883,794	2,912,632	2,941,758	14,420,398	
Marijuana Sales Tax	563,306	609,772		625,016	631,266	637,579	643,955	650,395	3,188,211	
Open Space Tax (ADCOO)	333,600	354,000		354,000	357,540	361,115	364,726	368,373	1,805,754	
Transportation Tax (ADCOT)	935,100	965,000		984,300	994,143	1,004,084	1,014,125	1,024,266	5,020,918	
County Grant	2,074,204	94,355		-	-	-	-	-	-	
Investment Earnings	80,000	221,000		221,000	16,640	20,767	22,810	30,019	311,236	
Debt Issuance Proceeds	-	-		-	40,000,000	-	-	-	40,000,000	
Transfers From General Fund	1,700,000	1,700,000		1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	8,500,000	
<b>Total</b>	<b>9,727,366</b>	<b>8,056,967</b>		<b>8,084,237</b>	<b>47,941,509</b>	<b>8,007,884</b>	<b>8,072,798</b>	<b>8,143,507</b>	<b>80,249,935</b>	
<b>Expenditures:</b>										
4.000 Mill Funded Projects	\$ 225,000	\$ 225,000	\$ -	\$ 1,000,000	\$ 600,000	\$ 1,200,000	\$ -	\$ -	\$ 2,800,000	
1/2% Sales/Use Tax Funded Projects	7,124,891	2,687,849	4,439,542	7,466,019	2,965,519	2,465,769	2,464,269	2,466,019	22,267,137	
Marijuana Sales Tax	-	-		2,000,000	550,000	550,000	550,000	550,000	4,200,000	
ADCOO Funded Projects	1,092,326	684,810	123,067	305,000	25,000	25,000	25,000	25,000	528,067	
ADCOT Funded Projects	1,273,840	1,273,840	-	950,000	950,000	950,000	950,000	950,000	4,750,000	
Construction Proceeds	13,226,856	13,226,856	-	-	40,000,000	-	-	-	40,000,000	
General Fund Projects	1,557,582	2,265,892	846,975	475,000	1,200,000	1,250,000	1,200,000	1,250,000	6,221,975	
Grant Funded Projects	2,774,119	881,805	1,892,314	-	-	-	-	-	1,892,314	
<b>Total Capital Expenditures*</b>	<b>27,274,614</b>	<b>21,246,052</b>	<b>7,301,898</b>	<b>12,196,019</b>	<b>46,290,519</b>	<b>7,190,769</b>	<b>5,189,269</b>	<b>5,241,019</b>	<b>82,409,493</b>	
<b>Ending Fund Balance</b>	<b>\$ 13,711,420</b>	<b>\$ 18,069,581</b>		<b>\$ 6,655,901</b>	<b>\$ 8,306,891</b>	<b>\$ 9,124,006</b>	<b>\$ 12,007,535</b>	<b>\$ 14,910,023</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
4.000 Mill Restricted Fund Balance	\$ (795,512)	\$ 657,073		\$ 1,030,022	\$ 1,816,700	\$ 2,017,245	\$ 3,431,795	\$ 4,860,491		
1/2% Sales/Use Tax Restricted Balance	6,557,790	9,998,325		919,736	809,459	1,227,484	1,675,847	2,151,586		
Marijuana Sales Tax Restricted Balance	1,622,559	2,251,136		876,152	957,418	1,044,997	1,138,952	1,239,347		
ADCOO Restricted Fund Balance	175,233	633,149		559,082	891,622	1,227,737	1,567,463	1,910,836		
ADCOT Restricted Fund Balance	1,015,086	1,044,986		1,079,286	1,123,429	1,177,513	1,241,638	1,315,904		
<b>Unassigned Fund Balance</b>	<b>\$ 5,136,264</b>	<b>\$ 3,484,912</b>		<b>\$ 2,191,623</b>	<b>\$ 2,708,263</b>	<b>\$ 2,429,030</b>	<b>\$ 2,951,840</b>	<b>\$ 3,431,859</b>		

\*See following page for project listing

# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## Capital Projects Fund (Project Listing)

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Emergency Park Repairs	25,000	25,000	-	25,000	25,000	25,000	25,000	25,000	125,000	ADCOO
Irrigation Central Control	25,000	25,000	-	-	-	-	-	-	-	ADCOO
NWOS Facilities Improvements	33,651	33,651	-	30,000	-	-	-	-	30,000	ADCOO
NWOS Facilities Improvements	34,204	34,204	-	-	-	-	-	-	-	GRANT
NWOS Facilities Improvements	2,040,000	408,000	1,632,000	-	-	-	-	-	1,632,000	GRANT
Theatre and Rec Center Marquee	151,407	136,958	-	-	-	-	-	-	-	ADCOO
Kiwanis Bath House Renovation	492,268	369,201	123,067	-	-	-	-	-	123,067	ADCOO
Kiwanis Bath House Renovation	492,268	369,201	123,067	-	-	-	-	-	123,067	GRANT
Parks Barn Replacement	721,430	721,430	-	-	-	-	-	-	-	1/2%
Fox Run Open Space	-	2,827	-	-	-	-	-	-	-	GENERAL
Rotary Park Dugout Replacement	30,000	30,000	-	-	-	-	-	-	-	ADCOO
Tennis Court Repair & Construction	-	-	-	250,000	-	-	-	-	250,000	ADCOO
Village Greens Park Equip.	35,000	35,000	-	-	-	-	-	-	-	ADCOO
E.B. Rains Renovations	-	-	-	-	-	750,000	-	-	750,000	ADCOO
Justice Center West Park	300,000	30,000	-	-	-	-	-	-	-	ADCOO
Residential Street Program	972,160	972,160	-	750,000	750,000	750,000	750,000	750,000	3,750,000	ADCOT
Traffic Signal Program	201,680	201,680	-	100,000	100,000	100,000	100,000	100,000	500,000	ADCOT
Concrete Program	100,000	100,000	-	100,000	100,000	100,000	100,000	100,000	500,000	ADCOT
120th Widening Design	-	-	-	-	500,000	-	-	-	500,000	1/2%
Civic Center Master Plan	4,939,542	500,000	4,439,542	8,000,000	40,000,000	-	-	-	52,439,542	1/2%
Civic Center Master Plan Debt	-	-	-	-	2,700,000	2,700,000	2,700,000	2,700,000	10,800,000	1/2%, MJ, GNRL
School Zone Safety Assessment	158,725	58,000	100,000	100,000	50,000	100,000	50,000	100,000	500,000	GENERAL
Marketplace Ped Bridge Assessment	386,817	340,000	-	-	-	-	-	-	-	NURA
Utility Studies	78,040	78,040	-	-	-	-	-	-	-	GENERAL/NURA
Ralston House Development	-	1,600,000	-	-	-	-	-	-	-	GENERAL
Justice Center	13,226,856	13,226,856	-	-	-	-	-	-	-	1/2%
Justice Center COP Debt	1,463,919	1,466,419	-	1,466,019	1,465,519	1,465,769	1,464,269	1,466,019	7,327,595	1/2%
112th North Metro Rail	207,647	70,400	137,247	-	-	-	-	-	137,247	GRANT
112th North Metro Rail	804,000	57,025	746,975	-	-	-	-	-	746,975	GENERAL
City Hall Space Assessment	40,000	40,000	-	375,000	-	-	-	-	375,000	GENERAL
South Huron Street Rehabilitation	225,000	225,000	-	-	600,000	1,200,000	-	-	1,800,000	4.000 MILLS
City Hall Roof Replacement	90,000	90,000	-	-	-	-	-	-	-	GENERAL
Traffic Calming Improvements - Melody C	-	-	-	1,000,000	-	-	-	-	-	4.000 MILLS
<b>Total</b>	<b>\$ 27,274,614</b>	<b>\$ 21,246,052</b>	<b>\$ 7,301,898</b>	<b>\$ 12,196,019</b>	<b>\$ 46,290,519</b>	<b>\$ 7,190,769</b>	<b>\$ 5,189,269</b>	<b>\$ 5,241,019</b>	<b>\$ 82,409,493</b>	

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Emergency Park Equipment Repairs

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$125,000.00 (5 year total)

**Project Rationale:** Emergency Facility Maintenance

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Emergency replacement of the playground equipment throughout the City.

The playground equipment at the City's parks is replaced on a periodic basis due to normal wear and tear, vandalism, and unavailable replacement parts. However, in some instances the damaged equipment presents an unsafe condition and requires immediate removal. In the event a piece of equipment is damaged, it is more likely that replacement parts will still be available if that component is replaced immediately. A delay of a year or two increases the likelihood of complete equipment replacement due to unavailable parts and leaves facilities in an undesirable condition for park patrons. Funding for the Emergency Park Repairs will only be expended on an as needed basis. In the event little or no emergency equipment replacements are necessary in a specific year, the funds would remain in the fund balance.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Open Space Tax (ADCOO)	25,000	25,000	25,000	25,000	25,000	\$ 125,000
						-
						-
						-
						-
Total Revenue	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	25,000	25,000	25,000	25,000	25,000	125,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** NWOS Facility Improvements

**Project Dates:** **Begin:** Jan-2016 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$2,000,000.00

**Project Rationale:** Facility Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Moderate

**Description/Justification:**

There was an original intent to add a vault-style concession, restroom and storage facility at Northwest Open Space, as well as a children's playground and covered pavilion area. The area currently does not have electricity or water on site. The complex has no permanent structures, and currently all of the structures are temporary and are in need of improvement. After an initial evaluation of the site and obtaining more concrete budget numbers, it seems to be appropriate to have a professional analysis and design done for the NWOS. If the City intends to run permanent utilities for restrooms and concessions, sufficient analysis should be done prior to construction in order to ensure the most beneficial placement of the facilities.

The intent in the future is to use the analysis and design in order to develop a complete project budget plan for NWOS in the 2016 Budget Request.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Open Space Tax (ADCOO)	30,000					\$ 30,000
Open Space Tax (ADCOO) - Grants	1,632,000					1,632,000
						-
Total Revenue	\$ 1,662,000	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	200,000					200,000
Construction	1,462,000					1,462,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,662,000	\$ -	\$ -	\$ -	\$ -	\$ 1,662,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Kiwanis Bath House Renovation

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$1,600,000.00

**Project Rationale:** Facility Maintenance

**Future Operational Impact:** ☒ **Yes** ☐ **No** **Operational Impact Category:** Positive

**Description/Justification:**

The existing bath house is the original structure, with minimal improvements made throughout the years. The improvements include electrical and plumbing repairs, as well as functional and aesthetic improvements to the shower and changing areas.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
ADCOO	123,067					\$ 123,067
ADCOO Grant	123,067					123,067
						-
						-
						-
Total Revenue	\$ 246,134	\$ -	\$ -	\$ -	\$ -	\$ 246,134

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	246,134					246,134
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 246,134	\$ -	\$ -	\$ -	\$ -	\$ 246,134



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Tennis Courts

**Project Dates:** **Begin:** Jan-2016 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$250,000.00

**Project Rationale:** Safety and Functionality

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The city owns and maintains two tennis facilities - a three-court facility at Wyco Park and a two-court facility at Danahy Park. These are lighted, fenced, asphalt courts with an acrylic overlay. The thin acrylic overlay must be repaired every 1-3 years, to prevent a poor playing surface, trip hazards and/or additional damage. The courts at Danahy Park were entirely reconstructed in 2014, the acrylic surface has some wear and needs minor patching. The court at Wyco is cracking, with significant damage to the acrylic surface. The Wyco court needs acrylic repairs in 2016, and is recommended for reconstruction in 2019.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Adams County Open Space	250,000					\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	250,000					250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Webster Lake Retaining Wall Replacement and Restroom Repairs

**Project Dates:** **Begin:** Jan-2021 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$750,000.00

**Project Rationale:** Safety and Functionality

**Future Operational Impact:** ☒ Yes ☐ No **Operational Impact Category:** Positive

**Description/Justification:**

The retaining wall on the east side of Webster Lake is in need of replacement. Over the years, many of the wall caps have been removed and/or broken. They are unable to be replaced because the material is no longer manufactured. Additional drainage and slope issues will be addressed when the wall is replaced. The permanent restrooms are in need of repair. While the building structure itself is in good condition, there are plumbing and mechanical concerns that cause a need for a lot of maintenance.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Adams County Open Space			750,000			\$ 750,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			750,000			750,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ 750,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Residential Street Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$3,750,000 (5 Year Total)

**Project Rationale:** PCI Rating - Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The Residential Street Program is an annual program to maintain a minimum level of pavement condition for the residential street network.

On July 27, 2006, the City Council passed Resolution 06-92, making a City policy to maintain an average PCI rating of 70 or better. The Residential Street Program is an essential component in maintaining the 70 PCI rating. The Program includes resurfacing, restriping, patching, and concrete repair of selected streets. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Transportation Tax (ADCOT)	750,000	750,000	750,000	750,000	750,000	\$ 3,750,000
						-
						-
						-
						-
Total Revenue	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	750,000	750,000	750,000	750,000	750,000	3,750,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 3,750,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Traffic Signal Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$500,000.00 (5 Year Total)

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Upgrade of traffic cabinets, signals and controllers on a citywide basis.

The traffic signal cabinets and associated wiring are an essential part of our traffic signal system. Many of the city's traffic signal cabinets have reached the end of their useful life and pose an electrical hazard. The replacement or upgrade of existing hardware is essential in keeping our traffic signals operating on an uninterrupted basis. Traffic Signal Improvements are due to corrosion of traffic signal poles and mast arms that can shorten the useful life of traffic signals. This program includes the cleaning and painting of a portion of the City's traffic signals. This program may also be used to fund pole replacement, LED and camera upgrades, and other costly components of the traffic signal infrastructure. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Transportation Tax (ADCOT)	100,000	100,000	100,000	100,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Neighborhood Concrete Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$500,000.00 (5 Year Total)

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Replacement of Concrete within a defined area.

The Concrete Program will replace deteriorated and hazardous concrete within the city (i.e. curb, gutter, sidewalk, cross pans, etc.). Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Transportation Tax (ADCOT)	100,000	100,000	100,000	100,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** East 120th Avenue Eastbound Widening Design

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2020

**Total Project Costs:** \$500,000.00

**Project Rationale:** Roadway Capacity Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Negligible

**Description/Justification:**

Widening design of E. 120th Avenue (Eastbound Only) from a two lane road to a three lane road.

A conceptual design of the E. 120th Avenue roadway will provide the City with estimates and for how to address the full buildout of the roadway template for eastbound 120th Ave. The conceptual design will also identify engineering constraints, including but not limited to, drainage, soils, ROW, and utilities. The conceptual design also will consider the impacts of FasTracks and stormwater requirements of Urban Drainage & Flood Control District (UDFCD).

Full roadway and street scape improvements will be designed based on the concept design completed in 2014 and construction anticipated to begin in conjunction with the development of the Karls Farm development. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	Total
1/2% Sales Tax		500,000				\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	Total
Plans/Studies						\$ -
Design		500,000				500,000
Construction						-
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Civic Campus

**Project Dates:** **Begin:** Jan-2015 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$53,000,000.00

**Project Rationale:** Upgrade civic facilities and create private development opportunities

**Future Operational Impact:** ☒ Yes ☐ No **Operational Impact Category:** High

**Description/Justification:**

The project will be funded through \$13M of cash reserves and \$40M will be financed. The Northglenn Civic Center Master Plan provides a vision and development framework for a re-imagined heart of the Northglenn community. This plan capitalizes on opportunities at the existing Civic Center site, proposes new mixed-use development and suggests enhancements to existing site features and streetscape. The planning process was focused on developing a comprehensive redevelopment plan for a new municipal campus. This included evaluating and designing a corridor-wide strategy for Community Center Drive and integrating new facilities to replace the Recreation and Senior Centers, D.L. Parsons Theatre and City Hall. The long-term vision for the full buildout of the site reflects a recommended approach to phasing and implementation that is fiscally sound and maximizes the sense of place at each stage of development. The redevelopment approach integrates private sector development opportunities to help mitigate costs and better leverage the public investment that will be necessary to realize new civic facilities and a more active and vibrant campus. The Master Plan for the Civic Campus was approved on April 10, 2017 by City Council.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
1/2% Sales Tax	12,439,542	1,000,000	1,000,000	1,000,000	1,000,000	\$ 16,439,542
2% Marijuana Tax		500,000	500,000	500,000	500,000	2,000,000
General Fund Transfer		1,200,000	1,200,000	1,200,000	1,200,000	4,800,000
						-
						-
Total Revenue	\$ 12,439,542	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 2,700,000	\$ 23,239,542

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	2,439,542					2,439,542
Construction	10,000,000	40,000,000				50,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 12,439,542	\$ 40,000,000	\$ -	\$ -	\$ -	\$ 52,439,542

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** School Zone Safety Assessment

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$500,000.00 (5 Year Total)

**Project Rationale:** School Zone Safety Assessment

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Negligible

**Description/Justification:**

The assessment is to analyze existing conditions both in the Right of Way and on school grounds. The assessment will include survey of existing conditions to include signs, ramps, striping, etc. The assessment will also include evaluation of existing pedestrian and traffic movements in and around the school to include both pedestrian and traffic volumes counts during peak school hours. Based on the assessment of existing conditions recommendations will be presented on the overall existing school zone safety and what changes could be implemented to improve overall pedestrian and traffic safety concerns both in the Right of Way and school site. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
General Fund	200,000	50,000	100,000	50,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 200,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies		50,000		50,000		\$ 100,000
Design						-
Construction	200,000		100,000		100,000	400,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 200,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ 500,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** North Metro Rail Ave Corridor Improvements

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$935,000.00

**Project Rationale:** RTD Local Match

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Negligible

**Description/Justification:**

In 2012, the City was awarded a Federal Grant through the Denver Regional Council of Governments (DRCOG) TIP (Transportation Improvement Program). The total funding amount is \$1,159,000.00 with \$827,000 in federal grant funds and \$232,000 local match. This TIP funding has been contemplated as part of the City's local match for the North Metro Rail Line.

- Via a separate IGA with RTD, the local jurisdictions are required to provide a local match – Northglenn's match is \$2,520,000.00. As of spring 2016, Northglenn has provided \$805,197.12 in local match – in kind staff time and roadway improvements to 112th Ave. Staff anticipates that the remaining balance not covered by this project and previously recognized local match, will be in use tax collected for the project.

- For FY 2017, the project will include engineering and design for civil bid package to construct, roadway improvements to 112th Ave, including extension of sidewalk from the train crossing to York on north side of 112th, intersection improvements at 112th Ave & York, installation of a traffic signal at Fox Run Parkway and 112th Ave. This is a change in the original project scope from 2012 and will require an amendment through DRCOG, which currently underway and should be ratified in the 1st quarter of 2017.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Grant	137,247					\$ 137,247
General Fund	746,975					746,975
						-
						-
						-
Total Revenue	\$ 884,222	\$ -	\$ -	\$ -	\$ -	\$ 884,222

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	884,222					884,222
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 884,222	\$ -	\$ -	\$ -	\$ -	\$ 884,222

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** City Hall Space Assessment

**Project Dates:** **Begin:** Jan-2018 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$415,000.00

**Project Rationale:** Improve city hall space utilization

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Determine the optimum space utilization for the space located on the first floor of the current City Hall location once the new Police and Courts Facility is commissioned in 2018. The first phase analysis was completed with the layout and budget estimate for construction completed in 2018. The project will consist of improving the customer interaction spaces, improve safety for staff and visitors by reducing access points to the first floor, upgrades to ADA facilities and update carpet and paint.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
General	375,000					\$ 375,000
						-
						-
						-
						-
Total Revenue	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	37,500					37,500
Construction	337,500					337,500
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 375,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Huron Street Rehabilitation

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$1,960,000.00

**Project Rationale:** Roadway Rehabilitation

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Rehabilitation of Huron Street South of 104th.

Design and construction of the Huron Street Rehabilitation South of 104th may include drainage and cross slope improvements. The total cost shown is for pavement rehabilitation only. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
4.000 Mill Levy		600,000	1,200,000			\$ 1,800,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 600,000	\$ 1,200,000	\$ -	\$ -	\$ 1,800,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design		600,000				600,000
Construction			1,200,000			1,200,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 600,000	\$ 1,200,000	\$ -	\$ -	\$ 1,800,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Melody Drive Traffic Calming Improvements

**Project Dates:** **Begin:** Jan-2019 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$1,000,000.00

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☒ **Yes** **Operational Impact Category:** Negligible  
☐ **No**

**Description/Justification:**

Speeding has been an ongoing issue along the Melody Drive corridor. Staff has conducted community meetings and presented to city council. Recommended improvements will include design of a new striping plan to mitigate traffic calming in accordance with the Connect Northglenn planning document. Additional improvements will include a mill and overlay of the roadway section.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Conservation Trust Fund	1,000,000					\$ 1,000,000
						-
						-
						-
						-
Total Revenue	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	20,000					20,000
Construction	980,000					980,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Water Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	<b>\$ 18,955,289</b>	<b>\$ 9,148,771</b>		<b>\$ 11,471,490</b>	<b>\$ 13,424,629</b>	<b>\$ 18,943,539</b>	<b>\$ 19,783,628</b>	<b>\$ 23,516,741</b>		
<b>Revenue Projections:</b>										
Sales Tax	\$ 3,273,269	\$ 3,320,133		\$ 3,376,566	\$ 3,427,214	\$ 3,478,622	\$ 3,530,801	\$ 3,583,763	\$ 17,396,966	
Use Tax	497,951	453,000		446,450	453,147	459,944	466,843	473,846	2,300,230	
Berthoud Pass IGA	3,500	-		3,500	3,500	3,500	3,500	3,500	17,500	
Administrative Fees	15,323	16,000		16,000	16,000	16,000	16,000	16,000	80,000	
FRICO Agreement	2,600	2,000		2,600	2,600	2,600	2,600	2,600	13,000	
Past Due Penalties/Interest	91,724	88,000		88,000	88,000	88,000	88,000	88,000	440,000	
Contracted Lab Services	6,500	6,000		6,000	6,000	6,000	6,000	6,000	30,000	
Water Use Charges	7,920,450	7,258,900		7,585,550	7,926,900	8,283,611	8,532,119	8,788,083	41,116,263	
Construction Water Sales	5,000	11,000		11,000	11,000	11,000	11,000	11,000	55,000	
Water Lease Revenue	55,000	76,000		76,000	76,000	76,000	76,000	76,000	380,000	
Tap Connection Fees	-	90,000		-	-	-	-	-	-	
Other Utility Fees	-	-		-	-	-	-	-	-	
Investment Earnings	65,000	71,000		71,000	268,493	378,871	395,673	470,335	1,584,372	
Miscellaneous Revenue	-	187,000		-	-	-	-	-	-	
Proceeds from Debt Issuance	-	-		-	3,000,000	-	-	-	3,000,000	
<b>Total</b>	<b>11,936,317</b>	<b>11,579,033</b>		<b>11,682,666</b>	<b>15,278,854</b>	<b>12,804,148</b>	<b>13,128,536</b>	<b>13,519,127</b>	<b>66,413,331</b>	
<b>Operating Expenditures</b>	<b>\$ 6,127,238</b>	<b>\$ 5,881,188</b>		<b>\$ 6,518,369</b>	<b>\$ 6,648,736</b>	<b>\$ 6,781,711</b>	<b>\$ 6,917,345</b>	<b>\$ 7,055,692</b>	<b>\$ 33,921,853</b>	
<b>Water Right Purchases</b>	<b>1,000,000</b>	<b>1,000,000</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>	
<b>Debt Expenditures</b>	<b>979,300</b>	<b>979,300</b>		<b>976,158</b>	<b>1,102,708</b>	<b>1,228,848</b>	<b>1,224,578</b>	<b>250,000</b>	<b>4,782,292</b>	
<b>Other</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>14,000</b>	
<b>Total Capital Expenditures*</b>	<b>2,669,784</b>	<b>1,395,826</b>	<b>80,000</b>	<b>1,155,000</b>	<b>1,005,000</b>	<b>2,950,000</b>	<b>250,000</b>	<b>250,000</b>	<b>5,690,000</b>	
<b>Total Expenditures</b>	<b>10,776,322</b>	<b>9,256,314</b>	<b>80,000</b>	<b>9,649,527</b>	<b>9,759,944</b>	<b>11,964,059</b>	<b>9,395,423</b>	<b>8,559,192</b>	<b>49,408,145</b>	
<b>Ending Fund Balance</b>	<b>\$ 20,115,284</b>	<b>\$ 11,471,490</b>		<b>\$ 13,424,629</b>	<b>\$ 18,943,539</b>	<b>\$ 19,783,628</b>	<b>\$ 23,516,741</b>	<b>\$ 28,476,676</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
3% TABOR Reserve Restriction	\$ 221,152	\$ 277,569		\$ 291,886	\$ 341,955	\$ 265,967	\$ 273,927	\$ 283,846		
Debt Service Reserve Restriction	87,570	90,000		120,856	18,148	(210,700)	(435,278)	314,722		
Water Right Purchase Restriction	5,804,017	7,185,181		9,001,183	10,701,183	12,401,183	14,101,183	15,801,183		
Capital/Infrastructure Commitment	1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
Operating Reserve Commitment	1,389,060	1,327,547		1,494,592	1,662,184	1,695,428	1,729,336	1,763,923		
<b>Unassigned Fund Balance</b>	<b>\$ 11,613,485</b>	<b>\$ 1,591,193</b>		<b>\$ 1,516,112</b>	<b>\$ 5,220,069</b>	<b>\$ 4,631,750</b>	<b>\$ 6,847,573</b>	<b>\$ 9,313,002</b>		

\*See following page for project listing

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Water Fund (Project Listing)

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Water Line Replacement	279,444	279,444	-	100,000	100,000	100,000	100,000	100,000	500,000	WF
Standley Lake Pipeline	175,000	137,500	-	150,000	150,000	150,000	150,000	150,000	750,000	WF
Berthoud Pass Ditch Maintenance	350,000	20,000	-	50,000	-	-	-	-	50,000	WF
Water Plant Filter Media Replacement	185,000	82,458	-	185,000	-	-	-	-	185,000	WF
North Low Zone Tank Painting	171,597	-	-	-	275,000	-	-	-	275,000	WF
Farmers Highline Flume Gate	62,583	91,424	-	-	-	-	-	-	-	WF
Flume at Lupton Bottom	15,000	15,000	-	-	-	-	-	-	-	WF
Plant Clarifier Rehabilitation	170,000	170,000	-	170,000	-	-	-	-	170,000	WF
Waste Handling Improvements	300,000	-	-	-	300,000	2,700,000	-	-	3,000,000	WF
Laboratory Information Management System	180,000	100,000	80,000	-	-	-	-	-	80,000	WF
Filter to Waste Automation	-	-	-	-	180,000	-	-	-	180,000	WF
Terminal Reservoir Phase II	781,160	500,000	-	500,000	-	-	-	-	500,000	WF
<b>Total</b>	<b>\$ 2,669,784</b>	<b>\$ 1,395,826</b>	<b>\$ 80,000</b>	<b>\$ 1,155,000</b>	<b>\$ 1,005,000</b>	<b>\$ 2,950,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 5,690,000</b>	

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Line Replacement Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$500,000.00 (5 Year Total)

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Rehabilitation of water lines and other system components throughout the City.

The Water Line Replacement program includes the repair and replacement of the aging water lines and appurtenances throughout the City. The City's water mains are predominately Asbestos Concrete (AC) pipe and because of the corrosive nature of the soil have a shortened life span. In order to ensure continuous water service to the community, the failing water lines must be replaced. In addition to water mains, the City must maintain pressure reducing valves (PRVs) within the system in order to maintain safe and consistent pressure and flow throughout the City. The pressure reducing valves are reaching the end or there useful life and will require replacement and repair. Additional services may include construction observation/inspection and quality control. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	100,000	100,000	100,000	100,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Standley Lake Pipeline Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$750,000 (5 Year Total)

**Project Rationale:** Facility Maintenance

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Repair and/or replacement of sections of the Standley Lake Pipeline.

The Standley Lake Pipeline is a 48" pipeline that conveys the City's raw water from Standley Lake to the City of Northglenn Water Treatment Plant. In 2010, the City completed the Standley Lake Pipeline Inspection that employed electromagnetic technology to inspect the entire length of the pipeline for wire breaks and identified areas for future repairs and/or replacement. The Standley Lake Pipeline Inspection report identified approximately 120 feet of the 48" concrete pipe in critical condition and additional sections requiring repair or replacement within the next 5 to 10 years. Project Update: Standley Lake Pipeline Program, Ongoing - this program includes: an ongoing replacement of 120 feet of pipeline in critical condition, at a cost of approximately \$100,000 per 16-foot section, b) surveying and repairing the pipeline's cathodic protection system, and c) additional piping joint repairs to be completed when the pipeline is dewatered for section replacement. All costs associated with maintenance of the pipeline are shared 50/50 with the City of Thornton. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	150,000	150,000	150,000	150,000	150,000	\$ 750,000
						-
						-
						-
						-
Total Revenue	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	50,000	50,000	50,000	50,000	50,000	250,000
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other						-
Other						-
Total Expenditures	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Berthoud Pass Ditch Maintenance - Pipe Design Only

**Project Dates:** **Begin:** Jan-2019 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$50,000.00

**Project Rationale:** To improve deliveries of fully consumable Berthoud Pass water to the Northglenn system.

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The Berthoud Pass ditch is a raw water conveyance structure owned by the City that conveys raw water from the Fraser River basin to Clear Creek for use in Northglenn's municipal water supply. The water is a valuable part of the City's water portfolio.

In 2018, design of piping the ditch from US 40 to the siphon entrance will begin. The length of ditch to be piped is approximately 3,000 feet. Additional services may include construction observation/inspection and quality control. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	50,000					\$ 50,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000					50,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Treatment Filter Media Replacement

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$185,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

As part of the potable water treatment process water must pass through filter media chambers prior to entering the distribution system. The City operates 8 filters. In 2015, two of the eight filters were rehabilitated and media replaced. The filter media and other piping within the filter basins must be replaced from time to time due to filter loading of particulates and overall degradation of the material and structure.

The work will consist of rehabilitation of two filters each year. Rehabilitation will consist of removal of existing filter media and replacement with new media and any structural rehabilitation that is required after the media is removed. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	185,000					\$ 185,000
						-
						-
						-
						-
Total Revenue	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ 185,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	185,000					185,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ 185,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** North Low Zone Tank Painting

**Project Dates:**                      **Begin:** Jan-2020                      **Finish:** Dec-2020

**Comprehensive Project Cost:** \$275,000.00

**Project Rationale:** Facility Maintenance

**Future Operational Impact:**    ☐ Yes                      **Operational Impact Category:** N/A  
    ☒ No

**Description/Justification:**

With the April 2017 implementation of the new Storage Tank Rule (Section 11.28 of Regulation 11) the new rule requires us to complete a periodic quarterly inspection on each of our four water storage tanks looking for sanitary defects. Additionally the rule requires that at least once every five years each water storage tanks must have a comprehensive inspection completed. This requires us to drain the tank for inspection or contracting with divers to complete the inspection, we will do one tank inspection per year to meet this section of the rule.. During the first quarterly inspection staff found the tank coating peeling and bare steel on the North Low Zone Tank. Staff believes we should complete the comprehensive inspection in 2017 and while the tank is off line complete the required repairs.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater		275,000				\$ 275,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ 275,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		275,000				275,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ 275,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Treatment Plant Clarifier Rehabilitation

**Project Dates:** **Begin:** Jan-2018 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$170,000.00

**Project Rationale:** Facility Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The clarifier rakes and weirs for the both the east and west clarifier are original to the initial construction of the Northglenn Water Treatment Plant over 35 years ago. Due to age of the equipment the coatings protecting the steel has degradation allowing rust and corrosion to form. The rehabilitation of the weirs and rakes will include structural repairs to the corroded areas and recoating of the steel equipment to protect against future corrosion. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	170,000					\$ 170,000
						-
						-
						-
						-
Total Revenue	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	170,000					170,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Treatment Plant Waste Handling Improvements

**Project Dates:** **Begin:** Jan-2019 **Finish:** Dec-2020

**Comprehensive Project Cost:** \$3,000,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Positive

**Description/Justification:**

With the improvements in rapid mixing and flocculation completed at the Water Treatment Plant the City can now evaluate the remaining improvement recommendations found in the 2009 HDR Water Treatment Plant Master Plan. The next recommendation is modifications to the waste handling systems from the filter backwash and clarifier.

HDR recommendations is to keep clarifier sludge separate from backwash water by installation of a new sludge vault that only accepts clarifier sludge. Backwash water would continue to be discharged into both the north and south recycle ponds. Sludge waste from the bottom of the recycle ponds would be wasted to the sewer system and recycle decant would be recycled to the terminal reservoir. In addition to the operation modifications, structural restoration and liner repairs are required to the existing north and south ponds prior to implementation of the operational changes.

With the implementation of these modifications the City will have the opportunity to reuse backwash water back into the treatment process and not completely waste the water into the sewer system. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund		300,000	2,700,000			\$ 3,000,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 300,000	\$ 2,700,000	\$ -	\$ -	\$ 3,000,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design		300,000				300,000
Construction			2,700,000			2,700,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 300,000	\$ 2,700,000	\$ -	\$ -	\$ 3,000,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Laboratory Information Management System (LIMS)

**Project Dates:** **Begin:** Jan-2018 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$180,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Positive

**Description/Justification:**

Our laboratory information management system (LIMS) system stores the cities drinking water laboratory data and has a database dating back to 1999. The current LIMS system is very outdated, is no longer fully supported, has very limited capabilities and is plagued with constant issues. Modern LIMS systems allow much more flexibility for the staff to use our data to make informed decisions on treatment plant operations and would allow us to pull in data from the water and wastewater treatment operations labs. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	80,000					\$ 80,000
						-
						-
						-
						-
Total Revenue	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment	80,000					80,000
Other -						-
Other -						-
Total Expenditures	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Filter to Waste Automations

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2020

**Comprehensive Project Cost:** \$180,000.00

**Project Rationale:** Facility Improvement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Positive

**Description/Justification:**

Filter to waste is needed to allow operators the ability to recycle the filter effluent until water quality leaving the filter matches the turbidity goal before the filter is placed into service. 90% of all particles in the filter run are typically passed through during the first 10-15 minutes of the filter run, allowing this initial slug of water to be recycled will improve our finished product. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund		180,000				\$ 180,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ 180,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		180,000				180,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ 180,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Treatment Plant Terminal Reservoir Phase II

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$500,000.00

**Project Rationale:** Facility Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The existing pipe material from the meter vault at 112th to the new bypass vault within the WTP was RCP which had failed in 2015 and was replaced with new ductile iron pipe. The remaining pipe material from the bypass vault to the terminal reservoir and the bypass line from the vault to the chemical feed building is RCP that needs to be replaced with new pipe material to eliminate the potential for additional breaks that occurred on the main fill line and potential interruptions to water supply to the treatment process. If both lines have breaks at the same time and water is not flowing from Farmers Highline Canal the City cannot produce water and must rely on Westminster and Thornton to supply the City with water. As such these are critical lines are in need of replacement. In addition to pipe replacement, piezometers will be installed around the dam and plant to monitor ground water levels and potential dam leakage. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	500,000					\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	500,000					500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000



## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Wastewater Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	<b>\$ 2,753,524</b>	<b>\$ 3,663,114</b>		<b>\$ 2,473,787</b>	<b>\$ 2,165,925</b>	<b>\$ 26,348,606</b>	<b>\$ 710,542</b>	<b>\$ 281,590</b>		
<b>Revenue Projections:</b>										
Sewer Use Charges	3,978,202	3,942,220		4,326,586	4,748,428	5,128,302	5,538,566	5,832,110	25,573,992	
Investment Earnings	-	22,000		22,000	10,830	131,743	3,553	1,408	169,534	
Miscellaneous Revenue	-	49,000		1,600,000	-	-	-	-	1,600,000	
Transfer In	-	-		-	-	-	-	-	-	
Proceeds from Debt Issuance	-	-		-	28,000,000	-	-	-	28,000,000	
<b>Total</b>	<b>3,978,202</b>	<b>4,013,220</b>		<b>5,948,586</b>	<b>32,759,258</b>	<b>5,260,045</b>	<b>5,542,119</b>	<b>5,833,518</b>	<b>55,343,526</b>	
<b>Operating Expenditures</b>	<b>\$ 3,416,091</b>	<b>\$ 3,262,985</b>		<b>\$ 3,506,448</b>	<b>\$ 3,576,577</b>	<b>\$ 3,648,109</b>	<b>\$ 3,721,071</b>	<b>\$ 3,795,492</b>	<b>\$ 18,247,697</b>	
<b>Water Right Purchases</b>										
<b>Debt Expenditures</b>					<b>1,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>7,000,000</b>	
<b>Total Capital Expenditures*</b>	<b>2,189,562</b>	<b>1,939,562</b>	<b>-</b>	<b>2,750,000</b>	<b>4,000,000</b>	<b>25,250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>32,500,000</b>	
<b>Total Expenditures</b>	<b>5,605,653</b>	<b>5,202,547</b>	<b>-</b>	<b>6,256,448</b>	<b>8,576,577</b>	<b>30,898,109</b>	<b>5,971,071</b>	<b>6,045,492</b>	<b>57,747,697</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,126,073</b>	<b>\$ 2,473,787</b>		<b>\$ 2,165,925</b>	<b>\$ 26,348,606</b>	<b>\$ 710,542</b>	<b>\$ 281,590</b>	<b>\$ 69,616</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
Capital/Infrastructure Commitment	328,300	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
Operating Reserve Commitment	797,773	759,496		816,612	894,144	912,027	930,268	948,873		
<b>Unassigned Fund Balance</b>	<b>\$ -</b>	<b>\$ 714,291</b>		<b>\$ 349,313</b>	<b>\$ 24,454,462</b>	<b>\$ (1,201,485)</b>	<b>\$ (1,648,678)</b>	<b>\$ (1,879,257)</b>		

\*See following page for project listing

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Wastewater Fund (Project Listing)

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Collection System Rehab	323,200	323,200	-	250,000	250,000	250,000	250,000	250,000	1,250,000	WWF
Bunker Hill Lift Station	100,000	100,000	-	2,000,000	-	-	-	-	2,000,000	WWF
Lift Station B Assessment	250,000	-	-	-	250,000	-	-	-	250,000	WWF
WWTP Headworks & Clarifier	681,362	681,362	-	-	-	-	-	-	-	WWF
Lift Station A & Forcemain Replacement	-	-	-	500,000	3,000,000	25,000,000	-	-	28,500,000	WWF
Lift Station Flow Meters	-	-	-	-	500,000	-	-	-	500,000	WWF
UV Upgrades	835,000	835,000	-	-	-	-	-	-	-	WWF
<b>Total</b>	<b>\$ 2,189,562</b>	<b>\$ 1,939,562</b>	<b>\$ -</b>	<b>\$ 2,750,000</b>	<b>\$ 4,000,000</b>	<b>\$ 25,250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 32,500,000</b>	

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Collection System Rehabilitation Program

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$1,250,000.00 (5 Year Total)

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Rehabilitation of Wastewater Lines throughout the City.

The Wastewater Line Rehabilitation program includes the repair and/or replacement of the aging wastewater pipelines throughout the City. The existing wastewater lines in the collection system are predominately concrete pipe. Wastewater contains high levels of hydrogen sulfide and when exposed to the atmosphere the hydrogen sulfide converts to sulfuric acid. The typical life expectancy of concrete pipe is approximately 100 years, however due to the highly corrosive nature of wastewater, the life expectancy of concrete pipe in a collection system is reduced to 20 to 50 years. Initially sulfuric acid will remove the outer layer of concrete, exposing the aggregate. If the corrosion is allowed to continue the sulfuric acid will continue to remove concrete until it reaches the steel. Once the reinforcement or steel in the pipe is exposed, structural failure is eminent. In order to preserve the existing wastewater pipelines and ensure continuous wastewater collection, pipes must be repaired or replaced that are beginning to show signs of corrosion. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	250,000	250,000	250,000	250,000	250,000	\$ 1,250,000
						-
						-
						-
						-
Total Revenue	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** BunkerHill Lift Station Replacement

**Project Dates:** **Begin:** Jan-2017 **Finish:** Dec-2019

**Comprehensive Project Cost:** \$2,000,000.00

**Project Rationale:** Facility Replacement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** Negligible

**Description/Justification:**

It was determined during the Karls Farm Master Utility Study that the lift station that services the development north of 120th from Irma to Claude will not be sufficient in size to support the future development of the Karls Farm development. The design and construction will be in conjunction with the development of the vacant land. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund	2,000,000					\$ 2,000,000
						-
						-
						-
						-
Total Revenue	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	200,000					200,000
Construction	1,800,000					1,800,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Lift Station B Facility Rehabilitation

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2020

**Comprehensive Project Cost:** \$250,000.00

**Project Rationale:** Maintenance Program

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Completing facility assessment and rehabilitation of Lift Station B.

Lift Station B is a major component in the sanitary sewer system since it is the second largest lift station in the City's collection system. Completing a facility assessment would provide recommendation and prioritize necessary improvements to extend the life of the facility. Repairs will be made based on the recommendations of the assessment.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund		250,000				\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		250,000				250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Lift Station A and Forcemain Replacement

**Project Dates:** **Begin:** Jan-2019 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$28,500,000.00

**Project Rationale:** Facility Replacement

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The main lift station within the City that pumps 99% of all sewer flow north approximately 9 miles needs to be replaced. In addition to the replacement of the lift station the main forcemain is pre-stressed concrete cylindar pipe (PCCP) that is no longer suitable for repair and requires full replacement. A study has been conducted to determine best locations for both the the lift station and forcemain. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater	500,000	3,000,000	25,000,000			\$ 28,500,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ 3,000,000	\$ 25,000,000	\$ -	\$ -	\$ 28,500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design	500,000	3,000,000				3,500,000
Construction			25,000,000			25,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ 3,000,000	\$ 25,000,000	\$ -	\$ -	\$ 28,500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Lift Station Flow Meters

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2020

**Comprehensive Project Cost:** \$500,000.00

**Project Rationale:** Facility Improvements

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

The City operates 8 lift station throughout the City. Each lift station should have an individual flow meter installed. Currently 5 of the 8 stations do not have flow meters. The work will include a new vault and meter be installed on the downstream side of each station to accurately measure the flows. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Water & Wastewater Fund		500,000				\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design		50,000				50,000
Construction		450,000				450,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Stormwater Fund

	2018 Adopted Budget	2018 Year-End Forecast	2018 Estimated Carry Over	2019 Adopted Budget	2020 Estimate	2021 Estimate	2022 Estimate	2023 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 1,253,622	\$ 169,813		\$ 417,812	\$ 449,120	\$ 645,072	\$ 841,357	\$ 1,037,932		
<b>Revenue Projections:</b>										
Stormwater Charges	\$ 464,185	\$ 433,000		\$ 432,567	\$ 434,730	\$ 436,904	\$ 439,089	\$ 441,284	\$ 2,184,574	
Investment Earnings	1,500	4,000		2,000	2,246	3,225	4,207	5,190	16,868	
<b>Total</b>	<b>465,685</b>	<b>437,000</b>		<b>434,567</b>	<b>436,976</b>	<b>440,129</b>	<b>443,296</b>	<b>446,474</b>	<b>2,201,442</b>	
<b>Operating Expenditures</b>	\$ 135,443	\$ 134,001		\$ 138,259	\$ 141,024	\$ 143,844	\$ 146,721	\$ 149,655	\$ 719,503	
<b>Capital Expenditures:</b>										
Grange Hall Creek MDP & FHAD	\$ 100,000	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000.00	SWF
Storm Drainage Improvements	28,637	50,000	-	195,000	100,000	100,000	100,000	100,000	595,000	SWF
Brantner Gulch MDP & FHAD	100,000	5,000	-	-	-	-	-	-	-	SWF
Grange Hall Creek Phase I - Larson	-	-	-	-	-	-	-	-	-	SWF
<b>Total Capital Expenditures</b>	<b>228,637</b>	<b>55,000</b>	<b>70,000</b>	<b>195,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>665,000</b>	
<b>Ending Fund Balance</b>	<b>\$ 1,355,227</b>	<b>\$ 417,812</b>		<b>\$ 449,120</b>	<b>\$ 645,072</b>	<b>\$ 841,357</b>	<b>\$ 1,037,932</b>	<b>\$ 1,234,751</b>		
<b>Unassigned Fund Balance</b>	<b>\$ 1,355,227</b>	<b>\$ 417,812</b>		<b>\$ 449,120</b>	<b>\$ 645,072</b>	<b>\$ 841,357</b>	<b>\$ 1,037,932</b>	<b>\$ 1,234,751</b>		



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** City-Wide Storm Drainage System Improvements

**Project Dates:** **Begin:** Ongoing **Finish:** Ongoing

**Comprehensive Project Cost:** \$500,000.00 (5 Year Total)

**Project Rationale:** Necessary Improvements & Preventative Maintenance

**Future Operational Impact:** ☐ Yes ☒ No **Operational Impact Category:** N/A

**Description/Justification:**

Construct or repair manhole, inlet, repair piping or concrete channel locations throughout the city. Usually in conjunction with street repair projects. Routine maintenance and upgrades must occur to maintain the expected level of service from the storm sewer infrastructure. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2019	2020	2021	2022	2023	5 - Year Total
Stormwater Fund	195,000	100,000	100,000	100,000	100,000	\$ 595,000
						-
						-
						-
						-
Total Revenue	\$ 195,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 595,000

Expenditures:	2019	2020	2021	2022	2023	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	195,000	100,000	100,000	100,000	100,000	595,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 195,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 595,000

## **Financial Policies**

The following policies were developed to provide guidance to the City of Northglenn regarding financial matters. The City's intent is to support a sound and efficient financial management system which best utilizes available resources and provides an acceptable level of service to the citizens of Northglenn. The following statements are not intended to restrict the City Council's authority when determining service requirements or the activities of the City. The 2019 budget for the City of Northglenn was prepared based on these policies where applicable.

### **Financial Goals**

Financial goals are broad, fairly timeless statements of the financial position the City seeks to attain. The financial goals for the City of Northglenn are:

- To be a fiscally responsible City Government.
- To have adequate financial reserves for uncertain economic times.
- To invest to preserve or enhance our City facilities, buildings and infrastructure.
- To provide services in the most cost-effective manner.

### **Financial Policies**

Financial policies support the financial goals. They allow the City Council to view their present approach to financial management from an overall, long-range vantage point. They are general statements that guide decision-making in specific situations to ensure that a decision will contribute to the attainment of the financial goals. Federal and state laws, rules and regulations, the City Charter, and generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association of the United States and Canada (GFOA) govern and guide the City of Northglenn's financial policies and processes.

### **Budget Policies**

Sound financial practices and the desire to continue to be a fiscally responsible city government dictates that budgets be balanced, constantly monitored, and responsive to changes in service demands. With these concepts in mind, the City of Northglenn has adopted the following budget policy statements:

- The City will adopt an annual budget that contains operating budgets for all funds.
- Annual operating budgets will be adopted on a balanced basis, where current operating revenues (estimated revenues) are used to fund ongoing operating expenditures/expenses (appropriations). Nothing in this policy shall prohibit the use of operating revenues for capital expenditures/expenses.
- Unreserved and undesignated fund balance may be appropriated as part of the adopted budget to fund capital, one-time emergency expenditures/expenses, or one-time operating costs. Unreserved and undesignated fund balance should not be used to fund ongoing operating expenditures/expenses in the adopted budget.
- One-time revenues that are not required by law or agreement to be expended for a particular purpose will only be used to fund capital, emergency expenditures/expenses, or one-time operating costs in the adopted budget. Examples of one-time revenues include,

but are not limit to, proceeds from the sale of property or other major assets, governmental grants that are not regularly received and are unlikely to recur on a regular basis, major gifts or donations, and major insurance recoveries.

- Reservation and designation of fund balance will be estimated in the adopted budget for amounts of fund equity legally restricted or otherwise not available for appropriation, such as the 3% reserve requirement for TABOR.
- The City's fiscal year is the calendar year and its budget calendar shall be as provided for in Article VIII of the Charter of the City of Northglenn, Section 8.1 through 8.13.

### Operating Position Policies

Operating position refers to the City's ability to balance its budget on a current basis, maintain reserves for emergencies, and maintain sufficient cash to pay its bills on a timely basis. The City of Northglenn operating position policy requires that:

- The City will pay all current operating expenditures with current operating revenues. Ongoing operating costs will not be financed from fund balance.
- City staff shall prepare financial reports of the financial position and results of operating for the major funds of the City or any other fund requested by the City Council. The reports will contain the revenue and expenditures of the funds with an analysis of the results for the end of each month except for the month of January.

### Revenue Policies

Revenues determine the capacity of a local government to provide services. Under ideal conditions, revenues would grow at a rate equal to or greater than expenditures. To ensure that our revenues are balanced and capable of supporting our desired levels of services, the City of Northglenn has adopted the following revenue policy statements:

- A process to review diversified and stable revenues will be maintained to shelter the City from short-run fluctuations in any one revenue source.
- Each year and whenever appropriate, existing revenues will be re-examined and possible new sources of revenues will be explored to ensure that the City is maximizing its revenue potential.
- The City will strive to be informed and aware of all grants and other aid shall be carefully examined for matching requirements (dollar and level-of-effort) and restrictive covenants, to ensure that participation in such grants will be beneficial and cost-effective.
- Each year and whenever appropriate, intergovernmental revenues will be reviewed to determine their short and long-term stability, to minimize the impact of any adverse changes. Intergovernmental revenues shall be used as legally prescribed or otherwise set forth by policy.
- One-time revenues will be used for capital improvements, one-time expenditures or as legally restricted to a specific purpose.
- The City will carefully and routinely monitor any amounts due. An assertive collection of all receivables will be followed.

- Proprietary funds will generate revenue sufficient to support the costs of their services and to remain in compliance with debt covenants or lease agreements.
- Revenue forecasts shall be conservative, using generally accepted forecasting techniques and appropriate data.
- Each year and whenever appropriate, the City will review its schedule of fees.

#### Expenditure/Expense Policies

Expenditure/expenses are a rough measure of a local government's service output. While many expenditures/expenses can be easily controlled, emergencies, unfounded mandates, and unanticipated service demands may strain the City's ability to maintain a balanced budget. To ensure the proper control of expenditures/expenses and provide for a quick and effective response to adverse financial situations, the City of Northglenn has adopted the following expenditure/expense policy statements:

- Expenditures/expenses and purchase commitments will be made in a form and process that is legal, appropriate, funded, authorized, and sufficiently documented.
- Expenditures/expenses and purchase commitments will be recorded in an accurate and timely fashion.
- Encumbrances will be used in the City to properly show the commitment of funds against appropriations.
- The balances in appropriation accounts and programs will be monitored regularly to ensure that the total of expenditures/expenses and purchase commitments in any account do not exceed the authorized budget for that program.
- Requests for competitive bids, proposals, formal, and informal quotes, and other methods of seeking and encouraging vendor competition will be obtained as required by law or otherwise established by the City Council or City Manager.
- The City of Northglenn will maintain an effective risk management program that provides adequate coverage, minimizes losses and reduces costs.
- Appropriations for all operating funds shall lapse at the close of the fiscal year to the extent that they shall not have been expended or encumbered.
- Due to the multi-year nature of many capital improvement projects budget appropriations for the Capital Improvement Funds will continue through project completion and shall not lapse at year end. City of Northglenn Municipal Code Section 5-8-11(a).
- A contingency amount proposed by the City Manager and approved by the City Council may be proposed when the budget is adopted. This contingency will be used to provide for expenditures that were unknown or could not have been reasonably estimated at the time of preparation of the budget.

#### Capital Expenditure/Expense Policy

Capital outlay is defined as the purchase of any tangible product which has a cost equal to, or greater than \$5,000 and having a useful life in excess of one year.

- The cost of commissions, deliver, setup, and or accessories should be included in the final cost of the capital asset.
- All capital assets shall be recorded and tracked via a perpetual inventory system. The City will perform a physical inventory of its tangible capital assets, either simultaneously or on a rotating basis, so that all of the assets are physically accounted for at least once every three years.
- The City will develop capital asset replacement and maintenance schedules in accordance with accepted professional standards and best practices. The schedules will be utilized to commit adequate funding of re-investment in the City's machinery, facilities, and infrastructure so as to prevent the deferment of required ongoing maintenance and replacement.

#### Capital Improvement Projects (CIP) Policies

A capital improvement is defined as a non-recurring expenditure in association with the acquisition, construction, or physical improvement of land, buildings, facilities, or infrastructure, whereby such expenditure results in the creation of a new asset or the extension of an existing asset's useful life, value, and/or operational capacity. The cost of the capital improvement is added to the basis of the asset and depreciated over time, in contrast to repairs and maintenance expenditures which are recorded as operating costs in the period in which they occur. The City of Northglenn will prepare a five-year CIP for all funds starting with the current year.

- The program shall include all projects that meet the definition of a CIP project.
- The program shall include the total estimated cost of the project and the potential impacts to ongoing operating costs.
- The program will be compiled during annual budget preparation.
- A prioritization matrix shall be used to rank CIP projects.

#### Reserve Policies

- Reserves are used to buffer the City from downturns in the economy and to provide an additional source of accumulated funding for major capital improvement projects or redevelopment.
- The unappropriated fund balance in the General Fund will not be allowed to fall below 25% of the current year General Fund operating budget.
- The difference between the 100% ceiling and the 25% floor may be used to:
  - Provide reserves for economic uncertainty
  - Provide a source of funds for major capital improvement undertakings and/or redevelopment programs.
- Assignments, commitments, or restrictions will be established for anticipated future needs when appropriate to act as a savings account whereby specific future provisions have been identified and aid in the management of cash flows and financial planning.

#### Cash Management and Investment Policies

- The City of Northglenn shall use pooled city cash to invest in United States government, corporate, and money market instruments, assuming investments meet city standards for

investment quality. Criteria for selecting investments, using the prudent investor rule, are safety, liquidity, and yield, in that order of priority.

- Cash and investment proceeds will be structured to utilize all available funds for investment purposes.
- The City shall invest public funds in a manner that provides preservation of capital, meets daily liquidity needs, diversifies the City's investments, conforms to all local and state statutes governing the investment of public funds, and generates market rates of return.

### Debt Management Policies

The City shall maintain a debt policy, which establishes criteria that will protect the City's financial integrity while providing a funding mechanism to meet the City's capital needs. The underlying approach of the City is to borrow only for capital improvements that cannot be funded on a pay-as-you-go basis. In some cases, debt can be an effective way to finance major capital improvements. Properly managed debt preserves the City's credit rating, provides flexibility in current and future operating budgets, and provides long-term assets that maintain or improve our quality of life. To provide for the appropriate issuance and responsible use of debt, the City of Northglenn has adopted the following debt management policy statements:

- Long-term debt will not be issued to finance current operations.
- The maturity of the debt should not exceed 75% of the expected useful life of the resulting asset.
- Certificates of Participation (COPs) should not exceed 12% of the issuing funds total expenditures. Any COP project that generates revenue should have the revenues credited against the total lease payments before calculating the limit.
- General Obligation Bonds (GO) should be limited to projects with an asset life of greater than ten years. The total GO bonds issued should not exceed 5% of the actual taxable value of the property in the City. Limitations on debt shall meet all limits of Article X Section 20 of the Colorado Revised Statutes as interpreted by the City Attorney.
- Sales tax bonds or notes should be no greater than 15% of the revenues of the fund supporting the debt or lease unless it is a new tax that has been approved and dedicated by the voters.
- Enterprise revenue bonds, notes, or leases should be no greater than 15% of the revenues of the fund supporting the debt or lease unless it is an approved revenue source that is dedicated by the City Council or the voters to repayment of the debt.
- Each annual operating budget will include the full appropriation for repayment of the principal and interest due that year on each debt or lease issue.
- Debt limits established by law and policy will be calculated at least once each year, and whenever otherwise requested or appropriate.
- Good communications will be maintained with bond rating agencies, bond counsel, banks, financial advisors and other involved in debt issuance and management.
- The City's comprehensive annual financial reports and official statements will reflect our commitment to full and open disclosure concerning our debt.

### Periodic Review

The Comprehensive Financial Policy Document and each of the policies contained within shall be reviewed by the City Council during even numbered years. The policy has been written to be flexible and easily amended to deal with the style of the times.

## Personnel Summary

### Full-Time Equivalency (FTE)

The following table provides a summarized history of FTE's for each department within the City. Elected officials and/or appointed commissions are not included.

<b>Department/Position</b>	<b>2017 Audited Amounts</b>	<b>2018 Adopted Budget</b>	<b>2018 Year End Estimate</b>	<b>2019 Adopted Budget</b>
<u><i>City Manager</i></u>				
City Manager	1.00	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00	1.00
Economic Development Manager	1.00	1.00	1.00	1.00
Economic Development Coordinator	1.00	1.00	1.00	1.00
Executive Asst. To City Manager	1.00	1.00	1.00	1.00
Public Communications Spec.	1.00	1.00	2.00	2.00
Admin (I,II,III)			-	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
<u><i>City Clerk</i></u>				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk/Licensing Spec	1.00	1.00	1.00	1.00
Central Records Specialist	1.00	1.00	1.00	1.00
Admin (I,II,III)	0.50	0.50	0.50	0.50
<b>Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>
<u><i>Management Services</i></u>				
Director Of Management Services	1.00	1.00	1.00	1.00
Municipal Court Supv	1.00	1.00	1.00	1.00
Probation Officer	0.40	0.40	0.40	0.40
Community Services Coordinator	0.15	0.30	0.30	0.30
Court Clerk	4.00	4.00	4.00	4.00
Clerical Asst	0.30	0.30	0.30	0.30
Sr. Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Risk Analyst	1.00	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00	1.00
Special Events Supervisor	1.00	1.00	1.00	1.00
Community Outreach Coord	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00
Custodian	1.80	1.80	0.80	0.80
<b>Total</b>	<b>15.65</b>	<b>15.80</b>	<b>14.80</b>	<b>14.80</b>



Technology

Director Of Technology	1.00	1.00	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Sr. Network Administrator	1.00	1.00	1.00	1.00
Criminal Information Sys Coord	1.00	1.00	1.00	1.00
IT Resource Coordinator	1.00	1.00	1.00	1.00
Technical Support Specialist II	1.00	1.00	1.00	1.00

<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
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Finance

Director Of Finance	1.00	1.00	1.00	1.00
Controller/Acct Manager	1.00	1.00	1.00	1.00
Revenue Supervisor	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Sales Tax Auditor II	1.00	1.00	1.00	1.00
Accounting Specialist	3.00	3.00	3.00	3.00
Sales Tax Specialist	1.00	1.00	1.00	1.00
Fiss Customer Service Representative	1.60	1.60	1.60	1.60
Sales Tax Manager	1.00	1.00	1.00	1.00

<b>Total</b>	<b>11.60</b>	<b>11.60</b>	<b>11.60</b>	<b>11.60</b>
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Planning & Development

Director Of Planning & Development	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00
Planner (Tech, I, II)	1.00	1.00	1.00	1.00
Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Neighborhood Services Officer	5.00	5.00	5.00	5.00
Admin (I,II,III)	1.00	1.00	1.00	1.00

<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
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Parks, Recreation, & Culture

Director Of Parks And Recreation	1.00	1.00	1.00	1.00
Foreman - Parks	1.00	1.00	1.00	1.00
Project Manager	1.00	1.00	1.00	1.00
Recreation Programs Supv.	3.00	3.00	3.00	4.00
Parks Maint Worker (I,II,III)	15.00	15.00	15.00	15.00
Customer Solutions Specialist	0.80	0.80	0.80	-
Recreation Coordinator	6.05	6.05	6.05	6.25
Theatre Tech	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Aquatics Instructor	0.51	0.51	0.51	0.51
Fitness (certified/special) Instructor	1.02	1.02	1.02	1.02
Weight Training Instructor	0.30	0.30	0.30	0.30
Custodian	2.80	2.80	2.80	2.80
Guest Relations Specialist	4.03	4.03	4.03	4.03
Day Camp Leader	0.20	0.20	0.20	0.20
Drop-In Sports Supervisor	1.60	1.60	1.60	1.60
Lifeguard (LGI, WSI)	6.39	6.39	6.39	6.39
Preschool Instructor	1.50	1.50	1.50	1.50
Preschool Aide	0.39	0.39	0.39	0.39

Recreation Assistant	1.00	1.00	1.00	1.00
Day Camp Aide	0.10	0.10	0.10	0.10
<b>Total</b>	<b>49.69</b>	<b>49.69</b>	<b>49.69</b>	<b>50.09</b>
<b><u>Police</u></b>				
Chief Of Police	1.00	1.00	1.00	1.00
Division Commander	4.00	4.00	4.00	4.00
Sergeant	9.00	9.00	9.00	9.00
Police Officer	54.00	54.00	54.00	56.00
Crime Analyst/PIO	1.00	1.00	1.00	1.00
Criminalist	1.00	1.00	1.00	1.00
Records Unit Supervisor	1.00	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00	2.00
Property/Evidence Custodian	1.50	1.50	1.50	1.50
Lead Police Records Specialist	-	-	1.00	1.00
Police Records Specialist	10.00	10.00	9.00	9.00
Admin (I,II,III)	2.00	2.00	2.00	2.00
Administrative Clerk	1.00	1.00	1.00	1.00
Custodian	-	-	2.00	2.00
<b>Total</b>	<b>87.50</b>	<b>87.50</b>	<b>89.50</b>	<b>91.50</b>
<b><u>Public Works</u></b>				
Director Of Public Works/Utilities	1.00	1.00	1.00	1.00
Operations Manager	2.00	2.00	2.00	2.00
Mun Svs Supervisor - Streets	1.00	1.00	1.00	1.00
Civil Engineer (EIT, PE)	5.00	5.00	5.00	5.00
Electrical/MechanicalSupervisor	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Chief Plant Operator	2.00	2.00	2.00	2.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Lab Supervisor	1.00	1.00	1.00	1.00
Mun Svs Supervisor / Sanitation	1.00	1.00	1.00	1.00
Mun Svs Supervisor/Utilities	1.00	1.00	1.00	1.00
Water Quality Coordinator	1.00	1.00	1.00	1.00
GIS Specialist	1.00	1.00	1.00	1.00
Electrical/Mechanical Tech I	3.00	2.00	2.00	2.00
Indust. Pretreat/Backflow Prev. Spec.	1.00	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00	2.00
Stormwater Coordinator	1.00	1.00	1.00	1.00
Utility Plant Operator (A, B, C, D)	10.00	12.00	12.00	12.00
Admin (I,II,III)	4.00	4.00	4.00	4.00
Water Resources Technician	1.00	-	-	-
Water Resources Analyst	-	1.00	1.00	1.00
Water Resources Administrator	1.00	1.00	1.00	1.00
Fleet Services Technician	2.00	2.00	2.00	2.00
Facilities Maintenance Technician I	3.00	3.00	3.00	3.00
MSW/Sanitation (I, II, III)	7.00	7.00	7.00	7.00
MSW/Streets (I, II, III)	7.00	7.00	7.00	7.00
MSW/Collec & Distrib (I, II, III)	6.00	7.00	7.00	7.00

Construction Inspector	1.00	1.00	1.00	1.00
Lab Technician	1.00	1.00	1.00	1.00
Master Electrician	-	1.00	1.00	1.00
Meter Reader II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>71.00</b>	<b>74.00</b>	<b>74.00</b>	<b>74.00</b>
<hr/>				
<b>City-Wide Total</b>	<b>262.94</b>	<b>266.09</b>	<b>268.09</b>	<b>270.49</b>

## Glossary of Terms

### Acronyms

<i>CAFR</i>	Comprehensive Annual Financial Report
<i>CIP</i>	Capital Improvement Program
<i>CDBG</i>	Community Development Block Grant
<i>FTE</i>	Full-Time Equivalent/Equivalency
<i>GAAP</i>	Generally Accepted Accounting Principles
<i>GFOA</i>	Government Finance Officers Association
<i>GASB</i>	Governmental Accounting Standards Board (GASB)
<i>TABOR</i>	Taxpayer's Bill of Rights

### Definitions

#### *Abatement and Refunds*

A complete or partial cancellation of a levy.

#### *Accommodation Tax*

The City levies a 5.0% tax on all lodging and accommodations provided for a period of less than 30 consecutive days.

#### *Accounting Period*

A period at the end of which and for which financial statements are prepared.

#### *Accounting System*

The total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, balanced account groups, or organizational components.

#### *Accounts Payable*

Amounts owed to persons or organizations for goods and services received by the City but not yet paid for.

#### *Accounts Receivable*

Amounts owed from persons or organizations for goods and services furnished by the City but not yet paid for.

#### *Accrual Basis of Accounting*

The method of accounting under which revenues are recorded when they are earned and become measurable (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether or not cash disbursements are made at that time or not).

#### *Accumulated Depreciation*

Accumulated costs associated with the expiration of the estimated service life of capital assets.

#### *Ad Valorem*

A tax imposed at a rate or percentage of the value of a particular good.

#### *Amortization*

The reduction of debt by payments of principal and interest sufficient to retire the debt by maturity.

#### *Appropriation*

A legal authorization made by the City Council, which permits the City to incur obligations and to make expenditures of resources.

#### *Assessed Valuation*

A valuation set upon real estate or other property by a government as a basis for levying taxes.

#### *Assets*

Resources owned or held by governments which have monetary value.

#### *Audit*

A comprehensive examination of the manner in which the government's resources were utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures complied with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.

#### *Balanced Budget*

A balanced budget is defined as a budget in which proposed expenditures and provisions of contingencies in the budget do not exceed the total estimated revenues including surpluses from prior years.

#### *Bond*

A written promise to pay a sum of money on a specific date at a specific interest rate. The interest payments and the repayment of principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets, and bridges.

#### *Budget*

A financial plan for a specified period of time (fiscal year) that matches estimated revenues and expenditures with various municipal services.

#### *Budget Document*

The official published statement prepared by the Finance Department that includes all budget information as approved by City Council. It is distributed to the press and the public following approval.

#### *Budgetary Basis of Accounting*

The basis of accounting used to prepare the budget.

#### *Budgetary Control*

The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

#### *Capital Assets*

Assets with an initial value greater than \$5,000 and a useful life which exceeds one year (a.k.a. Fixed Assets).

*Capital Expenditures/Outlay*

Money spent to add or expand property, facilities, and capital assets with the expectation that they will benefit the organization for a length of time exceeding one year (also see Capital Assets & Capital Projects).

*Capital Improvement Program (CIP)*

A plan of proposed capital outlays and the means of financing them for the current fiscal period.

*Capital Projects*

Projects, which purchase or construct capital assets which meet or exceed \$25,000. Typically, a capital project encompasses a purchase of land and/or the construction of a building, facility, or infrastructure.

*Capital Projects Fund*

Established to account for the purchase or construction of major capital facilities that are not financed by proprietary funds or trust funds.

*Cash Basis of Accounting*

A basis of accounting in which revenues are recorded when received in cash and expenditures are recorded when cash is disbursed.

*Component Unit*

A legally separate organization for which the elected officials of the primary government are financially accountable. In addition, component units can be other organizations for which the nature and significance of their relationship with a primary government are such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

*Comprehensive Annual Financial Report (CAFR)*

A government unit's official annual financial report prepared and published as a matter of public record.

*Community Development Block Grant (CDBG)*

A financial grant program offered by the U.S. Department of Housing and Urban Development typically restricted for use in low and moderate income areas.

*Contingency*

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

*Debt Reserves*

The City's obligation to pay the principal and interest of all bonds and other debt instruments according to a predetermined payment schedule.

*Debt Service Fund*

Established to account for the transfers of resources from other governmental type funds for the payment of principal and interest of general long-term debt.

*Deficit*

The excess of liabilities over assets for any fund or organization.

*Department*

A major administrative division of the City, which has overall management responsibility for an operation or a group of related operation within a functional area.

### *Depreciation*

The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a capital asset that cannot or will not be restored by repair and will be replaced. The cost of the capital asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

### *Discrete Presentation*

Method of reporting financial data of component units in a column or columns separate from the financial data of the primary government.

### *Emergency Reserves*

As defined in Colorado State Statutes in Article X, Section 20, "to use for declared emergencies only, each district shall reserve 3% or more of its fiscal year spending excluding bonded debt service."

### *Encumbrance*

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

### *Enterprise Fund*

Established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supported by user fees. All activities necessary to provide such services are accounted for in these funds. TABOR defines an Enterprise Fund as, "A government-owned business authorized to issue its own revenue bonds and receives less than 10% of its annual revenue from other government grants and/or subsidies".

### *Escrow*

A deed, bond, money, or a piece of property delivered to a third party (escrow agent) to be delivered by him/her to the grantee only upon the fulfillment of a condition.

### *Excise Tax*

Selective sales taxes that are levied on specific transactions. They are levied separately from general sales taxes.

### *Expenditure*

Decrease in net financial resources other than through interfund transfers.

### *Fiduciary Funds*

Used to account for financial resources held or managed by the governmental entity in a trustee or agent capacity for individuals, private organizations, other governmental entities, and/or other funds. There are two types of fiduciary funds, trust and agency funds.

### *Fiscal Year*

A 12-month period of time to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

### *Fixed Assets*

Assets with a value greater than \$5,000 and useful life of several years (a.k.a. Capital Assets).

### *Franchise Fee*

The City imposes franchise fees on utility companies that provide services within the City limits. This fee grants the company access to public streets and provides easements that enable them to supply and maintain services to City residents.

### *Full-Time Equivalent (FTE)*

A standard measure of staffing. One FTE is equal to a 2,080 working hours which is the number of hours worked in a year by a full-time employee (40 hours per week x 52 weeks = 2,080 hours).

### *Fund*

An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are the general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

### *Fund Balance*

Fund balance is the excess of assets over liabilities. A negative fund balance is referred to as a deficit.

### *Fund Type*

Any one of seven types into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust/agency.

### *General Fund*

The General Fund is established to account for the revenues and expenditures necessary to carry out basic governmental activities of the City such as public safety, planning, administrative services, etc., which are not required to be accounted for in another fund.

### *General Obligation Bonds*

Long-term debt backed by the full faith and credit of the issuing government.

### *Generally Accepted Accounting Principles (GAAP)*

Uniform minimum standards and guidelines for financial accounting and reporting that govern the form and content of financial statements. They encompass the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time. Generally accepted accounting principles are continually evolving as changes occur in the reporting environment.

### *Government Finance Officers Association (GFOA)*

An organization which administers the Certificate of Achievement program, as well as others to encourage excellence in financial reporting and budgeting by state and local governments.

### *Governmental Accounting Standards Board (GASB)*

The independent agency established as the official body designated to set accounting and financial reporting standards for state and local governments.

### *Governmental Funds*

Used to account for general government activities which benefit the public as a whole such as administration, police protection, and maintenance of streets and roads. There are five types of governmental funds: general, special revenue, capital projects, debt service, and permanent funds.

### *Grants*

Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

### *Impact Fees*

Fees imposed to fund expenditures on capital facilities needed to serve new development pursuant to CRS 29-20-104.

### *Highway Users Tax*

This revenue is State collected, locally shared revenue that is distributed monthly. These funds are collected through gas taxes and motor vehicle registration fees and are earmarked specifically for the construction, maintenance or improvement of streets, roads and highways. These monies are distributed to municipalities based on a formula that includes the number of vehicles registered and the miles of streets in each municipality. Distribution percentages are recalculated every year in July based upon the previous year vehicle registrations and the previous year miles of open and maintained streets. A Local Highway Finance Report must be completed and returned to the Colorado Department of Transportation each year in order to receive a portion of this revenue.

### *Infrastructure*

Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets.

### *Interfund Transfers*

Amounts transferred from one fund to another within a single government entity.

### *Interfund Loans*

Loans made from one fund to another.

### *Intergovernmental Revenue*

Revenue received from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

### *Internal Service Fund*

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

### *Levy*

To impose taxes, special assessments, or service charges for the support of governmental activities.

### *Long Term Debt*

Debt with a maturity of more than one year after the date of issuance.

### *Marijuana Sales Tax*

The City levies 2.0% tax on retail marijuana sales. The sales tax is restricted for the purpose of maintenance and construction of City facilities and acquisition of water rights. The proceeds are tracked in the Capital Projects Fund.

### *Mill*

The rate of tax which results in one dollar of taxes on each \$1,000 of assessed valuation.

### *Modified Accrual Accounting*

A basis of accounting in which expenditures are accrued but revenues are accounted for on a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure". Since this type of accounting basis is a conservative financial approach, it is recommended as the standard for most governmental funds.



### *Operating Budget*

The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for expenditures such as personnel, materials, supplies, capital assets, and debt service.

### *Ordinance*

A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, it has the full force and effect of law within the boundaries of the municipality.

### *Property Tax*

Taxes levied against both residential and commercial real property located within the City limits. Taxes are levied in the current year and due in the following year, i.e. 20014 receipts are for taxes levied in 2013. Property taxes are restricted by the "TABOR" Amendment and State Statutes. Currently all property taxes are reported in the General Fund.

### *Proprietary Funds*

Account for a government's business-type or commercial activities such as goods or services that are sold to the public, to other governments, or to other departments within the government. There are two types of proprietary funds, enterprise and internal services.

### *Refunding Bonds*

Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

### *Resolution*

A special or temporary order of legislative body requiring less legal formality than an ordinance or statute; used by governing boards for taking formal action.

### *Revenue*

Funds that are received as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, and interest earnings.

### *Revenue Bonds*

Bonds whose principal and interest are payable exclusively from earnings of a public enterprise.

### *Road and Bridge Tax*

This revenue is a portion of the highway user taxes which are distributed to the counties. The County shares a portion of the taxes it receives to support City roads and bridges within the county.

### *Sales Tax*

The City levies a 4.0% tax for all local retail sales. Sales taxes on the sale of all non-food items are allocated between funds as follows: General Fund receives 75%, and 25% of the collections (which is equal to a 1% tax rate) have been restricted exclusively for the purposes of increasing the City's water supply (0.5%) and funding of capital improvement projects (0.5%). The food-related sales tax is restricted for the exclusive purpose of reducing water and sewer capital charges and is made up of a 3% tax. The proceeds are used to pay water/wastewater-related debt service.

### *Special Assessment*

A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

### *Special Revenue Fund*

Established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital

projects) that are legally restricted for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.

#### *Specific Ownership Tax*

The County Department of Motor Vehicles collects specific ownership tax when a vehicle is licensed. This tax is collected based on the value of the vehicle when it was new. This taxable value does not change throughout the life of the vehicle; however the tax rate charged on the taxable value continues to decrease until the vehicle is 10 or more years old at which time the taxes paid are \$3.00 per year. The Adams County Treasurer's Office distributes 29% of this tax to various local districts (including the City) based on their mill levy.

#### *Supplemental Appropriation*

An appropriation by the City Council when there is a need to transfer budgeted and appropriated monies from one fund to another fund or, if during the fiscal year, the governing body or any spending agency of such local government received unanticipated revenue or revenues not assured at the time of the adoption of the budget.

#### *Tax*

A compulsory charge levied by a government to finance services performed for the common benefit.

#### *Taxpayer's Bill of Rights (TABOR)*

An amendment to the Colorado State Constitution passed by Colorado voters in November 1992 which limits the growth of local government revenues equal to that of the rate of inflation plus local growth (assessed valuation).

#### *Tobacco Tax*

A \$0.01 tax is levied by the State of Colorado on each cigarette sold. Approximately 27% of this tax is distributed to municipalities based on the percentage of state sales taxes collected in the jurisdiction compared with the statewide collection. The City receives these taxes on or near the 15th of the month; two months after the vendor collects the taxes.

#### *Useful Life*

An estimation of the period of time over which machinery, equipment, property, facility, or other capital asset will be of value or use to its owner.

#### *User Fees*

Charged to the benefiting party for the direct receipt of a public service.

#### *Working Capital*

The amount of current assets that exceeds current liabilities.

SPONSORED BY: MAYOR DODGE

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-125  
Series of 2018

18-124  
Series of 2018

A RESOLUTION ADOPTING THE 2019 BUDGET OF THE CITY OF NORTHGLENN, COLORADO, AND APPROPRIATING THE SUMS SET FORTH THEREIN

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The 2019 Budget of the City of Northglenn, Colorado, as summarized below, shall be and is hereby adopted as the official budget for the fiscal year of 2019:

Fund	2019 Appropriation
General Fund	\$ 27,580,626
Conservation Trust Fund	\$ 1,566,814
CDBG Fund	\$ -
Capital Projects Fund	\$ 19,497,917
Water Fund	\$ 9,729,527
Wastewater Fund	\$ 6,256,448
Stormwater Fund	\$ 403,259
Sanitation Fund	\$ 1,830,278
Total	\$ 66,864,869


Section 2. The adoption of the 2019 Budget by this Resolution shall and does hereby constitute appropriation of several sums specified therein as expenditures from the various funds and of the total of such expenditures, pursuant to the provisions of the City of Northglenn Home Rule Charter.

DATED at Northglenn, Colorado, this 22<sup>nd</sup> day of October, 2018.

  
CAROL A. DODGE  
Mayor

ATTEST:

APPROVED AS TO FORM:

  
JOHANNA SMALL, CMC  
City Clerk

  
COREY Y. HOFFMANN  
City Attorney

SPONSORED BY: MAYOR DODGE

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-128  
Series of 2018

18-127  
Series of 2018


A RESOLUTION ESTABLISHING THE MILL LEVY OF THE CITY OF NORTHGLENN, COLORADO FOR THE FISCAL YEAR 2018, COLLECTIBLE IN 2019, FOR MUNICIPAL PURPOSES

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. For the fiscal year 2018, the mill levy for the City of Northglenn, State of Colorado, for municipal purposes, is hereby established at **11.597** mills, 4 mills of which shall be dedicated to rehabilitation and reconstruction of City streets.

Section 2. The City Clerk is hereby authorized and directed to immediately certify to the County Commissioners of the County of Adams and the County of Weld the mill levy for the City of Northglenn, Colorado as hereinabove determined and set.

DATED at Northglenn, Colorado, this 22<sup>nd</sup> day of October, 2018.

  
CAROL A. DODGE  
Mayor

ATTEST:

  
JOHANNA SMALL, CMC  
City Clerk

APPROVED AS TO FORM:

  
COREY Y. HOFFMANN  
City Attorney