

2018 Adopted Budget

2019 Proposed Budget



Commerce
CITY
COLORADO

CITY OF COMMERCE CITY

2018 ADOPTED, 2019 PROPOSED BUDGET



Budget Prepared by:

Sheryl Carstens, Director of Finance

Armando Guardiola, Controller

Zachary Cartaya, Budget & Performance Analyst

TABLE OF CONTENTS

Budget Message.....	1
Budget Resolution.....	5
Organization.....	7
City Council	7
City Manager, Leadership Team	8
City Council Goals	9
Vision, Mission & Values	10
Organization Chart	11
About the City	12
Fast Facts	13
Budget Guide.....	14
Elements of Document	14
Budget Process	15
2018 Financial Summary	18
Summary of General Fund Financials.....	18
Summary of Capital Improvements and Preservation Plan Fund	19
Summary of Financial Sources and Financial Uses by Fund.....	20
Revenue Summary	26
Chart: Revenue Summary 2018.....	28
Chart: Summary of Financial Sources – General Fund 2018.....	29
Chart: Summary of Financial Source Capital Improvement and Preservation Plan Fund 2018	29
2018 Revenue Overview	30
Expenditure Summary.....	33
Chart: Expenditure Summary by Fund 2018.....	34
Chart: Expenditure Summary by Type 2018.....	34
Chart: Summary of Financial Uses - General Fund 2018	35
Chart: Summary of Financial Uses - Capital Improvement and Preservation Plan 2018	36
2018 Expenditures Overview	37
Personnel.....	43
Human Resources Overview	43
2018 Compensation and Staffing Overview	44

TABLE OF CONTENTS

2019 Financial Summary	47
Summary of General Fund Financials	47
Summary of Capital Improvements and Preservation Plan	48
Summary of Financial Sources and Financial Uses by Fund	49
Revenue Summary	55
Chart: Revenue Summary 2019	57
Chart: Summary of Financial Sources - General Fund 2019	58
Chart: Summary of Financial Sources Capital Improvement and Preservation Plan Fund 2019	58
2019 Revenue Overview	59
Expenditure Summary	62
Chart: Expenditure Summary by Fund 2019	63
Chart: Expenditures Summary by Type 2019	63
Chart: Summary of Financial Uses – General Fund 2019	64
2019 Expenditure Overview	65
General Fund	70
Administration	71
Legislative	74
Legal	76
City Manager	79
City Clerk	82
Economic Development	85
Communications and Governmental Affairs	88
Human Resources	91
Administration	94
Risk Management	98
Organizational Development	99
Finance	100
Financial Planning & Budgeting	103
Financial Services	106
Tax	108
Municipal Court	110
Internal Services	112

TABLE OF CONTENTS

Community Development.....	113
Administration.....	116
Planning.....	119
Building Safety.....	122
Neighborhood Services	125
Housing Authority Division	128
Community Development Block Grant.....	130
Public Safety	132
Administration.....	135
Support Operations.....	138
Patrol Operations	142
Community Justice	145
Emergency Management.....	146
Public Works	149
Administration.....	152
Street & Traffic Maintenance.....	155
Engineering	160
Capital Improvement Projects Division	163
Refuse Collection	165
Parks, Recreation & Golf.....	166
Administration.....	170
Parks Maintenance	172
Eagle Pointe Recreation Programs	179
Bison Ridge Recreation Center	189
Outdoor Leisure Pool – 2K	195
Golf Course Maintenance.....	197
Golf Course Operations.....	200
Golf Course Restaurant	204
Community Events	206
Internal Services Fund – Facility Services	207
Administration.....	208
Internal Services Fund – Fleet Management	212
Administration.....	215

TABLE OF CONTENTS

Internal Services Fund – Information Technology.....	217
Administration.....	220
Operations Services.....	223
Geographic Information Systems.....	226
Applications and Business Services.....	229
Enterprise Fund Solid Waste Management.....	231
Other Funds.....	232
Special Improvement Districts	232
Police Donation Fund	233
Conservation Trust Fund	234
Chemical Roundup Fund.....	235
Grant Fund.....	236
Elected Officials Retirement Fund	237
Capital Projects Fund.....	238
Water Rights Acquisition Fund	238
Second Creek Drainage Basin Fund.....	239
Third Creek Drainage Basin Fund	240
Future Growth Fund	241
Buffalo Run Tributary Drainage Basin Fund.....	242
Impact Fee Fund	243
Capital Improvements and Preservation Plan	245
Five Year Capital Improvements and Preservation Plan	246
2018 Prioritization.....	249
2018 Capital Expenditures	252
Appendix.....	286
2018-2019 Budget & Financial Policies	286
Revenue Policies	291
Expenditure Policies.....	291
Taxpayer Bill of Rights	292
Reserves Policy	292
Capital Project Fund.....	293
Impact Fee Fund.....	293
Water Rights Acquisition Fund.....	295

TABLE OF CONTENTS

Future Growth Fund	295
Solid Waste Management Fund	295
Debt & Long-Term Financing Policies	295
Cash Management & Investment Policy	296
Risk Management.....	298
Use of 2K Funds for Operations and Maintenance	299
Definitions	300
Glossary.....	302
Bond Debt Series 2014.....	308
Bond Debt Series 2015.....	309
Bond Debt Series 2016.....	310
Bond Debt Series 2017 COPS.....	311
Northern Infrastructure General Improvement District Budget	312
E-470 Commercial Area General Improvement District Budget	322
E-470 Residential Area General Improvement District Budget	327
Urban Renewal Authority	331

BUDGET MESSAGE



Honorable Mayor and Members of Council,

In accordance with the Charter, I am pleased to present the 2018 Adopted and 2019 Proposed Budget for the City of Commerce City.

Consistent with the City's vision and City Council's policy direction, the budget reflects the following goals:

- Balance the budget without using fund balances
- Take care of capital maintenance
- Attract and retain a high quality workforce
- Maintain levels of service

The City's administrative leadership team successfully contained costs this year while maintaining predictable levels of service and delivering the largest capital improvement program in our history. The 2018 Adopted, 2019 Proposed Budget reflects normal revenue streams and does not include the use of any large, one-time tax payments to balance the budget.

BUDGET PROCESS

The 2018-19 budget process began in January, as City Council refined their goals, reviewed the administrative work plan, and began the process to create a five-year Capital Improvement Plan at the winter retreat. Throughout the year, City Council provided direction on key policy areas such as capital project criteria, use of voter-approved tax funds, and variable hour employee benefits, all of which were incorporated into the budget. The formal process began January 26th, 2017 with the City Council Retreat prioritizing the city's outcomes to develop the 2018 work plan to drive the 2018 budget. From February to June the Finance team met with individual departments reviewing; budget requests, current trends, economic outlook and proposed 2018-19 budget. The City Manager presented the initial recommended 2018-19 budget July 24th, 2017 to City Council. Each department presented their budgets and 2018 capital projects requests throughout August, with the annual budget retreat occurring August 28th, 2017. The enclosed budget document reflects City Council's input and direction.

NATIONAL, STATE AND REGIONAL ECONOMIC INDICATORS

The United States has seen continued economic growth through 2016, despite a slowdown in the first half of the fiscal year.¹ This expansion has continued modestly at 1.2 percent during the first quarter of 2017 and is expected to remain flat during the second quarters and third quarters of 2017. The economic expansion is in its 96th month with

¹ Metro Denver Chamber of Commerce, "2017 Metro Denver Economic Forecast" www.metrodenver.org/research-reports/economic-forecasts/2017-economic-forecast/ Page 1.

BUDGET MESSAGE

the labor market recording 80 straight months of job growth. Unemployment has fallen below 5.0 percent as predicted, and currently sits at 4.3 percent. The growth seen in early 2017 has been primarily driven by investment and a slight increase in consumer spending.

While oil prices have remained low in 2017, the price of oil is expected to rebound to an average of \$50 per barrel in the final quarters of 2017. Higher prices are expected to help corporate profits, but in conjunction with higher interest rates, it is uncertain how this will affect consumer sentiment and consumer spending. In addition to rising interest rates and inflationary pressure, the United States economy is exposed to risks from both domestic and international political strife, ongoing conflicts in the Middle East, and uncertainty in the global markets surrounding Brexit.²

While economic indicators continue to show solid growth, there are inherent risks in the national economy that can dramatically change this outlook. Monetary policy continues to tighten and combined with low inflation; the economy may proceed at a much slower rate. Furthermore, there are rising concerns that the national equity markets are overvalued. A market correction could be significant and impact various growing economic sectors.

Colorado's economic growth accelerated in the first half of 2017, but remains modest in comparison with other states. The state's technology-related sectors remain robust and continue to drive economic growth across the state. This is especially true for the Metro Denver region. The acceleration of growth in this sector is primarily driven by the formation of new businesses. Oil and gas are now adding modestly to the state's economic growth. Broad indices of economic growth indicate that the state is likely to continue to show growth in the near term. This growth could be expanded as production has halted as a result of flooding in several areas of Texas due to damage and flooding from Hurricane Harvey.

Colorado maintained its ranking as a top ten state for employment growth during 2016 and its economy grew faster than all but four other states last year, according to the U.S. Bureau of Economic Analysis. The employment base is expected to reach 2.65 million workers in 2017, representing the addition of over 54,500 jobs. The natural resources and construction, leisure and hospitality, and professional and business services super sectors are expected to lead the state in employment growth through 2017. Despite the strong growth rate at the state level, employment growth has not been consistent across the state's regions.³

While Colorado's unemployment rate is among the lowest in the nation, tight labor and housing market conditions are constraining the state's economic expansion. Less populated areas across the state continue to experience lower employment and income growth. Personal income growth slowed in 2016 to 5.0 percent due to increasing wages, rising housing prices, and increased investment. Low unemployment and rising personal income bode well for consumer spending in 2017. Retail trade sales increased by about 3.8 percent in 2016 reflecting a significant slower rate of growth than 2016. However, a faster pace of 4.6 percent growth rate is expected in 2016 due to lower gasoline sales and more frugal spending patterns. Although, hurricanes and natural disasters are adversely impacting fuel prices across the country and across the state. With limited supply in the residential real estate market and above average population growth, home prices will continue to rise and construction activity will pick up. In 2016,

² Metro Denver Chamber of Commerce, "2017 Metro Denver Economic Forecast" www.metrodenver.org/research-reports/economic-forecasts/2017-economic-forecast/ Pages 2-3.

³ Metro Denver Chamber of Commerce, "2017 Metro Denver Economic Forecast" www.metrodenver.org/research-reports/economic-forecasts/2017-economic-forecast/ Page 4.

BUDGET MESSAGE

22,859 of new build construction permits were represented by multi-family homes or new single family residential units.⁴

THE COMMERCE CITY ECONOMY

Commerce City is not immune from these influences. The Commerce City economy continued to expand across many indicators through the first half of 2017, with growth in employment, consumer activity, and the residential real estate market. The unemployment rate was 3.6 percent in the first quarter of 2017, a decline of 1.1 percentage points from the prior year's level.

Consumer activity in Commerce City remained unchanged between the second quarters of 2016 and 2017. Retail vacancy in Commerce City fell 1.7 percent during the period to 3.6 percent vacancy. Unemployment in Commerce City continued to decline to 3.6 percent with 26,943 citizens in the labor force. Although, wages decreased by 0.9 percent compared to the prior year's level. Home sales activity reported decreasing trends between the second quarters of 2016 and 2017, with sales of single-family attached homes in Commerce City decreased 25.7 percent and sales of single-family detached homes decreased 7.8 percent. The average sales price improved in both the single-family attached (+18 percent) and single family detached markets (+10.8 percent) over-the-year. The apartment rental market loosened during the first quarter of 2016 in Commerce City, with the vacancy rate increasing 7.4 percentage points. Two of the five commercial property types tracked in this report continued to record an increase in vacancy rates and two property types recorded decreases in average lease rates.

Use tax revenues from housing construction have steadily increased from 2015-2017. The total number of building permits (all types) issued through the second quarter of 2017 was 95 units. Staff projects that our 2017 total revenues will exceed those budgeted, a trend we also are seeing in the dedicated 1 percent sales and use tax for parks, recreation and road projects.⁵

THE YEAR AHEAD

Commerce City remains economically stable and is committed to sustainable fiscal planning. Yet residential growth continues to exert pressure on the City's budget due to the demand for additional services. The cost of payroll and benefits continues to rise to meet market and regulatory demands. Continued growth in commercial and retail development is essential to reduce the pressure to increase expenditures faster than revenues will increase. Consequently, as we look to the future, we need to continually evaluate innovative means of providing the outstanding services our citizens and taxpayers have come to expect. We must continue to carefully manage city operations to maintain our strong financial situation, controlling growth in the capital and operating budgets, while aligning financial investments to council goals and desired outcomes.

City staff monitors monthly expenditures and revenues as compared to the approved budget, communicating significant disparities. While Colorado's economic growth continues to outpace the nation and the City of Commerce City continues to be one of the fastest growing cities in the state, slower growth in 2017 compared to 2016 have led the City to take a more fiscally conservative stance for projecting out year revenues and expenditures.

⁴ Colorado Office of State Planning & Budgeting, "The Colorado Outlook: Economic and Fiscal Review" <https://sites.google.com/a/state.co.us/ospb-live/live-form> Pages 3-9.

⁵ City of Commerce City, "Economic Activity Report" July 2017. <http://www.c3gov.com/government/administration-budget/budget-financial-reports>. Pages 1-8.

BUDGET MESSAGE

This allows the City to continue to meet the demands of a growing and diverse population while also continuously ensuring the long-term fiscal health of Commerce City.

2018 ADOPTED, 2019 PROPOSED BUDGET

Commerce City's budget document supports and sustains the goals of City Council. We continue to demonstrate the City is balancing the budget with minimal fund balances, taking care of capital maintenance, attracting and retaining a high quality workforce and maintaining levels of service. It provides the 2018 budget and the 2019 financial plan, serving as a policy tool for City Council, an operational tool for City staff and an informational device for the public. Key information is presented through the use of data, graphs and tables, making it easier for the reader to follow the relationships between data, and interpret and understand financial information.

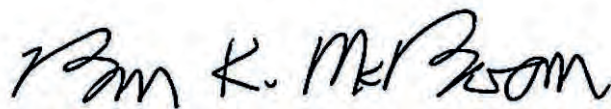
The 2018 balanced budget is in conformance with the City Charter and state budget laws. The total anticipated revenues from all sources in 2018 are \$96,073,305. The aggregate expenditures will be divided into 14 different funds, including \$63,593,691 to the general fund and \$17,399,350 to the capital improvement program fund.

The City of Commerce City has a relatively diverse and conservative revenue structure. Total 2018 general revenues (excluding restricted impact fees) are projected to increase 1.4 percent to \$76,588,492 from estimated 2017 revenues of \$75,555,192. This increase is driven primarily by updated projections of sales and use tax revenue and the increase of building permit activity.

The City has cash reserves of \$10,861,695 which includes the 3 percent TABOR emergency reserve and the City's self-imposed operating and safeguards reserve policy. Commerce City is in a period of dynamic change, which will continue for the next fifteen to twenty years. During this period, Commerce City will face significant financial challenges if we are to maintain the current levels of service residents have come to expect.

In closing, thank you for allowing us to serve the Commerce City Community. Every day, our dedicated employees are committed to the relentless pursuit of excellence. We have made great strides this year to achieve that vision, continuing construction on Highway 2 widening, advancing our voter-approved capital program with the opening of three neighborhood parks, Paradise Island Pool, continuing construction on Tower Road widening and the new recreation center, adopting new union contracts, and expanding community engagement opportunities. This document reflects our continued focus on organizational development. Furthermore, the Budget document earned the Commerce City Finance Department its 1st Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). This award demonstrates our commitment to a more effective, efficient, and transparent government. At the end of the day, excellence means that the City has consistency in programs and services, consistent expectations for employees, developed policies and systems and measurable results so improvement can occur. In 2018, we will continue to further align our services with Council goals and community expectations, achieving meaningful outcomes that advance our vision of a *Quality Community for a Lifetime*.

Sincerely,



City Manager Brian K. McBroom

BUDGET RESOLUTION

RESOLUTION

NO. 2017-28

ADOPTING THE BUDGET FOR THE CITY OF COMMERCE CITY, COLORADO FOR THE YEAR 2018 AND PROVIDING FOR 2017 COMMERCE CITY TAX LEVY

WHEREAS, the City Manager for the City of Commerce City, Colorado, has prepared and submitted to the Mayor and City Council of the City of Commerce City the annual budget for the City of Commerce City, Colorado, for the fiscal year commencing January 1, 2018 and ending December 31, 2018; and

WHEREAS, the budget as submitted and amended set forth the following estimated fiscal data for the year 2018:

I. Revenue and Fund Balance

Anticipated revenues from all sources	\$	91,299,353
Total	\$	<u>91,299,353</u>

II. Expenditure Requirements

The aggregated expenditure requirements are to be divided respectively as follows:

A. General Fund	\$	63,593,691
B. CIPP Fund		14,610,423
C. Police Donation Fund		10,000
D. Chemical Roundup Fund		25,700
E. Elected Officials Retirement Fund		44,160
F. Debt Service Fund		11,019,963
G. Water Right Acquisition Fund		506,171
H. Second Creek Drainage Basin Fund		68,000
I. Third Creek Drainage Fund		1,000
J. Buffalo Run Tributary Drainage		85,000
K. Impact Fee Fund		1,275,245
L. Commerce City Housing Authority		60,000
Total	\$	<u>91,299,353</u>

WHEREAS, the assessed valuation of taxable property for the year 2017 in the City of Commerce City, as certified by the County Assessor of Adams County, Colorado is the sum of \$924,001,810.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Commerce City, Colorado, that the Budget for the City of Commerce City for the year 2018, a copy of which is incorporated herein by

BUDGET RESOLUTION

reference, be and hereby is adopted for the City of Commerce City for the year 2018, and the estimated budget expenditure requirement of \$96,073,305 is declared to be the amount of revenue necessary to be raised by tax levy and income from all sources, after consideration is given to anticipated fund balance as of January 1, 2018, to pay the current expenses and to provide a reasonable fund balance at the close of the fiscal year ending December 31, 2018.

BE IT FURTHER RESOLVED that a tax of 3.28 mills be levied upon each dollar of the assessed valuation of the taxable property in the City of Commerce City to be temporarily reduce by 0.012 mills for compliance with TABOR resulting in tax of 3.16 mills be levied on each dollar of assessed valuation of taxable property in the City of Commerce City, for the purpose of raising the sum of \$2,922,501 and together with surplus and revenue from all other sources, such amount is anticipated to be necessary to meet the City of Commerce City budget expenditure requirements and to provide a reasonable closing fund balance for the fiscal year commencing January 1, 2018, and ending December 31, 2018.

BE IT FURTHER RESOLVED that the ad valorem tax levy for the City of Commerce City, Colorado, for the fiscal year, commencing January 1, 2018, and ending December 31, 2018, is imposed as follows, and shall be certified to the Office of the County Treasurer, County of Adams, as provided by law:

General Fund Mill Levy	3.28
Temporary Mill Levy Rate Reduction	<0.012>
2018 General Fund Mill Levy	3.16

RESOLVED AND PASSED this 6th day of November, 2017.

CITY OF COMMERCE CITY, COLORADO

By _____

Sean Ford, Mayor

ATTEST:

Laura Bauer, City Clerk

ORGANIZATION

CITY COUNCIL OF COMMERCE CITY



Mayor Sean Ford



Mayor Pro Tem René
Bullock, At-Large



Councilman Jason
McEldowney, At-Large



Councilwoman Crystal
Elliott, At-Large



Councilman Steve
Douglas, At-Large



Councilman Andrew
Amador, Ward I



Councilman Rick Teter,
Ward II



Councilwoman Jadie
Carson, Ward III



Councilman Paolo Diaz,
Ward IV

ORGANIZATION

CITY MANAGER AND LEADERSHIP TEAM

Brian McBroom	City Manager
Troy Smith	Deputy City Manager
Roger Tinklenberg	Deputy City Manager
Clinton Nichols	Interim Chief Of Police
Sheryl Carstens	Director Of Finance
Chris Cramer	Director Of Community Development
Catherine Blakeman	Director Of Human Resources
Justin Bingham	Director Of Information Technology
Carolyn Keith	Director Of Parks, Recreation & Golf
Maria D’Andrea	Director Of Public Works
Michelle Claymore	Economic Development Director
Michelle Halstead	Director Of External Affairs
Laura Bauer	City Clerk
Robert Sheesley	City Attorney



ORGANIZATION

CITY COUNCIL GOALS

The City Council sets policy goals for the City consistent with the City's Vision and Mission. These goals are used to create the City's budget and establish an annual work plan, which guides City programs, services and project delivery. Staff reports quarterly on progress towards established goals with a work plan update.

- Develop a balanced and vibrant economy to improve socioeconomic status
- Ensure a financially-sound city government to maintain or improve levels of service
- Develop and maintain public infrastructure to improve community appearance and encourage private investment
- Preserve and nurture a quality community to improve resident health and safety
- Engage the public to encourage community involvement, communication and to build trust



ORGANIZATION

COMMERCE CITY VISION, MISSION AND VALUES

VISION

To be a quality community for a lifetime through the relentless pursuit of excellence.

MISSION

As a municipality, we provide excellent public services and customer experiences by anticipating needs, embracing diversity, and fostering relationships to sustain a growing and vibrant community.

VALUES

Integrity

We demonstrate integrity by:

- Being honest and telling the truth.
- Doing the right thing even when nobody is looking.
- Being consistent in words and actions.

Collaboration

We demonstrate collaboration by:

- Investing in the success of others.
- Communicating information and insights.
- Working together towards common goals.

Innovation

We demonstrate innovation by:

- Embracing meaningful change that drives results.
- Adopting best and safe practices.
- Finding new and creative ways to solve problems.

Respect

We demonstrate respect by:

- Honoring diversity and differences.
- Valuing the worth of others.
- Patience and understanding.

Excellence

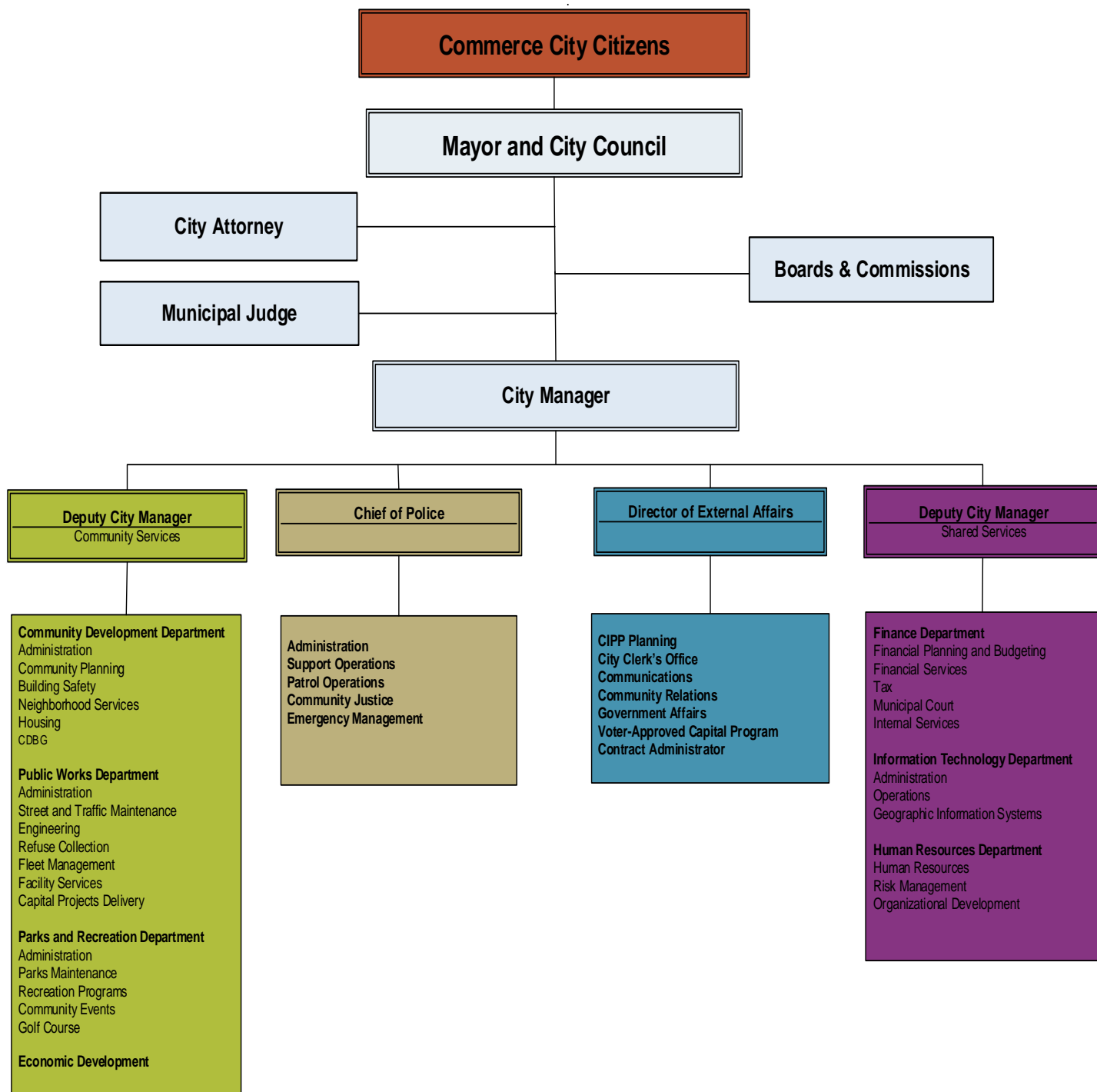
We demonstrate excellence by:

- Being accountable to the community, the organization and ourselves.
- Going beyond what's expected.
- Creating customer success.



ORGANIZATION

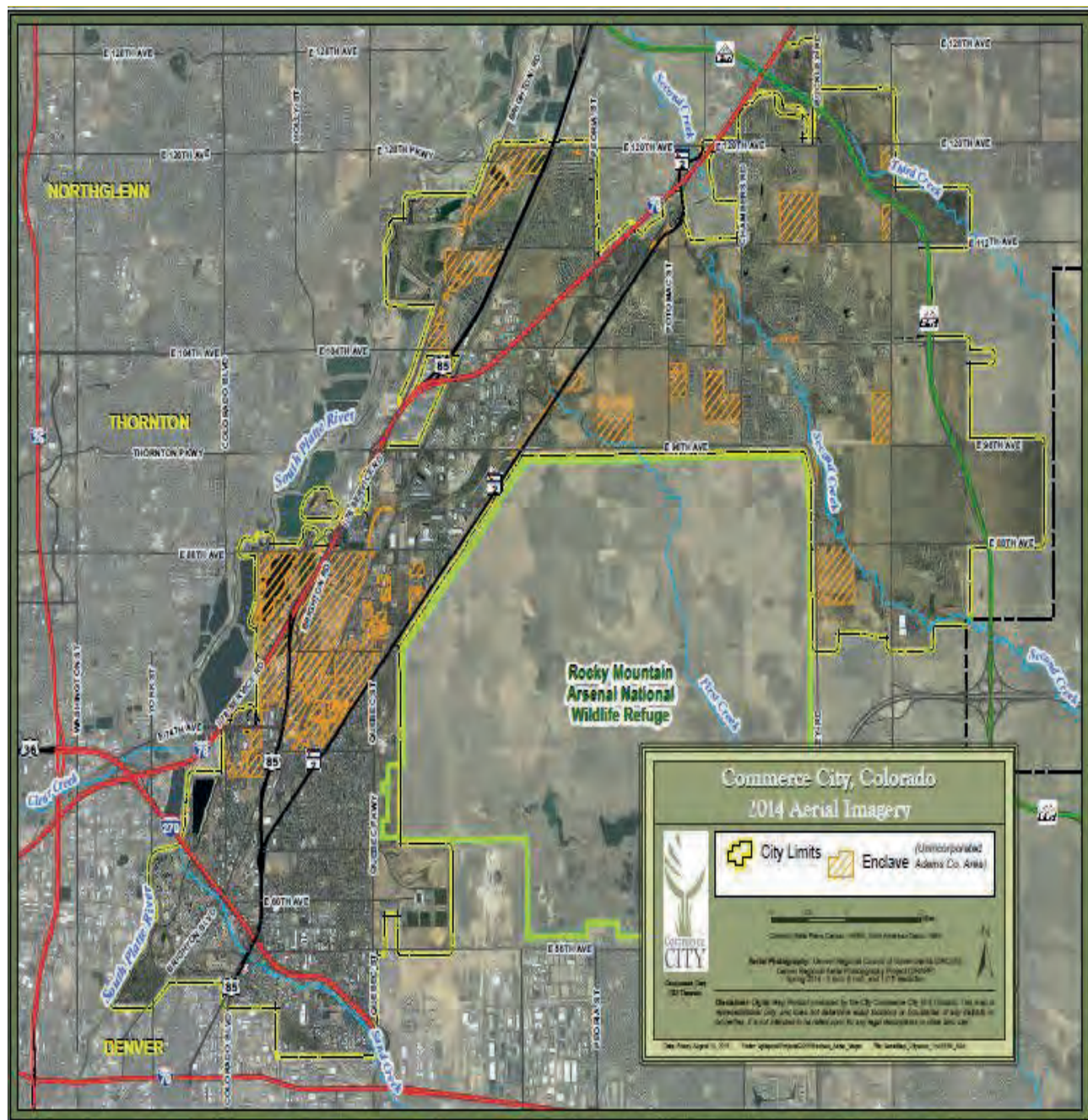
CITY ORGANIZATIONAL CHART



ORGANIZATION

ABOUT COMMERCE CITY

As the state's fourth-fastest growing community, Commerce City is redefining itself for the next generation, building on historic values of community, industry, agriculture and family. Centrally located along Colorado's bustling Front Range, Commerce City is a *Quality Community for a Lifetime*, with 25 miles of trails, a championship golf course, 700 acres of open space and parks, one of the country's largest soccer complexes and the nation's largest urban wildlife refuge. Learn more at c3gov.com.



ORGANIZATION

FAST FACTS

Current Population: 54,869⁶

Population at Build-Out: 180,000⁷

Size: 34.92 square miles; 61+ sq. mi at total build-out⁸

Incorporated: 1952 as Commerce Town, renamed in 1970

Demographics:

- 47 percent of population is Hispanic; half of that group is monolingual
- Young population; 76.6% of residents are families with children
- 76% homeownership rate
- Average median income rose 67% between 2000 – 2008 (highest increase in metro Denver area)



Business:

More than 1,600 businesses within city, covering following industry clusters:

- Advanced Manufacturing
- Energy
- Logistics & Distribution
- Business & Professional Services
- Retail, Hospitality & Leisure
- DIA Technology

13th best place to do business in state – NerdWallet, 2015



⁶ U.S. Census Bureau. “Annual Estimates of the Resident Population for Incorporated Places of 50,000 or More.”

<https://www.census.gov/quickfacts/fact/table/commercecitycolorado/PST045216>

⁷ Commerce City Comprehensive Plan, 2010

⁸ Commerce City Public Works Department, Commerce City Comprehensive Plan, 2010

BUDGET GUIDE

The budget is the City's fundamental policy document. It describes the City's goals and details how resources are allocated to achieve these goals. In addition, the budget serves as the annual financial plan, an operations guide and a communications tool. The budget guide provides an overview of the elements of the budget document. It includes a glossary of budget terminology.

ELEMENTS OF THE BUDGET DOCUMENT

The budget document includes the following key elements:

1. Budget Message

The Budget Message is the City Manager's transmittal letter submitting the budget to the City Council. The Budget Message summarizes the City's current and long-term financial position, highlights new programs and organizational changes addressed in the budget and outlines both short and long-term goals of our city government.

2. Organizational Goals

The Organizational goals include the City Council Vision, Mission Statement and Organizational Values.

3. Budget Guide

The Budget Guide includes tools to assist the reader in identify key terminology in the budget document.

4. Financial Summaries

The Financial Summaries section provides financial information on projected revenues, expenditures, fund balances and reserves. This section includes the Budget Summary of Funds as well as detailed fund descriptions and information on all revenue sources and expenditure projections. This section includes fund balance trends and detailed revenue and expenditure for the next two years. This section includes an analysis of all City revenues by category. Our major revenue projections are based on trends, current economic indicators and other agency input. Sales tax projections are based on input from our sales tax consultants, industry trends and major company forecasts. Property tax revenues are projected by the county and adjusted by staff based on known trends. Projects and other taxes are reviewed quarterly and budgets are based on this trend analysis.

5. Departmental Operating Budgets

The Departmental Operating Budgets section details historical and proposed expenditures by operating department. The City is organized into eight key operating functions, including Administration, Human Resources, Finance, Community Development, Public Safety, Public Works, Park, Recreation & Golf and Internal Service Funds. Each department budget includes a summary narrative, financial information regarding the department and each of its major divisions and personnel information.

Expenditures for employee compensation and benefits are based on negotiated contracts. The materials categories of expenditures are based on trends. Contract services and capital outlay are justified each year by the departments. Special Projects include any one-time project or cost.

Departmental expenditures are divided into four categories, which include the following charges:

- Personnel Services represents permanent full-time and part-time salary costs, overtime and benefits.
- Materials and Supplies represents items purchased for repair and maintenance, operational activities such as books, uniforms and recreation supplies, and office supplies.

BUDGET GUIDE

- Services and Charges represents consulting and other professional services, contract repair and maintenance, utility charges, training and memberships, equipment rentals, insurance, employment services, allocation charges to user departments.
- Capital Outlay represents expenditures for tangible fixed assets including land, buildings, furniture, equipment and City vehicles.

6. Enterprise Fund and Other Funds

The Non-Departmental Operating Budgets section details historical and proposed expenditures for the functions of interfund transfers and debt service.

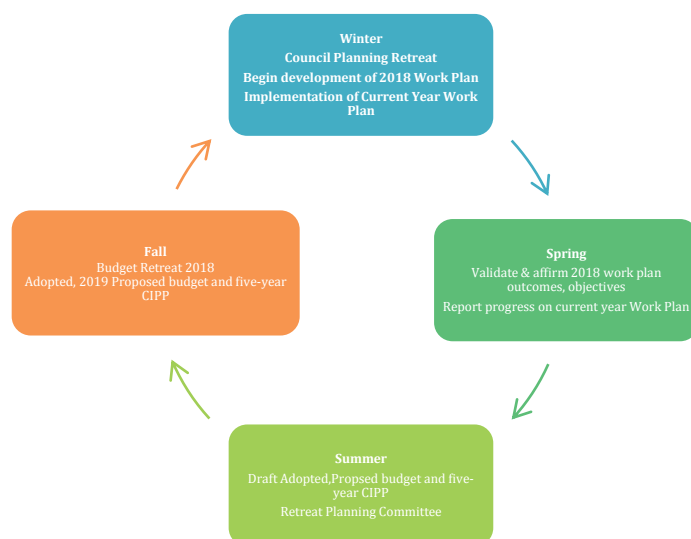
7. Capital Project Funds

The Capital Project Funds section details capital projects for 2018-2022. The City Council approves funding of capital improvements on a total project basis. The project may expend the funds over multiple years.

BUDGET PROCESS

Prior to the beginning of the budget process the City Manager and leadership meet with the City Council at the Council Planning Retreat to review current Council priorities and define new priorities. Following the identification of Council's priorities, the City Manager develops an appropriate work plan. In February, the budget process begins with Finance meeting with all departments to update their work plans and performance measures. During this budget cycle, the emphasis continues to be on updating and modifying performance measures based on the work plan. The departments are asked to develop performance measures that would measure quality and efficiency and not workload measures. During the month of April, budget preparation review is conducted with leadership team and distributed to the departments providing guidelines and instructions for preparing their budgets. Revenue and the expenditure budgets are submitted during May and June. Most departments have designated members that help the department head determine project priorities to be proposed in the operating budget. Department meetings are held to review all budget requests and department budgets by the City Manager, Deputy City Managers, the Finance Director and the Finance Department. Budget meetings are conducted to evaluate all requests using a City-wide work plan and to compare proposed expenditures to projected revenues with the objective of balancing the budget. In August, the City Manager and all department directors meet with City Council for the annual budget retreat to finalize the annual budget. The Finance Department will recommend the final proposed budget on or before the fifteenth of October each year. The following information is required:

- detailed estimates with supporting explanations of all proposed expenditures for each agency of the City, showing the expenditures for corresponding items for the last preceding fiscal year in full and estimated expenditures for the current fiscal year



BUDGET GUIDE

- statements of the bonded and other indebtedness of the City, showing the debt redemption and interest requirements, the debt authorized and unissued, and the condition of sinking funds, if any
- detailed estimates of all anticipated revenues of the City from sources other than taxes with a comparative statement of the amounts received by the City from each of the same similar sources for the last preceding fiscal year in full and estimated revenues for the current fiscal year
- a statement of the estimated balance or deficit for the end of the current fiscal year
- an estimate of the amount of money to be raised from current and delinquent taxes and the amount to be raised from bond issues which, together with any available unappropriated surplus and any revenues from other sources, will be necessary to meet the proposed expenditures
- such other supporting information as the City Council may request, or as may be otherwise required by the Charter

BUDGET HEARING AND ADOPTION

A public hearing on the proposed budget shall be held before its final adoption at such time and place as the Council shall direct. Notice of such public hearing and notice that the proposed budget is on file in the Office of the Clerk shall be published in a newspaper that meets City Charter guidelines, at least one (1) week in advance of the hearing. The complete proposed budget shall be on file for public inspection during office hours at such office for a period of not less than one (1) week prior to such hearing.

Adoption of budget. The Council shall adopt the budget by resolution at least five (5) working days before the final day established by law for the certification of the ensuing year's tax levy to the county. Provided, however, that notwithstanding the provisions in the City Charter, passage of this resolution shall require the affirmative vote of a majority of the entire Council in office at the time the vote is taken. If the Council fails to adopt the budget by said date, the amounts appropriated for each City fund for the current fiscal year shall be deemed appropriated for each City fund for the ensuing fiscal year.

BUDGET AMMENDMENTS

After the budget has been adopted, the approved budget may be changed through a budget amendment. The process for a budget amendment generally begins with a request from the affected division or department to the Finance Department. The Finance Department reviews the request for consistency with City Council goals and is weighed against other City needs and the availability of funding. Upon Finance Director's approval, the request and justification are presented to the City Manager for final approval.

CITY ANNUAL WORK PLAN

The City develops an Annual Work Plan with all departments. In January of each year, City leadership and City Council discusses and agrees to a list of high priority goals for the community. The Annual Work Plan continues to be divided into projects and operations, all tied to five Council goals. City Council is presented with quarterly updates demonstrating progress toward achieving Councils goals. The Annual Work Plan is a living document that can be updated and changed as new challenges or opportunities arise.

BUDGET GUIDE

BUDGET CALANDER AT A GLANCE

Process	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Council Planning Retreat												
Pre-planning CIPP meeting												
Update Budget Calendar												
Budget planning meeting with CM/DCM and Finance												
Finance submits budget year today actuals vs budget to CM and DCM												
Leadership Team-Budget Expectations												
Finance training on use of Logos budget module/budgeting principles												
Distribution of revenue projections and detail expenditures												
Finance Department will schedule one on one's with each Department												
Study session/CIP discussion												
CM/DCM budget overview												
Finance distributes initial draft of preliminary budget to departments & CM/DCM												
Department Budget Presentations with CM/DCM & Finance, update CIPP Plan 2018-2022												
City Manager's recommendations entered into second draft of the preliminary budget.												
Departments prepare and submit Council Budget Presentations												
Council - Preliminary Budget Session - Overview, Revenue & CIPP discussion												
Council - Preliminary Budget Session												
CM/DCM & Finance planning of Council's budget retreat												
Deadline for completion of the final proposed budget												
Public Notice of proposed budget												
Finance department prepares final budget book												
End of fiscal year												

2018 FINANCIAL SUMMARY

SUMMARY OF GENERAL FUND FINANCIALS

	2018 Budget	
<u>Financial Sources</u>		
General Fund Revenue	\$ 63,604,493	
Transfers From		
Fleet Fund	1,200,000	
2k allocation	654,189	
2k Revenue		
1% Taxes	12,397,914	
Paradise Pool	256,000	
New Recreation Center	330,085	
Transfers From		
Fund Balance - 2K General Fund	10,000,000	
Total Financial Sources	\$ 88,442,681	
<u>Financial Uses</u>		
Primary Government		
Administration	\$ 4,707,223	
Human Resources	1,089,397	
Finance	11,723,029	
Community Development	3,825,041	
Public Safety	17,531,023	
Public Works	8,034,426	
Parks, Recreation & Golf	8,136,579	
GF Recreation Admin Operations	183,100	
GF indirect Sallary allocation	1,477,679	
Bond-COPS Series 2017	1,797,556	
Total Primary Government	58,505,054	
Transfers To		
Commerce City Housing Authority	60,000	
Elected Officials Retirement Fund	44,160	
Debt Service Fund	2,872,543	
CIPP Fund-Highway User	1,762,766	
CIPP Fund-Road & Bridge	524,243	
CIPP Indirect alloaction Long term Capital (20%)	110,774	
CIPP Fund (GF Funding)	820,000	
CIPP Fund 2K Project	10,000,000	
URA Fund-Derby Catalyst	83,000	
General Fund Balance	676,143	
Total Transfers To	16,953,629	
Primary Government		
2k indirect Sallary allocation	2,216,519	
2k Parks, Recreation	1,131,599	
2k Parks	455,325	
2K Recreation Admin Operations	274,651	
2K Roads	98,544	
2k Indirect alloaction Long term Capital (20%)	110,774	
2k Indirect alloaction (15%)	543,415	
2k Program Management	912,000	
Total Primary Government	5,742,827	
Transfers To		
Debt Service Fund - 2K-2014	4,534,988	
Debt Service Fund - 2K-2016	2,670,900	
2K Fund Balance	35,284	
Total Transfers To	7,241,172	
Total Financial Uses		
General Fund	75,458,683	
2k General Fund	12,983,999	
Total	88,442,681	

2018 FINANCIAL SUMMARY

SUMMARY OF CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

	2018 Budget
<u>Financial Sources</u>	
Transportation Tax	\$ 1,030,000
Adams County Open Space Tax	535,600
Cable Subscriber Fee (PEG)	33,000
Transfers From	
General Fund Indirect alloaction Long term Capital (20%)	110,774
General Fund	820,000
General Fund-Highway User Tax	1,762,766
General Fund - Road and Bridge Tax	524,243
Fund Balance - General Fund-2K	10,000,000
Solid Waste Fund	200,798
Conservation Trust Fund	215,144
Northern Infrastructure GID Fund	182,000
2nd Creek Drainage Impact Fee Fund	1,868,025
Impact fee Fund (Transportation)	117,000
Total Transfers From	15,800,750
Total Financial Sources	\$ 17,399,350
<u>Financial Uses</u>	
Approved Projects	
Pavement Management 2018	\$ 1,820,363
2018 PRG Preservation	495,035
112th Package, Potomac	1,868,025
Traffic Signal Maintenance	35,000
Culvert Repair-Peoria	190,000
Sidewalk Connectivity	85,000
88th Ave widening	117,000
Tower Rd/Pena on-Ramp	10,000,000
Total Approved Projects	14,610,423
Transfers To	
Fund Balance - CIPP	2,755,927
Fund Balance - CIPP-Cable Subscriber Fee (PEG)	33,000
Total Financial Uses	\$ 17,399,350

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

SOLID WASTE MANAGEMENT FUND

		2018 Budget	
<u>Financial Sources</u>			
Revenues	\$	772,500	
Total Financial Sources	\$	772,500	
<u>Financial Uses</u>			
Transfers To			
Fund Balance - Solid Waste Management Fund	\$	571,702	
Fund Balance-CIPP Fund		200,798	
Total Financial Uses	\$	772,500	

POLICE DONATION FUND

		2018 Budget	
<u>Financial Sources</u>			
Donations	\$	10,000	
Total Financial Sources	\$	10,000	
<u>Financial Uses</u>			
Explorer Program	\$	10,000	
Total Financial Uses	\$	10,000	

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

CONSERVATION TRUST FUND

2018 Budget	
<u>Financial Sources</u>	
Revenues	\$ 415,000
Investment Earnings	5,000
Total Financial Sources	\$ 420,000
<u>Financial Uses</u>	
Transfers To	
CIPP Fund	\$ 215,144
Fund Balance - Conservation Trust Fund	204,856
Total Financial Uses	\$ 420,000

CHEMICAL ROUNDUP FUND

2018 Budget	
<u>Financial Sources</u>	
Revenues	\$ 25,700
Total Financial Sources	\$ 25,700
<u>Financial Uses</u>	
Chemical Roundup Expense	\$ 25,700
Total Financial Uses	\$ 25,700

FLEET MANAGEMENT FUND

2018 Budget	
<u>Financial Sources</u>	
Transfers From	
Fleet Retained Earnings	1,200,000
Total Financial Sources	\$ 1,200,000
<u>Financial Uses</u>	
Transfers To	
General Fund	1,200,000
Total Financial Uses	\$ 1,200,000

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

ELECTED OFFICIALS RETIREMENT FUND

	2018 Budget	
<u>Financial Sources</u>		
Transfers From		
General Fund	\$ 44,160	
Total Financial Sources	\$ 44,160	
<u>Financial Uses</u>		
City Council Retirement Fund	\$ 44,160	
Total Financial Uses	\$ 44,160	

DEBT SERVICE FUND

	2018 Budget	
<u>Financial Sources</u>		
KSS Reimbursement	\$ 509,581	
Transfers From		
General Fund	2,872,543	
General Fund - 2K-Series 2014	4,534,988	
General Fund - 2K-Series 2016	2,670,900	
Urban Renewal Authority	431,951	
Total Transfers From	10,510,382	
Total Financial Sources	\$ 11,019,963	
<u>Financial Uses</u>		
Bond Issue Principal - Series 2015	\$ 1,820,000	
Bond Issue Interest - Series 2015	1,994,075	
Bond Issue Principal - 2K-Series 2014	1,430,000	
Bond Issue Interest - 2K-Series 2014	3,104,988	
Bond Issue Interest - 2K-Series 2016	2,670,900	
Total Financial Uses	\$ 11,019,963	

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

WATER RIGHTS ACQUISITION FUND

		2018 Budget	
<u>Financial Sources</u>			
Water Acquisition Fee	\$	506,171	
Total Financial Sources	\$	506,171	
<u>Financial Uses</u>			
Project Expense		506,171	
Total Financial Uses	\$	506,171	

SECOND CREEK DRAINAGE BASIN FUND

		2018 Budget	
<u>Financial Sources</u>			
Impact Fee - Second Creek Drainage Basin	\$	68,000	
Transfers From			
Impact Fee - Second Creek Drainage Basin Fund Balance	\$	1,868,025	
Total Financial Sources	\$	1,936,025	
<u>Financial Uses</u>			
Restricted Impact - Second Creek Drainage Basin	\$	68,000	
Transfers To			
CIPP Fund		1,868,025	
Total Financial Uses	\$	1,936,025	

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

THIRD CREEK DRAINAGE BASIN FUND

	2018 Budget	
<u>Financial Sources</u>		
Impact Fee - Third Creek Drainage Basin	\$ 1,000	
Total Financial Sources	\$ 1,000	
<u>Financial Uses</u>		
Restricted Impact - Third Creek Drainage Basin	\$ 1,000	
Total Financial Uses	\$ 1,000	

BUFFALO RUN TRIBUTARY DRAINAGE DISTRICT FUND

	2018 Budget	
<u>Financial Sources</u>		
Impact Fee - Buffalo Run Tributary Drainage	\$ 85,000	
Total Financial Sources	\$ 85,000	
<u>Financial Uses</u>		
Restricted Impact - Buffalo Run Tributary Drainage	\$ 85,000	
Total Financial Uses	\$ 85,000	

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

IMPACT FEES FUND

		2018 Budget	
<u>Financial Sources</u>			
Impact Fees - parks/open space	\$	710,785	
Impact Fees - transportation		599,000	
Impact Fees - drainage		80,410	
Impact Fees - landscape		2,050	
Total Financial Sources	\$	1,392,245	
<u>Financial Uses</u>			
Restricted Impact - parks/open space	\$	710,785	
Restricted Impact - transportation		482,000	
Restricted Impact - drainage		80,410	
Restricted Impact - landscape		2,050	
Transfers To			
CIPP Fund - transportation		117,000	
Total Financial Uses	\$	1,392,245	

HOUSING AUTHORITY FUND

		2018 Budget	
<u>Financial Sources</u>			
Transfers From			
General Fund	\$	60,000	
Total Financial Sources	\$	60,000	
<u>Financial Uses</u>			
Housing Administration	\$	60,000	
Total Financial Uses	\$	60,000	

2018 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>
General Fund					
Taxes					
General property tax	\$ 2,591,268	\$ 2,411,830	\$ 2,454,570	\$ 3,681,856	\$ 2,591,433
Specific ownership tax	214,994	218,837	153,859	218,837	221,014
Vehicle transfer tax	7,013	7,018	4,215	7,018	7,209
Franchise fees	2,914,395	3,084,681	1,734,928	3,084,681	2,995,998
Accommodation fees	17,266	16,723	10,311	16,723	17,749
Sales and use tax	43,368,425	41,841,983	31,705,193	41,841,983	44,626,110
Sales and use tax - 1%	12,009,907	11,201,659	8,145,907	11,201,659	12,397,914
Retail Excess	93,267	-	-	-	95,879
Total Taxes	61,216,535	58,782,731	44,208,983	60,052,757	62,953,306
Licenses and Permits					
Liquor licenses	52,258	47,000	40,390	47,000	53,721
Occupation licenses	15,085	14,252	10,870	14,252	15,507
Contractors' licenses	70,435	78,712	60,739	78,712	72,407
Building permits	1,452,504	1,042,661	1,508,876	2,263,313	1,496,175
Excavating permits	630,703	490,000	400,919	490,000	576,000
Marijuana fees	134,200	91,715	-	91,715	137,984
Other	5,510	3,011	825	3,011	5,663
Total Licenses and Permits	2,360,695	1,767,351	2,022,619	2,988,003	2,357,457
Intergovernmental					
Road and bridge tax	509,964	492,963	499,764	749,647	524,243
Cigarette tax	108,363	106,639	57,076	106,639	111,398
Highway users tax	1,673,837	1,777,999	999,561	1,777,999	1,762,766
Motor vehicle registration tax	205,256	210,068	142,800	210,068	211,003
Total Intergovernmental	2,497,421	2,587,669	1,699,201	2,844,353	2,609,410
Charges for Services					
Zoning	77,544	85,135	64,355	85,135	79,690
Plan check fees	502,762	241,260	550,039	825,058	516,839
Docket fees	130,697	109,989	56,515	109,989	95,823
Court surcharge fees	205,797	223,822	107,970	223,822	151,614
Fuel surcharge	72,340	78,566	35,275	78,566	50,049
Housing Authority revenue	91,804	84,764	40,895	84,764	94,374
Special duty assignment	435,561	186,938	313,311	469,967	190,676
Employee activity committee	5,135	9,237	-	5,135	-
Weed removal fee	136,253	117,174	130,646	195,969	140,068
Passports	36,089	44,100	43,731	44,100	37,099
Towing administration fees	48,048	51,708	30,387	51,708	52,743
Reimbursement by others	1,475	-	170	255	-
NMTF Reimbursement	74,045	79,383	43,690	79,383	80,971
Reimbursement - school district	167,523	167,141	75,095	167,141	170,483
Recreational activity fees	989,863	890,488	723,214	989,898	1,198,197
Outdoor pool - 2K	284,784	255,649	290,911	436,367	256,000
Golf Course fees	2,671,063	2,814,699	2,604,481	2,814,699	3,008,601
Other	66,980	477,499	141,863	67,885	490,713
Total Charges for Services	5,997,764	5,917,552	5,252,549	6,729,840	6,613,940

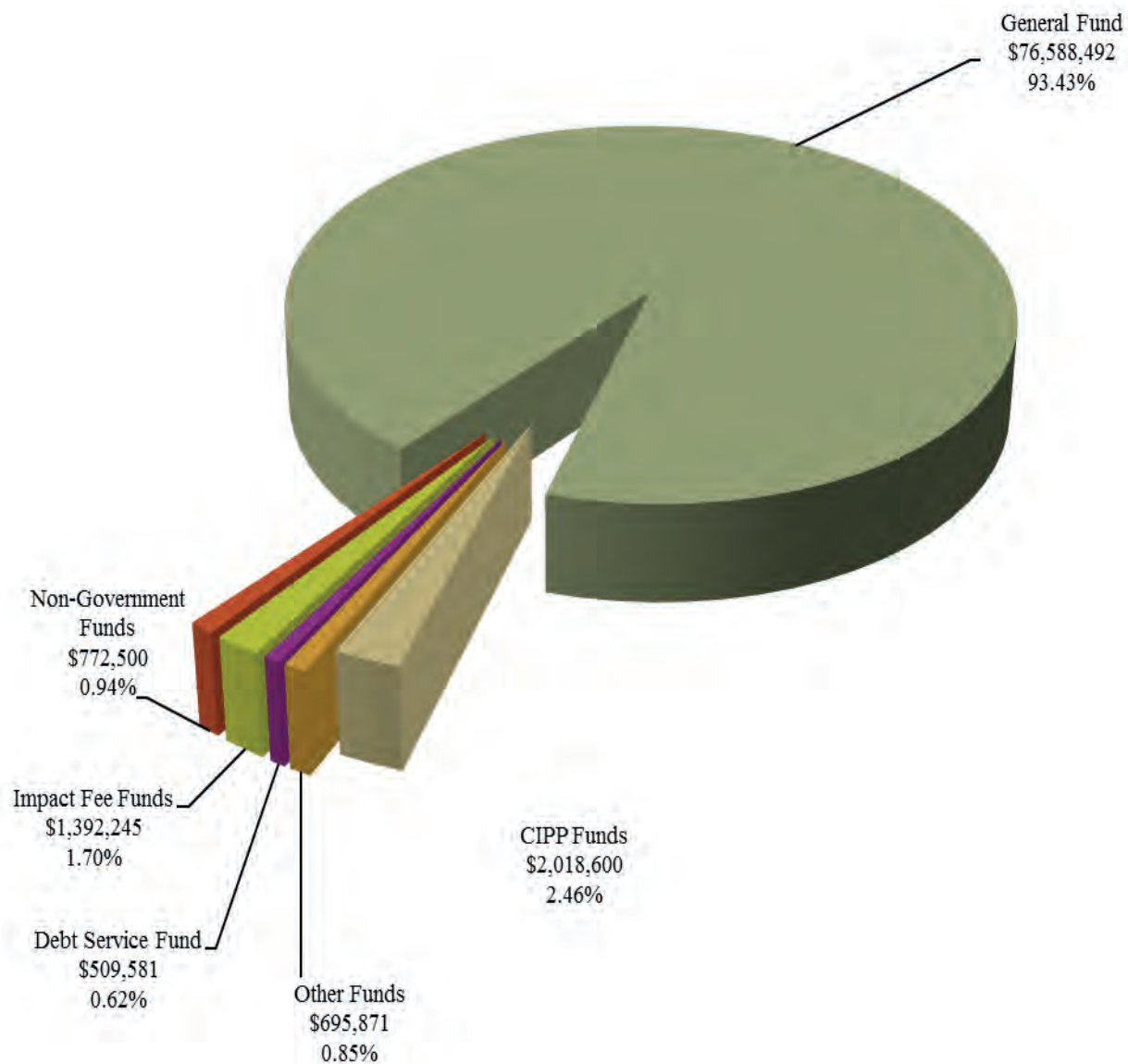
2018 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>
Fines and Forfeitures					
Municipal court	711,042	761,820	376,591	761,820	530,015
DUI fees	19,876	20,000	22,599	33,899	27,626
Bond fees	7,034	7,878	3,147	7,878	7,908
Photo red light enforcement	571,370	500,000	447,052	500,000	510,000
Other	150	300	-	300	250
Total Fines and Forfeitures	1,309,473	1,289,998	849,389	1,303,897	1,075,799
Miscellaneous					
Investment earnings	235,246	843,115	513,977	843,115	500,000
Unclassified revenue	279,764	315,048	-	315,048	400
Loan interest	-	-	-	-	-
Other	905	1,250	175,782	478,180	478,180
Total Miscellaneous	515,915	1,159,413	689,759	1,636,343	978,580
Total General Revenues	73,897,803	71,504,714	54,722,499	75,555,192	76,588,492
Other Funds					
Adams County Open Space tax	427,439	400,000	467,958	701,937	535,600
Conservation Trust Fund	551,347	435,000	238,526	435,000	420,000
Transportation tax	1,179,668	1,000,000	651,598	1,000,000	1,030,000
Cable subscriber fees (Peg)	20,932	10,000	11,271	16,906	10,000
Police Donation Fund	382,819	327,224	431,481	647,221	509,581
KSS debt reimbursement	35,063	33,000	18,756	33,000	33,000
Chemical Round Up Fund	26,969	25,000	28,748	43,121	25,700
Impact Fee Fund - parks/open space	837,100	500,000	640,756	961,135	710,785
Impact Fee Fund - transportation	741,326	400,000	670,462	1,005,693	599,000
Impact Fee Fund - drainage	100,689	60,000	72,545	108,818	80,410
Impact Fee Fund - landscape	2,911	5,000	2,274	5,000	2,050
Water Rights Acquisition Fund	577,779	400,000	531,466	797,200	506,171
Second Creek Drainage Basin Fund	73,567	40,000	88,339	132,509	68,000
Buffalo Run Tributary Drainage Basin Fund	136,387	80,000	100,376	150,564	85,000
Third Creek Drainage Basin Fund	206	1,000	294	1,000	1,000
Total Other Funds	5,094,202	3,716,224	3,954,850	6,039,104	4,616,297
Total Governmental Funds	78,992,005	75,220,938	58,677,350	81,594,296	81,204,789
Enterprise Funds					
Solid Waste Management Fund	764,964	750,000	786,405	1,179,608	772,500
Total Enterprise Funds	764,964	750,000	786,405	1,179,608	772,500
Total Governmental and Enterprise Funds	\$ 79,756,969	\$ 75,970,938	\$ 59,463,755	\$ 82,773,904	\$ 81,977,289

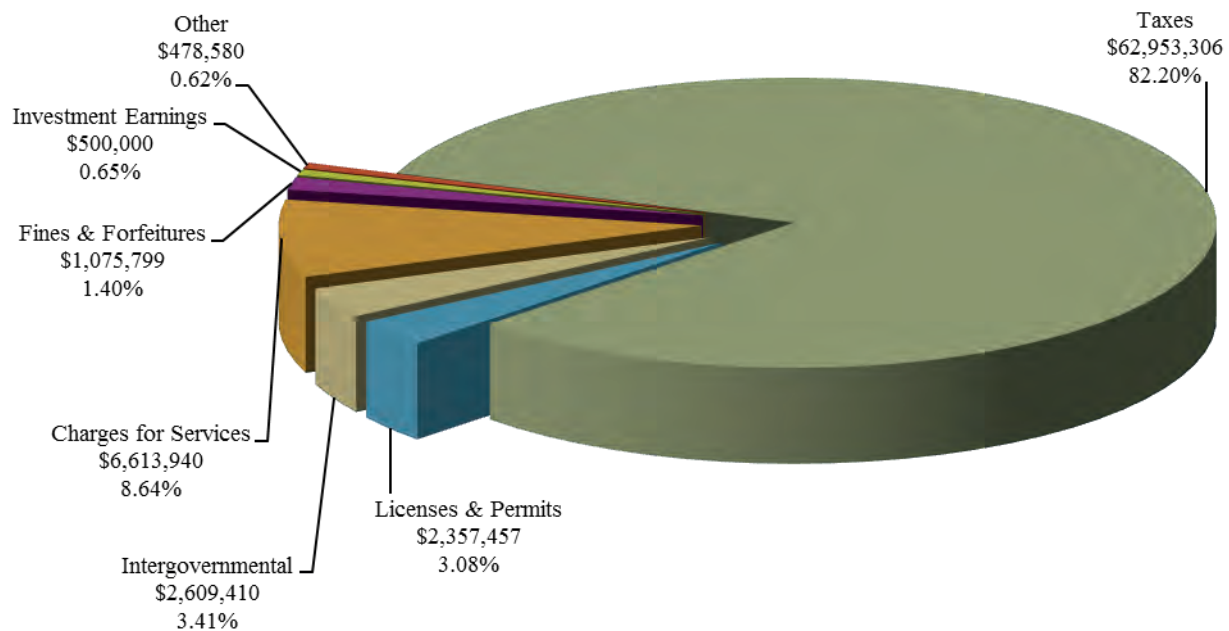
2018 FINANCIAL SUMMARY

REVENUE SUMMARY 2018

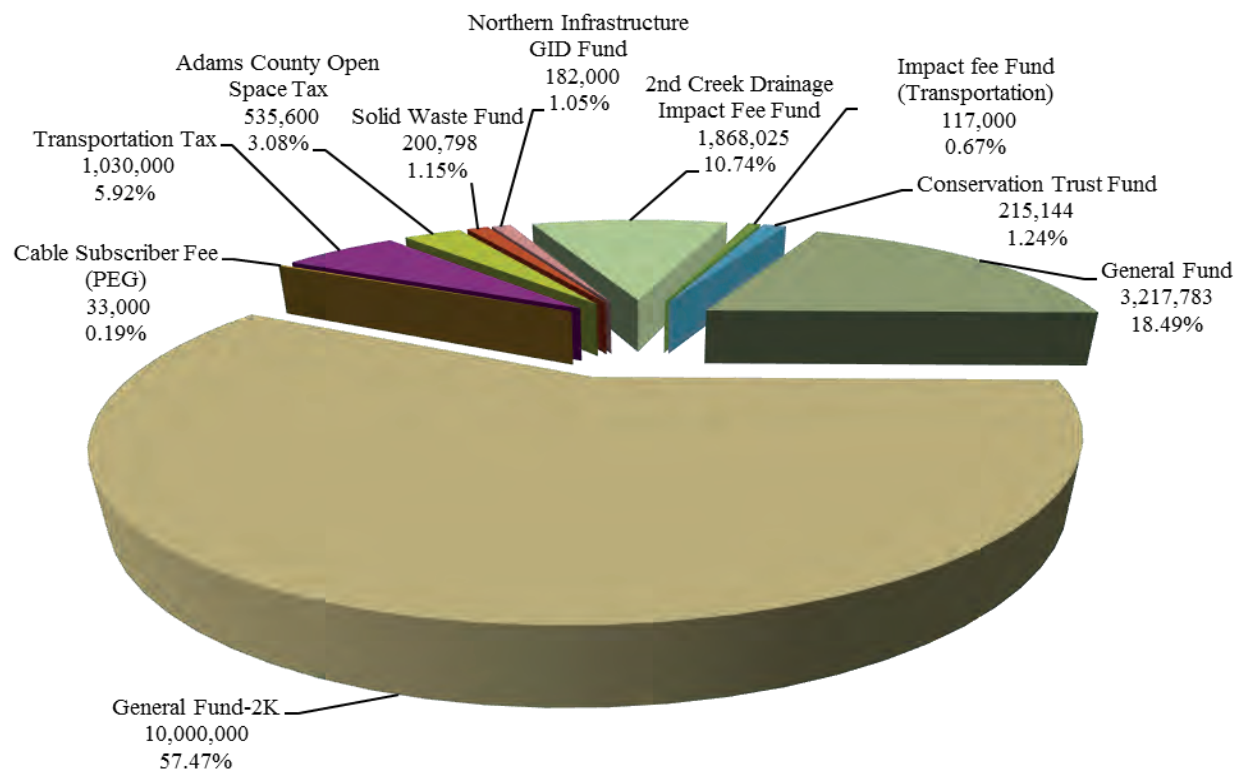


2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES – GENERAL FUND 2018



SUMMARY OF FINANCIAL SOURCE CAPITAL IMPROVEMENT AND PRESERVATION PLAN CIPP FUND 2018



2018 FINANCIAL SUMMARY

2018 REVENUE OVERVIEW

The City strives to maintain a strong, diverse revenue base recognizing that becoming too dependent upon any individual revenue source would make the City's revenues more vulnerable to economic cycles. The voters of Commerce City have exempted all Commerce City revenues, with the exception of property tax revenues, from the revenue and expenditure limitations imposed by the TABOR Amendment and authorized their expenditure. All revenues are conservatively projected, monitored and updated as necessary. Total 2018 general revenues (excluding restricted impact fees) are projected to increase 7% to \$76,588,492 from estimated 2017 revenues of \$71,504,714. This increase is driven primarily by updated projections of sales and use tax revenue and permits. Outlined below are descriptions and a brief analysis of the City's largest revenue sources:

TAXES, LICENSES & INTERGOVERNMENTAL REVENUES

Property Tax

Property taxes are levied on December 31st, and attach an enforceable lien on property as of January 1. Taxes are due following January 1st, the first half-payment is due by February 28th and the second half-payment is due by June 15th; or full payment is due by April 30th. The City of Commerce City's property tax mill levy is 3.28 mills, for 2018 assessed valuation of the taxable property the City of Commerce City will temporarily reduce by 0.012 mills for compliance with TABOR resulting in tax of 3.16 mills. For fiscal year 2018 property tax revenue is projected to be \$2,591,433 based on an estimated assessed valuation of \$924,001,810.

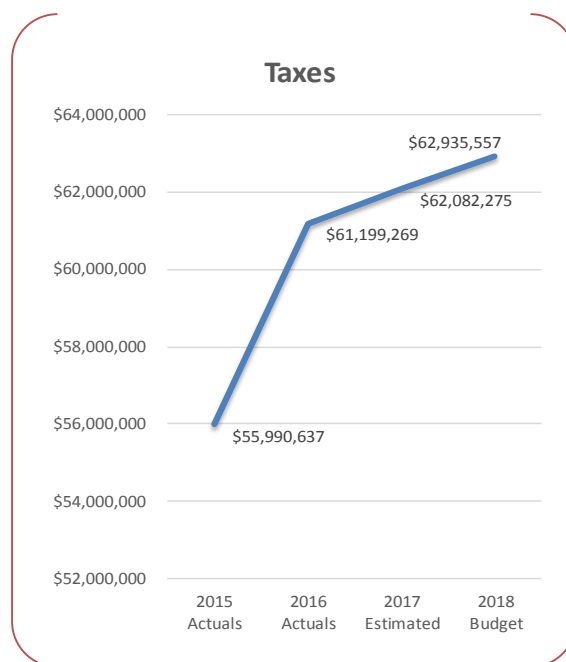
Sales and Use Taxes

The City of Commerce City collects a 4.5% tax on the sales of tangible personal property and specific services. A use tax is levied as a complement to the City's sales tax and is imposed upon taxable purchases on which a sales tax was not legally imposed. The City imposes the use tax on building materials, motor vehicles and other tangible personal property (e.g., furniture, fixtures, supplies and equipment). Budgeted sales and use tax revenues for 2018 are projected to increase 7.5% over 2017 budgeted revenues to \$57,024,024. Sales and use tax revenues now flow into the General Fund.

A large transfer of \$10,078,431 goes to the Debt Service Fund for Sales Tax Bond issues. Small amounts are transferred from the General Fund, to the Housing Authority and Elected Officials Retirement Fund. Sales and use tax revenues provide the largest single source of revenue for the City.

Highway User's Tax

The Highway User's Tax (HUT) is a State tax shared back with local governments. HUT revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses and motor vehicle registration fees. The HUT is distributed monthly among the state, counties and municipalities through a formula based on the number of vehicles registered and the miles of streets in each municipality relative to the same data in other



2018 FINANCIAL SUMMARY

municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements. HUT will decrease slightly to \$1,762,766 in the 2018 budget.

Building Permit Fees

Building Permit Fees are based on the dollar valuation of the construction work to be performed. Permit Fees are established by ordinance and are budgeted based on local construction and development trends. Estimated revenues for the 2018 budget are projected at \$1,496,175; reflecting a projected increase of 43% from the 2017 budget to bring it more in line with current construction activity.

Other Permit and Construction Fees

The City assesses other fees with respect to new residential and commercial construction. The 2018 budget includes Plan Check Fees of \$516,839.

Franchise Fees

The City currently has a nonexclusive franchise agreement with Xcel Energy for the right to furnish, sell and distribute gas and electricity to residents and businesses within the community. The agreement provides Xcel Energy with access to public property to provide gas and electric services. In consideration for this franchise, Xcel Energy pays the City of Commerce City a sum equal to 3% of all revenues received from the sale of gas and electricity. In addition, the City receives franchise fees from the cable tv provider set at 5% of gross revenues and from United Power equal to 3% of their electricity revenues. The franchise fees are estimated to be \$2,995,998 in the 2018 budget.

Municipal Court Fees

Municipal Court Fees consist primarily of fines and forfeitures assessed against parties found guilty of any municipal offense through the court system. This revenue also includes charges for services such as docket fees, court surcharge fees and fuel surcharge. Estimated total revenues for the 2018 budget are \$1,373,285; reflecting a projected decrease of 24% from the 2017 budget.

Excavating Permits

Excavation Permit Fee revenues are received from various contractors performing excavation activities within the City's various right-of-ways. The 2018 budget increased to \$576,000. This amount is due to the current level in construction activity.

Motor Vehicle Registration Fees

Motor Vehicle Registration Fees are state imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle and the age of the vehicle. The revenues received by a county, city or municipality are actual fees collected for the month based on the number and type of vehicles registered. The City anticipates \$211,003 in Motor Vehicle Fees for 2018.

Recreation Activity Fees

The City of Commerce City owns and operates a recreation center for Commerce City residents. A variety of recreation programs and activities are offered through the recreation center. To access the activities and programs, users are assessed a Membership Fee. Activity Fee revenues are anticipated to increase to \$1,198,197 due the opening of Bison Ridge Recreation Center.

2018 FINANCIAL SUMMARY

Outdoor Leisure Pool

The City of Commerce City installed a new outdoor leisure pool at Pioneer Park that opened in July 2015. A variety of swimming programs and activities are offered. To access the activities and programs, users are assessed a Membership Fee. Outdoor pool revenues are anticipated to be 256,000 for 2018.

Golf Course Fees

The City of Commerce City owns and operates an award winning 18-hole golf course. A variety of golf programs and activities are offered through the golf course. Golf Course fee revenues are estimated for 2018 at \$3,008.601.

Conservation Trust Proceeds

The Conservation Trust Fund is primarily funded with the State lottery proceeds. Municipal lottery proceeds are based on the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site. The City of Commerce City normally transfers Conservation Trust proceeds to the CIPP Fund. Lottery revenues, including earnings on investments, are projected to be \$420,000 in 2018. In 2018, we propose to use \$215,114 of estimated Conservation Funds available for 2018 PRG Preservation.

Impact Fee Fund

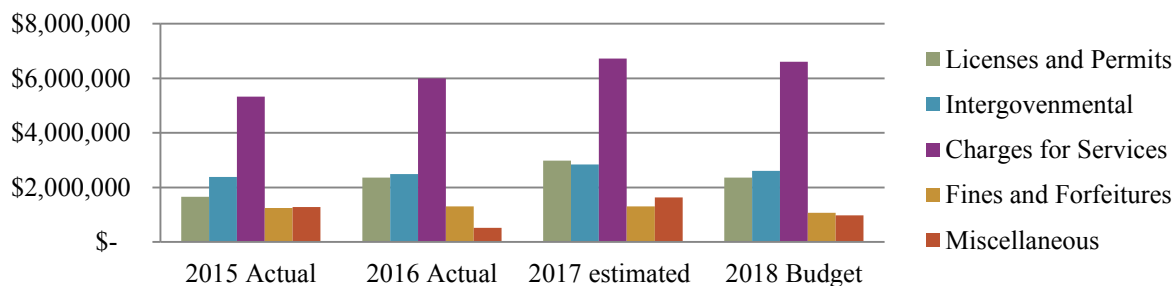
Impact Fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with the necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. In 2018 the Second Creek Drainage Basin Impact Fee is estimated to provide \$68,000 in revenues, the Buffalo Run Tributary Drainage Fee is estimated to provide \$85,000 in revenues, the Third Creek Drainage Basin is estimated to provide \$1,000 in revenues, and the DFA053 Drainage Basin is estimated to provide \$80,410 in revenues.

Future Growth Fund

The Future Growth Fund accounts for the two points of the 4.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2018. We are seeking direction on how to proceed for 2018 and outgoing years

Water Rights Acquisition Fund

The Water Rights Acquisition Fund exists for the purchase of irrigation and potable water rights. The Water Rights Acquisition Fee is estimated to generate \$506,171 in 2018.

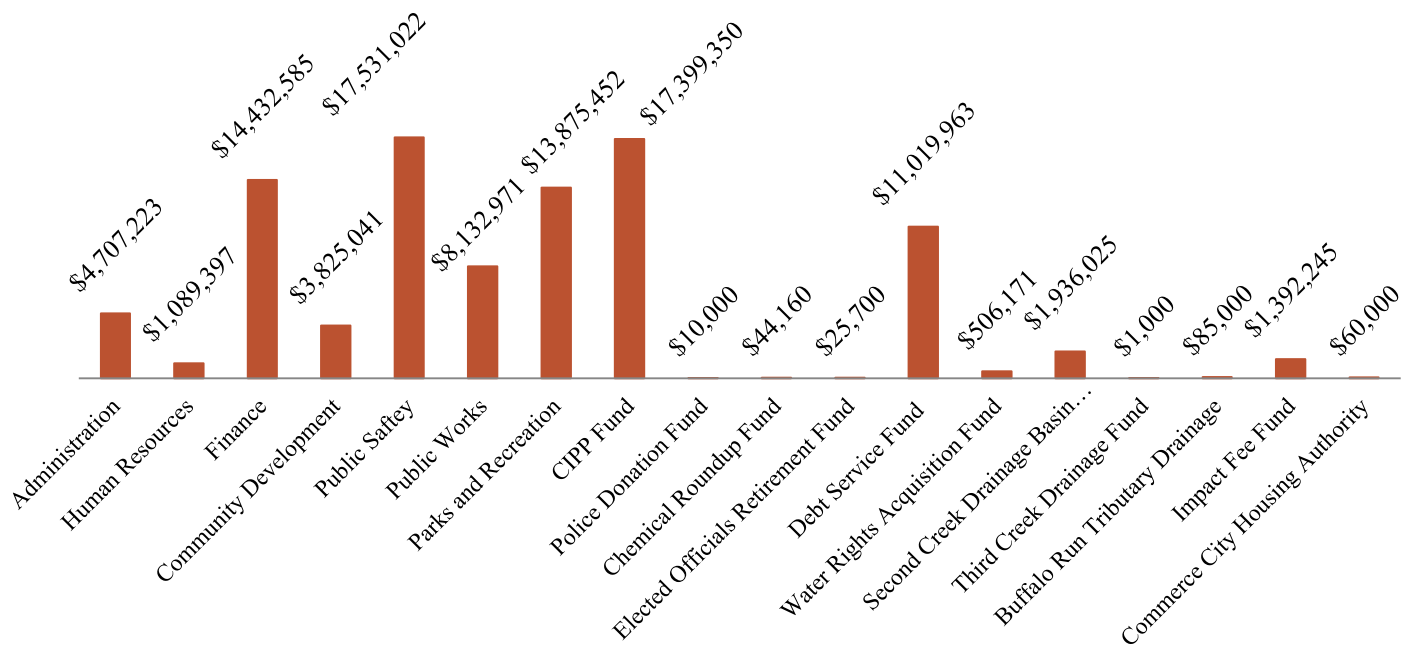


2018 FINANCIAL SUMMARY

EXPENDITURES SUMMARY

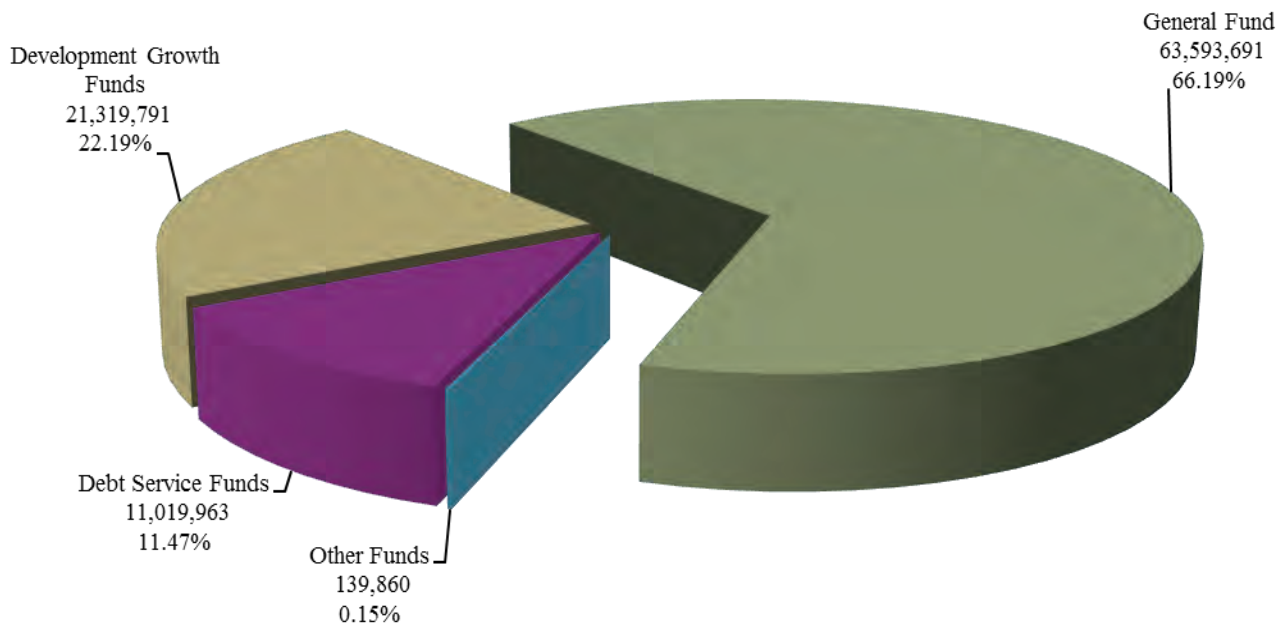
	Personnel Services					Total
	Salaries	Benefits	Materials and Supplies	Services and Charges	Capital Outlay	
Administration	\$ 2,461,270	\$ 300,463	\$ 26,500	\$ 1,918,990	\$ -	\$ 4,707,223
Human Resources	564,757	76,903	5,460	442,277	-	1,089,397
Finance	3,001,832	6,182,544	43,740	4,304,469	900,000	14,432,585
Community Development	2,079,117	275,810	53,445	1,416,669	-	3,825,041
Public Safety	10,095,376	1,573,082	419,563	5,443,001	-	17,531,023
Public Works	2,469,985	610,619	390,300	4,662,067	-	8,132,970
Parks, Recreation & Golf	6,669,209	724,159	1,710,551	4,551,908	219,625	13,875,452
CIPP Fund	-	-	-	17,399,350	-	17,399,350
Police Donation Fund	-	-	-	10,000	-	10,000
Elected Officials Retirement Fund	-	-	-	44,160	-	44,160
Chemical Roundup Fund	-	-	-	25,700	-	25,700
Debt Service Fund	-	-	-	11,019,963	-	11,019,963
Water Rights Acquisition Fund	-	-	-	506,171	-	506,171
Second Creek Drainage Basin Fund	-	-	-	1,936,025	-	1,936,025
Third Creek Drainage Fund	-	-	-	1,000	-	1,000
Buffalo Run Tributary Drainage	-	-	-	85,000	-	85,000
Impact Fee Fund	-	-	-	1,392,245	-	1,392,245
Commerce City Housing Authority	-	-	-	60,000	-	60,000
Total	\$ 27,341,546	\$ 9,743,580	\$ 2,649,559	\$ 55,218,995	\$ 1,119,625	\$ 96,073,305

Note:
 Excludes Finance Authority Fund
 Excludes Solid Waste Management Fund
 Includes Internal Service Funds Allocations

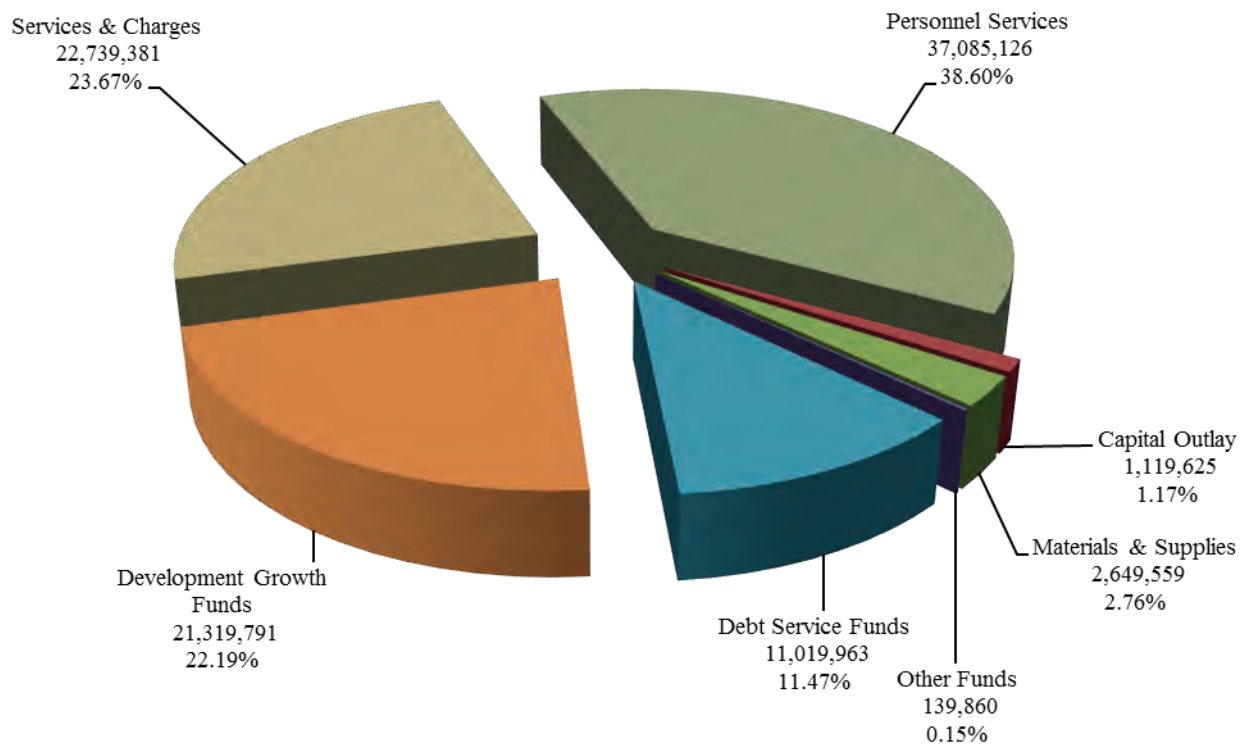


2018 FINANCIAL SUMMARY

EXPENDITURES SUMMARY BY FUND 2018

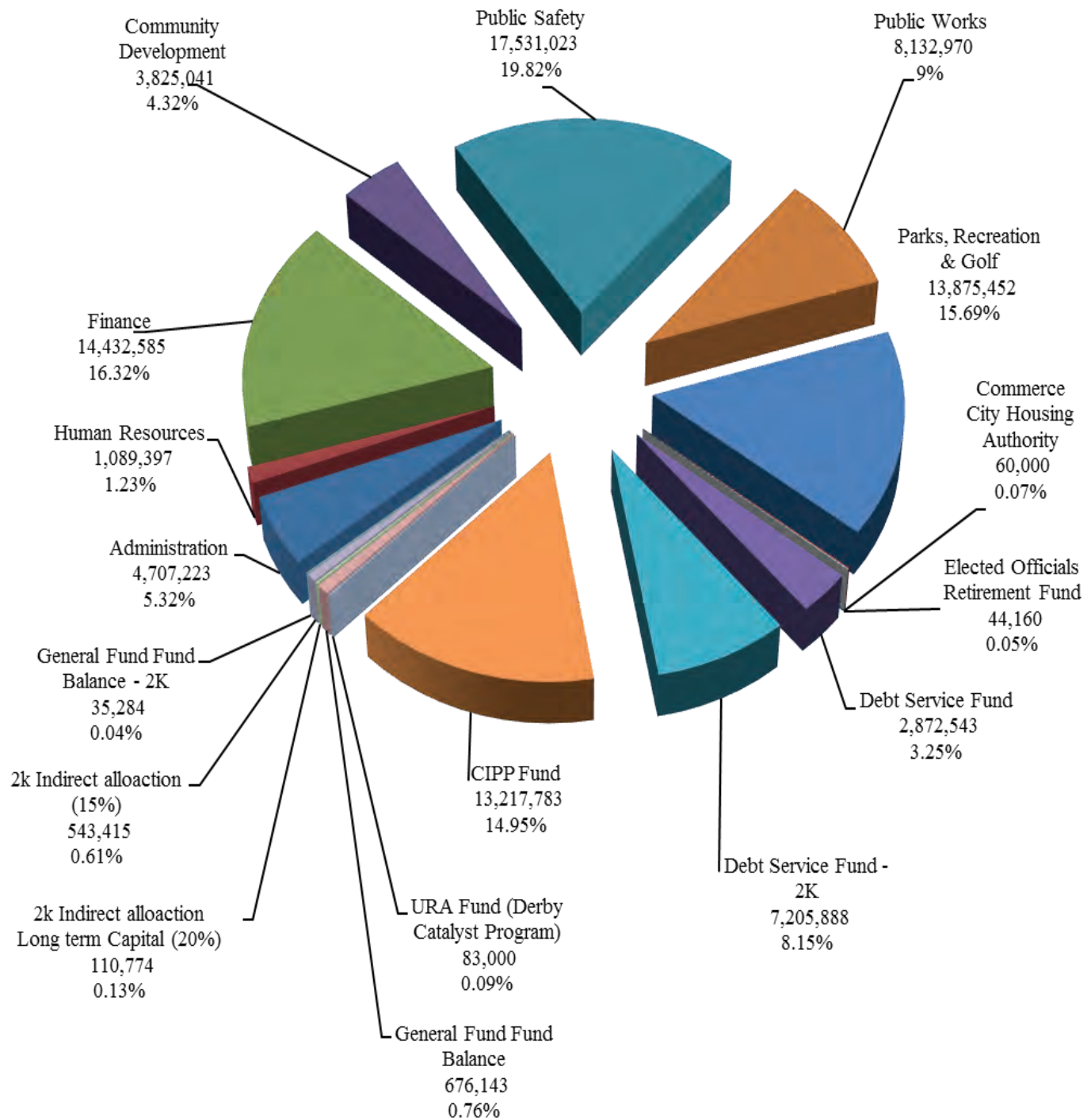


EXPENDITURES SUMMARY BY TYPE 2018



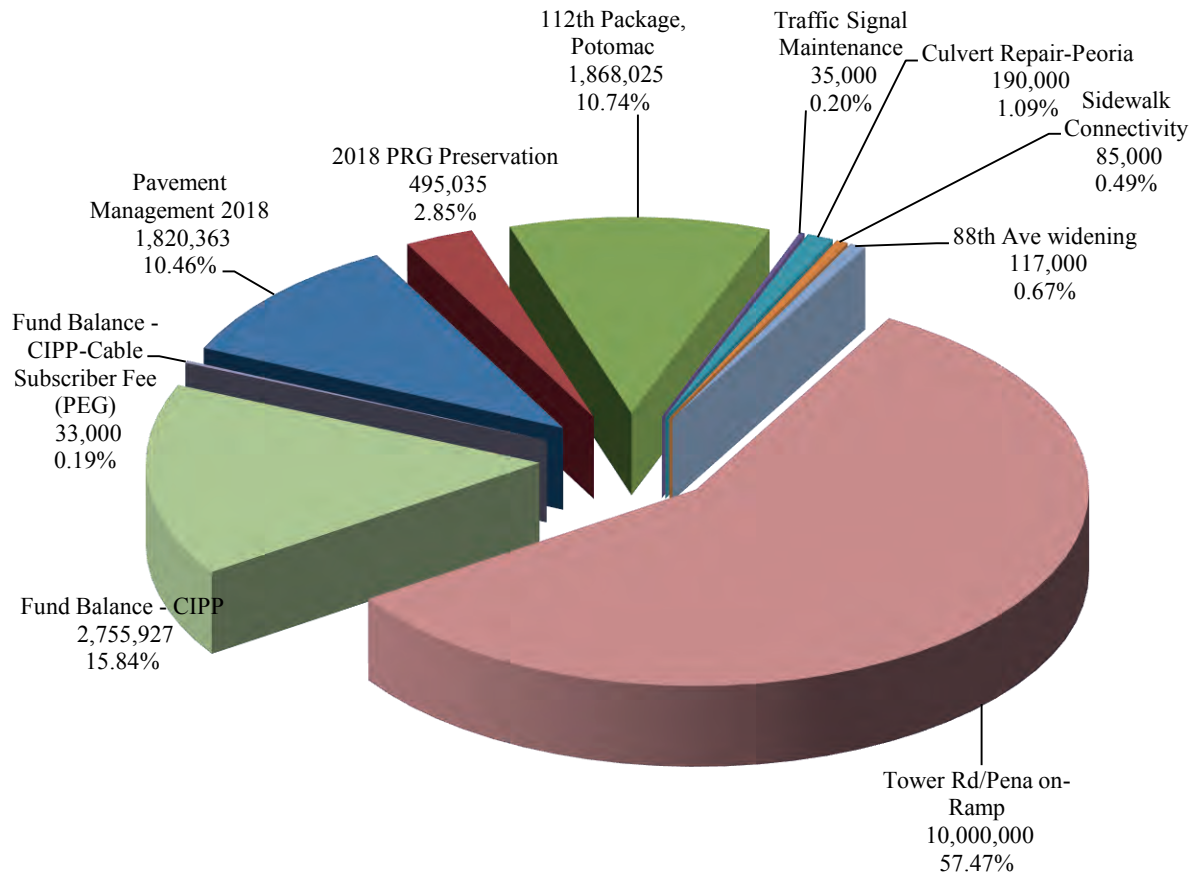
2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-GENERAL FUND 2018



2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-CAPITAL IMPROVEMENT AND PRESERVATION PLAN 2018



2018 FINANCIAL SUMMARY

2018 EXPENDITURES OVERVIEW

Planned expenditures for the 2018 fiscal year, including the General Fund and Capital Projects, and including allocated costs from the Internal Service Funds, but excluding the Solid Waste Management Fund, have been budgeted at \$96,073,305.

The majority of program operating budgets reflect an increase from the 2017 budget.

DEPARTMENTAL OPERATING BUDGETS

Outlined below is a brief discussion of the 2018 departmental budgets.

Administration

Administration consists of seven programs with a combined 2018 budget of \$4,707,223 representing an increase from the 2017 budget. The programs comprising administration are as follows:

- Legislative - The budget for legislative activities is \$608,775 representing a 2.7% increase from 2017 budgeted expenditures. This budget continues to provide financial support for scholarships, agencies and non-profit organizations that directly benefit City residents.
- Legal - The Legal Department is composed of two divisions. The legal costs for specialized legal services such as for condemnation, labor relations, environmental law and water rights are also included in this budget program. Any legal costs pertaining to the Commerce City General Improvement Districts, Urban Renewal Authority and the Commerce City Housing Authority are billed separately and are not included within this budget.
 - City Attorney – the 2018 City Attorney budget increased to \$679,681 compared to the 2017 budget of \$613,778.
 - Legal Services – the 2018 legal services budget increased slightly to \$222,075.
- City Manager's Office - The City Manager's Office is composed of four programs.
 - City Manager - The budget for the City Manager increased 41% to \$1,420,585 compared to the 2017 budget of \$1,005,862. The increase is due to the reorganization efforts of the department, the movement of FTE, higher computer allocations and operating expenses in 2018.
 - City Clerk - The City Clerk budget increased to \$374,032 compared to the 2017 budget of \$311,266.
 - Economic Development - The Economic Development budget increased slightly to \$545,552 from \$523,963 in 2017.
 - Communications - The Communications budget decreased 25% to \$856,523 from \$1,147,965 in 2017. The decrease is primarily from the reorganization efforts of the department and the movement of FTE.

Human Resources

The Human Resources Department consists of three divisions with a combined budget of \$1,089,397 representing a slight increase from the \$1,083,309 in 2017.

- Human Resources - The Human Resources budget decreased slightly to \$916,092 compared to the \$919,056 budgeted in 2017.

2018 FINANCIAL SUMMARY

- Risk Management - The Risk Management budget increased to \$131,305 compared to the \$122,253 budgeted in 2017.
- Organizational Development - The Organizational Development training budget remained at \$42,000 for 2018.

Finance

Finance includes five programs with a combined 2018 budget of \$14,432,585 representing a 9.6% increase from the 2017 budget of \$13,349,583. The five programs comprising Finance are as follows:

- Financial Planning and Budgeting - This program has decreased 14.3% to \$420,824 from \$491,028 in 2018 due to division reorganization efforts.
- Financial Services - The Financial Services budget has decreased by 5.4% to \$1,929,267. The 2017 Financial Services budget was \$2,040,109. The decrease is due to division reorganization.
- Tax - The budget decreased 3.2% to \$1,058,750 compared to the \$1,093,490 in 2017. This is primarily due to a decrease in the personnel services budget for 2018.
- Municipal Court - The City's Municipal Court budget decreased slightly to \$453,851 from \$497,705 in 2017.
- Internal Services - Internal Services provides the insurance coverage for all City operations and contains budget appropriations for other city-wide expenditures as well. Internal Services increased 17% to \$10,569,893 from \$9,227,251 in 2017, due primarily to budgeted costs in Health Insurance, Workers' Compensation and general insurance premiums. Other services and activities include:

Health and Dental Insurance
Unemployment Insurance
Employee Assistance Program
Section 125 Flex Administration
CIRSA Liability Insurance
City Postage Costs
Property Tax Rebate Program

Life Insurance and Disability Insurance
General Leave
Retiree Health Insurance Trust
Workers' Compensation
Bi-lingual Reward Program
Central Office Copier Lease/Supplies
Armored Car Service

Community Development

Community Development consists of six programs. The department's 2018 budget increased 4.4% to 3,825,041 compared to \$3,375,743 in 2017.

- Administration - The Administration budget increased 3.3% to \$578,720 from \$560,396 in 2017. In 2018, the Community Development department moved all office supply expenditure budgets to the Administration division.
- Planning - The budget increased to \$970,574 compared to \$722,335 in 2017. This increase is due to the addition of a new FTE, increased computer allocation costs, and a large increase in contractors as the City continues on a population growth trend.
- Building Safety - The Building Safety budget increased 9.9% to \$1,220,886 from \$1,111,377. The increase is due to a continued increase in building safety related outside services and the addition of a full time Building Inspector.
- Neighborhood Services - The Neighborhood Services budget has increased to \$760,192 compared to the \$735,274 in 2017.

2018 FINANCIAL SUMMARY

- CDBG - The Community Development Block Grant (CDBG) Division administers funding from Housing and Urban Development (HUD). This grant is applied for annually to assist Commerce City growth and viability. An FTE is required to support this grant and the budgeted costs total \$69,063.
- Housing Authority - The Housing program budget decreased 8.4% to \$225,626 from \$246,361 in 2017. The decrease is primarily due to effective organization management and a reduction in personnel services expenditures.

Public Safety

The Public Safety Department is organized into five programs. The Public Safety departmental budget for 2018 increased 12% to \$17,531,023 compared to \$15,661,784 in 2017. This increase is due to a temporary increase in overtime funding as the Department strives to reach full staffing levels and an increased allocation of fleet expenses due to the upfront cost to transition to and fully equip leased vehicles.

- Administration - The 2018 Administration budget decreased 4.9% to \$1,214,611 from \$1,276,609 in 2017. The decrease is driven by a decreased reliance on contract services and the efficient management of operating costs.
- Support Operations - The 2018 budget decreased to \$5,476,675 compared to the \$5,216,507 in 2017. The increase is due to the reallocation of operating and office supplies within the Department.
- Patrol Operations - The 2018 Patrol Operations budget increased 19.1% to \$10,253,759 from \$8,606,812 in 2017. The increase is primarily due to the previously mentioned staff and overtime expenses.
- Community Justice - The 2018 Community Justice budget decreased to \$361,358 from \$343,653 in 2017.
- Emergency Management - The 2018 Emergency Management budget increased 2.9% to \$224,620 from \$218,203 in 2017. The budget increase is primarily due to increased operating costs.

For clarification purposes, Police Department grants have not been included as a part of the five programs. All grants are budgeted in a Special Revenue Grants Fund established to record and account for all grant funded activities.

Public Works

The department is composed of five individual programs including Administration, Street and Traffic Maintenance, Refuse Collection (trash and rubbish removal), Capital Projects, and Engineering (civil and traffic engineering). The 2018 Public Works Department budget increased to \$8,132,970 from \$7,974,948 in 2017.

- Administration - The Administration budget increased 2.2% to \$507,488 from \$496,670 in 2017. This increase is primarily due to additional allocations for vehicles and computer, along with an increase in operating expenses for 2018.
- Street and Traffic Maintenance - The budget increased by 11.8% to \$3,029,147 from \$2,710,586 in 2017. This increase is due to Snow and Ice Control and Street Cleaning budgets being shifted to the Street and Traffic Maintenance budget.
- Capital Projects – Capital Projects is a new division within the Department split from the Engineering Division. The Capital Projects Division services include planning, design, inspection and construction management of capital projects within the City. The 2018 budgeted cost for the division is \$799,915.
- Engineering - The budget decreased by 26% to \$1,991,220 from \$2,525,611 in 2017. This is due to the creation of the Capital Projects Division.
- Refuse Collection - The budget increased 3% to \$1,805,200 from \$1,752,174 in 2017. The 2018 Budget reflects cost outlined in the contract.

2018 FINANCIAL SUMMARY

Parks, Recreation & Golf

The department consists of Administration, Parks Maintenance Administration, Eagle Pointe Recreation Activities, Golf, Community Events, and the new Bison Ridge Recreation Center opening in 2018. The combined 2018 budget increased 21.1% to \$13,875,452 compared to \$11,458,369 in 2017. This increase is due to the anticipated personnel and operating costs of the new Bison Ridge Recreation Center.

- Administration - The Administration budget decreased 42.4% to \$828,550 compared to \$1,438,468 in 2017. The decrease is due to the movement of Administration staff to the new recreation center.
- Parks Maintenance Administration - The Parks Maintenance Administration budget increased 8% to \$3,930,371 compared to \$3,629,369 in 2017. The increase is due to an additional increase for part-time hourly wage adjustments, and for an increase in operating expenses anticipated in 2018.
- Eagle Pointe Recreation Programs - Recreation Programs includes the youth, adult and senior activities. The budget decreased 7.9% to \$2,328,641 compared to \$2,528,470 in 2017. The decrease is driven by an anticipated drop in participation due to the new recreation center.
- Bison Ridge Recreation Center – The Bison Ridge Recreation Center opens in the spring of 2018. The new center includes administration, aquatics, programs, and maintenance of the center. The 2018 combined budget for Bison Ridge is \$2,602,793.
- Outdoor Leisure Pool - This budget increased to \$727,422 compared to \$700,609 in 2017.
- Buffalo Run Golf Course - Buffalo Run Golf Course includes the operations, maintenance, and the restaurant. The 2018 combined budget is \$3,310,756 as compared to \$3,015,720. This increase is primarily due to increases in personnel costs related to the restaurant and additional food and beverage operating supplies to meet increased sales forecasts.
- Community Events - The Community Events budget remained flat at \$146,919 for 2018.

INTERNAL SERVICE FUNDS

Facility Services

The 2018 budget decreased 4.9% to \$1,876,504 compared to \$1,973,820 in 2017. The decrease is due to the centralization of custodial contracts for 2017. The program provides maintenance and custodial services for the Municipal Services Center, Recreation Centers, Golf Course, Civic Center, and utilities for City buildings.

Fleet Management

The primary function of the Fleet Management Internal Service Fund is to provide for the replacement, maintenance and repairs of all City-owned vehicles. As funds are available, it may also provide for the addition of equipment or vehicles to the fleet. The fund is under the administration of the Public Works Department. The 2018 budget decreased 14.8% to \$4,297,590 from \$5,041,974.

Based upon a fixed formula, depreciation schedules and a 7% inflationary factor, the fleet management budget is charged back to the appropriate user department, which is to provide for a 100% cost recovery back to the Fleet Management Fund. Current policy provides for the replacement of police patrol vehicles on a three-year rotation schedule.

2018 FINANCIAL SUMMARY

Information Technology

The primary function of the Information Technology Internal Service Fund is to provide City-wide telephone maintenance and equipment, computer services, software and capital needs. The primary objective of this fund is to provide leadership in the use of technology and to plan, develop, support and maintain the information services and technologies. Each user department is charged for computer and telecommunication services, software and equipment. The IT Strategic Plan now guides the development of this operation.

The 2018 budget increased 23.2% to \$3,864,226 from the 2017 budgeted expenditures of \$3,237,003. The increase is due to an influx in application software allocations and the addition of a new position.

Capital Improvement and Preservation Plan – CIPP Fund

The CIPP Fund accounts for financial resources, comprised of transfers from the Solid Waste Management Fund, Special Improvement Fund, Conservation Trust Fund (Lottery) revenue, Adams County Open Space revenues, Transportation Tax revenues and transfers from the Impact Fee Fund and Fund Balance, designated by the City Council to fund the costs of large capital improvement projects. Annually, City Council approves funding based on the CIPP philosophy that better inform a five-year capital plan. Unexpended, but restricted funds are carried over from one budget year to the next without the need for an annual City Council appropriation. Council considered the CIPP Fund's 2018 budget at the budget retreat, and a proposed list is included in the 2018 budget. More detailed information on the CIPP Fund can be found on page 247.

Future Growth Fund

The Future Growth Fund accounts for the two points of the 4.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2018. We are seeking direction on how to proceed for 2018 and outgoing years.

Impact Fee Fund

The Impact Fee Fund accounts for the City's Parks/Open Space Impact Fee, Transportation Impact Fee and Drainage Impact Fee. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. The Road Impact Fee Fund is designated for reimbursement of arterial road costs under the developer agreements. More detailed information about the Impact Fee Fund can be found on page 295.

ENTERPRISE FUNDS

Solid Waste Management

On February 16, 1999, the City Council enacted Ordinance Number 1271 to establish the Solid Waste Management Enterprise Fund. All operations, maintenance and activities of the Enterprise shall be conducted as a City-owned business in such a manner to continue to qualify as an Enterprise. The City Council constitutes the governing body of the Enterprise. The Enterprise does not have the power to levy or assess any tax nor shall it accept or receive any grants from any Colorado or local government to the extent prohibited to maintain the Enterprise status.

2018 FINANCIAL SUMMARY

This fund is financed with a service charge of five percent (5%) of the disposal fees assessed against users of the solid waste disposal sites and facilities in the City. Expenditures are restricted to managing the impacts of the solid waste landfill operation. Therefore, capital expenditures are limited to the construction and maintenance of road and bridge access to and from solid waste disposal sites and facilities in the City. The money may also be spent for inspections, rectifying environmental problems or removal of litter generated by waste disposal sites and facilities, staff support and overhead and other costs related to solid waste disposal sites and facilities. The Council considered the 2018 proposed budget at the budget retreat. The total is included in the 2018 budget.

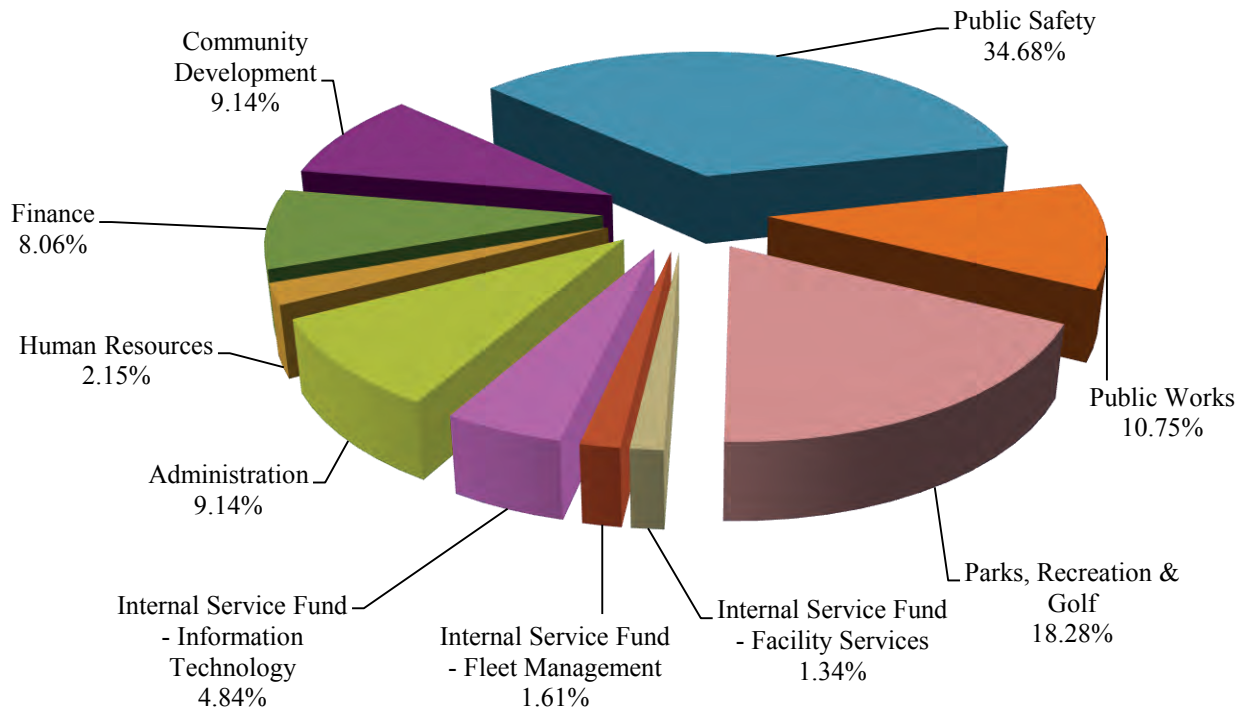


PERSONNEL

HUMAN RESOURCES OVERVIEW

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	31.00	33.00	34.00	34.00
Human Resources	7.00	8.00	8.00	8.00
Finance	32.00	33.00	30.00	31.00
Community Development	31.00	33.00	34.00	33.00
Public Safety	127.00	126.00	129.00	129.00
Public Works	40.00	40.00	40.00	40.00
Parks, Recreation & Golf	48.00	54.00	68.00	68.00
Internal Service Fund - Facility Services	4.00	4.00	5.00	5.00
Internal Service Fund - Fleet Management	6.00	6.00	6.00	6.00
Internal Service Fund - Information Technology	14.00	17.00	18.00	18.00
Total FTEs	340.00	354.00	372.00	372.00

2018 HUMAN RESOURCES OVERVIEW



PERSONNEL

2018 COMPENSATION AND STAFFING OVERVIEW

The City of Commerce City recognizes that employees are critical to the success of our mission and goals. We must retain and attract successful, professional, and results-oriented staff. The City provides its employees with a total compensation package including both pay and benefits. We attempt to make our total compensation comparable, within our ability to pay, to those found in governmental and private sector organizations in the Denver Metro area. We base rewards on the achievement and support of our stated mission, values, and goals.

The City uses widely recognized surveys to establish the competitive level of compensation for our positions. The midpoint of each pay grade is established by using average salaries paid in the market. The City uses private and public sector job matches. The City also evaluates available dollars to provide any increases in salary.

The 2018 compensation plan is formatted to adhere to the union's contract by which non-FOP employees will be eligible for the following increase based on individual performance evaluation rating:

Level 1 (lowest): 0%

Level 2: 0.5-1.0%, at management discretion

Level 3: 3.0-3.25%, at management discretion

Level 4: 3.5-3.75%, at management discretion

Level 5 (highest): 3.75-5.5%, at management

COMPENSATION PLAN

Provisions of the revised compensation plan concept include the following:

General Information

Prior to the beginning of each calendar year, the City conducts a survey using a variety of factors to determine the market comparisons of positions in the various pay grades and evaluate if market would warrant an adjustment to a pay grade. Such market information and factors may include, but not be limited to:

- Public and private sector organizations
- The Employment Cost Index-Wages (ECI-W)
- The market analysis of classifications
- Budgetary sufficiency and the City's ability to pay
- Local economic factors

After analysis is completed, adjustments would be calculated for each pay grade and recommendations are given to management.

Performance Evaluation System

Employees receive performance reviews and merit increases, if appropriate, on their evaluation date. Generally, the City budgets will account for an amount sufficient to provide each employee with a merit increase on the evaluation date, based on the employee's overall performance rating, reclassifications and to meet any contract negotiated increases. The City utilizes a 5-point rating scale.

PERSONNEL

Pay Families

- **General Pay Family:** General pay scale is grades G200-G900. Positions are typically FLSA nonexempt; eligible for overtime positions that perform operational duties. Employees in the general pay family may be eligible for an increase based upon the annual performance evaluation rating conducted by the appropriate supervisor. This is also the pay family where the majority of the AFSCME contract employees' positions are reflected.
- **Professional Pay Family:** Professional pay scale is grades R100-R700. Positions typically interpret policy, are FLSA exempt, require advance knowledge in their field, FLSA supervisor by definition and/or require some technical expertise.
- **Executive Pay Family:** Executive pay scale is grades E100-E500. Positions typically are Department Directors and Division Managers or report to a Department Director, manage a budget function, are FLSA exempt, responsible for performance evaluations, develop policy for approval, have a significant level of decision making and independent judgment and authority and have the ability or authority to place the City in a high liability situation.
- **Police Department:** The Police Department staff covered by the collective bargaining agreement between the City of Commerce City and Fraternal Order of Police, Lodge 19. The contract agreement is from January 1, 2018 to December 31, 2019. On April 1, 2018 the City will survey the cities as established by the contract for their minimum and maximum pay rates in the jobs classifications as specified by the contract.

Fringe Benefit Program

The City provides a comprehensive fringe benefits package to City employees including employee health insurance, dental insurance, retirement plan contributions, life insurance and disability coverage. Other employee related costs include worker's compensation, unemployment insurance; employee assisted housing program, employee computer loan program, and employee assistance program, enhanced training program, Social Security and Medicare, general leave and paid holidays.

Outlined below are the major components of the City's fringe benefits program and their impact on the 2018 Budget:

- **Health Insurance.** The City's medical provider is United Healthcare (UHC). The City is committed to offering our employees greater choices in doctors, pharmacies and plans, while positioning the city in the long-term to make better choices about benefits packages that meet our employees' needs.
- **Dental Insurance.** The City continues to offer dental insurance for 2018 through Delta Dental. This year no RFP was conducted as Delta Dental's renewal rates have no increases. As in past years, the dental insurance rates are established in accordance with FOP and AFSCME contracts.
- **Retiree Health Insurance Trust.** Council authorized establishment of the Retiree Health Insurance Trust and it will be funded over 15 years starting in 2007. If there are windfall tax receipts, it may be funded in less than 15 years. As per Resolution 2006-40, new employees hired as of July 1, 2006 will not be included in the Retiree Health Insurance Trust.
- **Retirement Plan Contribution.** The City contributes 6% of each general and professional employee's salary, along with the employee match of 6%, to the City's retirement plans under ICMA. Under the collective bargaining agreement, the sworn members of the collective bargaining agreement will receive a 10% matching contribution

PERSONNEL

from the City, plus the employee's contribution of 10%, to the retirement plan. New for 2018, the City is offering a 457 retirement plan contribution match of 50% of the employee's contribution up to a maximum of 2% (for all non-FOP employees).

- **Workers' Compensation.** The City's Workers' Compensation premium for 2018 is unknown at this time. Increases are based on the increase in payroll, increases in higher-rated job classes (especially police officers and maintenance workers), and the worker's compensation claims filed.
- **Employee Assisted Housing Program.** The Employee Assisted Housing Program is a popular program. The program provides financial assistance to employees of up to \$10,000 in down payment assistance or closing costs for homes purchased in Commerce City. The employee receives a loan from the City, which is "forgiven" over 6 to 10 years of continued employment with the City. This program will continue for 2018.
- **Employee Computer Loan Program.** The City will continue to provide an employee home computer purchase program for 2018. The purpose of the program is to increase computer literacy for all employees, resulting in higher use of technology and added productivity.



2019 FINANCIAL SUMMARY

SUMMARY OF GENERAL FUND FINANCIALS

	2019 Plan	
<u>Financial Sources</u>		
General Fund Revenue	\$ 65,546,691	
Transfers From		
2k allocation	698,261	
2k Revenue		
1% Taxes	12,621,075	
Paradise Pool	260,607	
New Recreation Center	514,716	
Total Financial Sources	\$ 79,641,350	
<u>Financial Uses</u>		
Primary Government		
Administration	\$ 4,818,857	
Human Resources	1,107,685	
Finance	11,870,332	
Community Development	3,590,735	
Public Safety	16,043,068	
Public Works	8,857,366	
Parks, Recreation & Golf	8,358,294	
GF Recreation Admin Operations	180,347	
GF indirect Sallary allocation	1,599,397	
Bond-COPS Series 2017	1,797,556	
Total Primary Government	58,223,637	
Transfers To		
Commerce City Housing Authority	60,000	
Elected Officials Retirement Fund	44,955	
Debt Service Fund	2,860,125	
CIPP Fund-Highway User	1,815,648	
CIPP Fund-Road & Bridge	533,679	
CIPP Indirect alloaction Long term Capital (20%)	112,575	
CIPP Fund (GF Funding)	1,511,104	
URA Fund-Derby Catalyst	83,000	
General Fund Balance	1,000,229	
Total Transfers To	8,021,315	
Primary Government		
2k indirect Sallary allocation	2,399,096	
2k Parks, Recreation	1,306,797	
2k Parks	455,325	
2K Recreation Admin Operations	270,520	
2K Roads	107,550	
2k Indirect alloaction Long term Capital (20%)	112,575	
2k Indirect alloaction (15%)	585,686	
2k Program Management	900,000	
Total Primary Government	6,137,549	
Transfers To		
Debt Service Fund - 2K-2014	4,536,388	
Debt Service Fund - 2K-2016	2,670,900	
2K Fund Balance	51,561	
Total Transfers To	7,258,849	
Total Financial Uses		
General Fund	66,244,952	
2k General Fund	13,396,398	
Total	79,641,350	

2019 FINANCIAL SUMMARY

SUMMARY OF CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

	2019 Plan
<u>Financial Sources</u>	
Transportation Tax	\$ 1,043,390
Adams County Open Space Tax	542,562
Cable Subscriber Fee (PEG)	33,000
Transfers From:	
CIPP Indirect allocation Long term Capital (20%)	112,575
CIPP Fund (GF Funding)	1,511,104
General Fund-Highway User Tax	1,815,648
General Fund - Road and Bridge Tax	533,679
Solid Waste Fund	772,500
Conservation Trust Fund	259,560
Northern Infrastructure GID Fund	187,460
Impact fee Fund (Parks)	625,000
Total Financial Sources	\$ 7,436,478
<u>Financial Uses</u>	
Approved Projects	
Pavement Management	\$ 2,500,000
ADA Plan	79,000
ADA Compliance	50,000
2019 PRG Preservation	420,160
Veteran's Memorial Park	375,000
Ballfield Replacement	625,000
Traffic Signal	380,000
Comp Plan	250,000
Outdoor Warning Towers 2018	165,000
Bridge Replacement	187,460
Sidewalk Connectivity/Flatwork (PRG/PW)	276,000
112th Package, Potomac	772,500
88th Ave Widening	459,956
Total Approved Projects	6,540,076
Transfers To:	
Fund Balance - CIPP	463,402
Fund Balance - CIPP-Adams County Open Space Tax	400,000
Fund Balance - CIPP-Cable Subscriber Fee (PEG)	33,000
Total Financial Uses	\$ 7,436,478

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

SOLID WASTE MANAGEMENT FUND

	2019 Plan
<u>Financial Sources</u>	
Revenues	\$ 786,405
Total Financial Sources	\$ 786,405
<u>Financial Uses</u>	
Transfers To:	
Fund Balance - Solid Waste Management Fund	\$ 13,905
Fund Balance - CIPP Fund	\$ 772,500
Total Financial Uses	\$ 786,405

POLICE DONATION FUND

	2019 Plan
<u>Financial Sources</u>	
Donations	\$ 10,000
Total Financial Sources	\$ 10,000
<u>Financial Uses</u>	
Explorer Program	\$ 10,000
Total Financial Uses	\$ 10,000

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

CONSERVATION TRUST FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
Revenues	\$ 422,470
Investment Earnings	5,090
Total Financial Sources	\$ 427,560
<u>Financial Uses</u>	
Transfers To:	
Fund Balance - CIPP Fund	\$ 259,560
Fund Balance - Conservation Trust Fund	168,000
Total Financial Uses	\$ 427,560

CHEMICAL ROUNDUP FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
Revenues	\$ 26,162
Total Financial Sources	\$ 26,162
<u>Financial Uses</u>	
Chemical Roundup Expense	\$ 26,162
Total Financial Uses	\$ 26,162

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

ELECTED OFFICIALS RETIREMENT FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
Transfers From:	
General Fund	\$ 44,955
Total Financial Sources	\$ 44,955
<u>Financial Uses</u>	
City Council Retirement Fund	\$ 44,955
Total Financial Uses	\$ 44,955

DEBT SERVICE FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
KSS Reimbursement	\$ 511,425
Transfers From	
General Fund	2,860,125
General Fund - 2K-Series 2014	4,536,388
General Fund - 2K-Series 2016	2,670,900
Urban Renewal Authority	439,725
Total Transfers From	10,507,138
Total Financial Sources	\$ 11,018,563
<u>Financial Uses</u>	
Bond Issue Principal - Series 2015	\$ 1,890,000
Bond Issue Interest - Series 2015	1,921,275
Bond Issue Principal - 2K-Series 2014	1,460,000
Bond Issue Interest - 2K-Series 2014	3,076,388
Bond Issue Interest - 2K-Series 2016	2,670,900
Total Financial Uses	\$ 11,018,563

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

WATER RIGHTS ACQUISITION FUND

	2019 Plan
<u>Financial Sources</u>	
Water Acquisition Fee	\$ 515,282
Total Financial Sources	\$ 515,282
<u>Financial Uses</u>	
Project Expense	\$ 515,282
Total Financial Uses	\$ 515,282

SECOND CREEK DRAINAGE BASIN FUND

	2019 Plan
<u>Financial Sources</u>	
Impact Fee - Second Creek Drainage Basin	\$ 69,224
Total Financial Sources	\$ 69,224
<u>Financial Uses</u>	
Restricted Impact - Second Creek Drainage Basin	\$ 69,224
Total Financial Uses	\$ 69,224

THIRD CREEK DRAINAGE BASIN FUND

	2019 Plan
<u>Financial Sources</u>	
Impact Fee - Third Creek Drainage Basin	\$ 1,018
Total Financial Sources	\$ 1,018
<u>Financial Uses</u>	
Restricted Impact - Third Creek Drainage Basin	\$ 1,018
Total Financial Uses	\$ 1,018

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

BUFFALO RUN TRIBUTARY DRAINAGE FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
Impact Fee - Buffalo Run Tributary Drainage	\$ 86,530
Total Financial Sources	\$ 86,530
<u>Financial Uses</u>	
Restricted Impact - Buffalo Run Tributary Drainage	\$ 86,530
Total Financial Uses	\$ 86,530

IMPACT FEES FUND

	<u>2019 Plan</u>
<u>Financial Sources</u>	
Impact Fees - parks/open space	\$ 723,579
Impact Fees - transportation	458,100
Impact Fees - drainage	60,000
Impact Fees - landscape	5,000
Total Financial Sources	\$ 1,246,679
<u>Financial Uses</u>	
Restricted Impact - parks/open space	\$ 98,579
Restricted Impact - transportation	458,100
Restricted Impact - drainage	60,000
Restricted Impact - landscape	5,000
Transfers To	
CIPP Fund - transportation	625,000
Total Financial Uses	\$ 1,246,679

2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

HOUSING AUTHORITY FUND

	2019 Plan
<u>Financial Sources</u>	
Transfers From:	
General Fund	\$ 60,000
Total Financial Sources	\$ 60,000
<u>Financial Uses</u>	
Housing Administration	\$ 60,000
Total Financial Uses	\$ 60,000

2019 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund						
Taxes						
General property tax	\$ 2,591,268	\$ 2,411,830	\$ 2,454,570	\$ 3,681,856	\$ 2,591,433	\$ 2,510,130
Specific ownership tax	214,994	218,837	153,859	218,837	221,014	227,192
Vehicle transfer tax	7,013	7,018	4,215	7,018	7,209	7,289
Franchise fees	2,914,395	3,084,681	1,734,928	3,084,681	2,995,998	3,200,302
Accommodation fees	17,266	16,723	10,311	16,723	17,749	18,068
Sales and use tax	43,368,425	41,841,983	31,705,193	41,841,983	44,626,110	45,571,073
Sales and use tax - 1%	12,009,907	11,201,659	8,145,907	11,201,659	12,397,914	12,621,075
Retail Excess	93,267	-	-	-	95,879	96,969
Total Taxes	61,216,535	58,782,731	44,208,983	60,052,757	62,953,306	64,252,098
Licenses and Permits						
Liquor licenses	52,258	47,000	40,390	47,000	53,721	48,907
Occupation licenses	15,085	14,252	10,870	14,252	15,507	15,786
Contractors' licenses	70,435	78,712	60,739	78,712	72,407	73,710
Building permits	1,452,504	1,042,661	1,508,876	2,263,313	1,496,175	1,523,106
Excavating permits	630,703	490,000	400,919	490,000	576,000	568,368
Marijuana fees	134,200	91,715	-	91,715	137,984	140,440
Other	5,510	3,011	825	3,011	5,663	5,764
Total Licenses and Permits	2,360,695	1,767,351	2,022,619	2,988,003	2,357,457	2,376,081
Intergovernmental						
Road and bridge tax	509,964	492,963	499,764	749,647	524,243	533,679
Cigarette tax	108,363	106,639	57,076	106,639	111,398	113,403
Highway users tax	1,673,837	1,777,999	999,561	1,777,999	1,762,766	1,815,648
Motor vehicle registration tax	205,256	210,068	142,800	210,068	211,003	218,068
Total Intergovernmental	2,497,421	2,587,669	1,699,201	2,844,353	2,609,410	2,680,798
Charges for Services						
Zoning	77,544	85,135	64,355	85,135	79,690	87,017
Plan check fees	502,762	241,260	550,039	825,058	516,839	526,142
Docket fees	130,697	109,989	56,515	109,989	95,823	117,517
Court surcharge fees	205,797	223,822	107,970	223,822	151,614	235,297
Fuel surcharge	72,340	78,566	35,275	78,566	50,049	82,798
Housing Authority revenue	91,804	84,764	40,895	84,764	94,374	96,072
Special duty assignment	435,561	186,938	313,311	469,967	190,676	194,108
Employee activity committee	5,135	9,237	-	5,135	-	-
Weed removal fee	136,253	117,174	130,646	195,969	140,068	142,588
Passports	36,089	44,100	43,731	44,100	37,099	45,649
Towing administration fees	48,048	51,708	30,387	51,708	52,743	53,692
Reimbursement by others	1,475	-	170	255	-	-
NMTF Reimbursement	74,045	79,383	43,690	79,383	80,971	82,428
Reimbursement - school district	167,523	167,141	75,095	167,141	170,483	173,552
Recreational activity fees	989,863	890,488	723,214	989,898	1,198,197	1,410,108
Outdoor pool - 2K	284,784	255,649	290,911	436,367	256,000	260,607
Golf Course fees	2,671,063	2,814,699	2,604,481	2,814,699	3,008,601	3,057,407
Other	66,980	477,499	141,863	67,885	490,713	504,497
Total Charges for Services	5,997,764	5,917,552	5,252,549	6,729,840	6,613,940	7,069,479

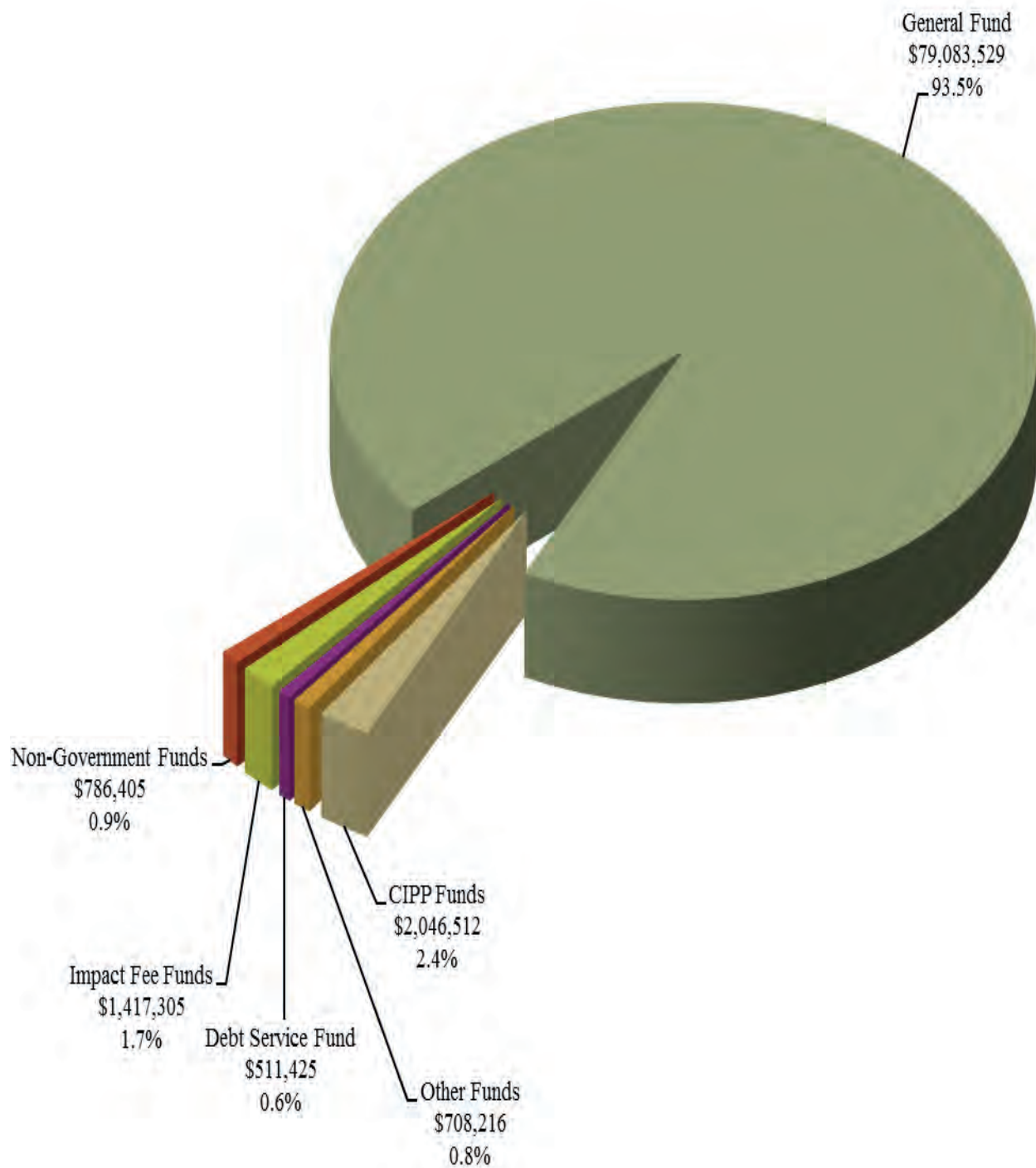
2019 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Fines and Forfeitures						
Municipal court	711,042	761,820	376,591	761,820	530,015	788,967
DUI fees	19,876	20,000	22,599	33,899	27,626	28,400
Bond fees	7,034	7,878	3,147	7,878	7,908	11,988
Photo red light enforcement	571,370	500,000	447,052	500,000	510,000	519,180
Other	150	300	-	300	250	300
Total Fines and Forfeitures	1,309,473	1,289,998	849,389	1,303,897	1,075,799	1,348,835
Miscellaneous						
Investment earnings	235,246	843,115	513,977	843,115	500,000	868,977
Unclassified revenue	279,764	315,048	-	315,048	400	400
Loan interest	-	-	-	-	-	-
Other	905	1,250	175,782	478,180	478,180	486,861
Total Miscellaneous	515,915	1,159,413	689,759	1,636,343	978,580	1,356,238
Total General Revenues	73,897,803	71,504,714	54,722,499	75,555,192	76,588,492	79,083,529
Other Funds						
Adams County Open Space tax	427,439	400,000	467,958	701,937	535,600	542,562
Conservation Trust Fund	551,347	435,000	238,526	435,000	420,000	427,560
Transportation tax	1,179,668	1,000,000	651,598	1,000,000	1,030,000	1,043,390
Police Donation Fund	20,932	10,000	11,271	16,906	10,000	10,000
KSS debt reimbursement	382,819	327,224	431,481	647,221	509,581	511,425
Cable subscriber fees (Peg)	35,063	33,000	18,756	33,000	33,000	33,000
Chemical Round Up Fund	26,969	25,000	28,748	43,121	25,700	26,162
Impact Fee Fund - parks/open space	837,100	500,000	640,756	961,135	710,785	723,579
Impact Fee Fund - transportation	741,326	400,000	670,462	1,005,693	599,000	609,782
Impact Fee Fund - drainage	100,689	60,000	72,545	108,818	80,410	81,857
Impact Fee Fund - landscape	2,911	5,000	2,274	5,000	2,050	2,087
Water Rights Acquisition Fund	577,779	400,000	531,466	797,200	506,171	515,282
Second Creek Drainage Basin Fund	73,567	40,000	88,339	132,509	68,000	69,224
Buffalo Run Tributary Drainage Basin Fund	136,387	80,000	100,376	150,564	85,000	86,530
Third Creek Drainage Basin Fund	206	1,000	294	1,000	1,000	1,018
Total Other Funds	5,094,202	3,716,224	3,954,850	6,039,104	4,616,297	4,683,458
Total Governmental Funds	78,992,005	75,220,938	58,677,350	81,594,296	81,204,789	83,766,987
Enterprise Funds						
Solid Waste Management Fund	764,964	750,000	786,405	1,179,608	772,500	786,405
Total Enterprise Funds	764,964	750,000	786,405	1,179,608	772,500	786,405
Total Governmental and Enterprise Funds	\$ 79,756,969	\$ 75,970,938	\$ 59,463,755	\$ 82,773,904	\$ 81,977,289	\$ 84,553,392

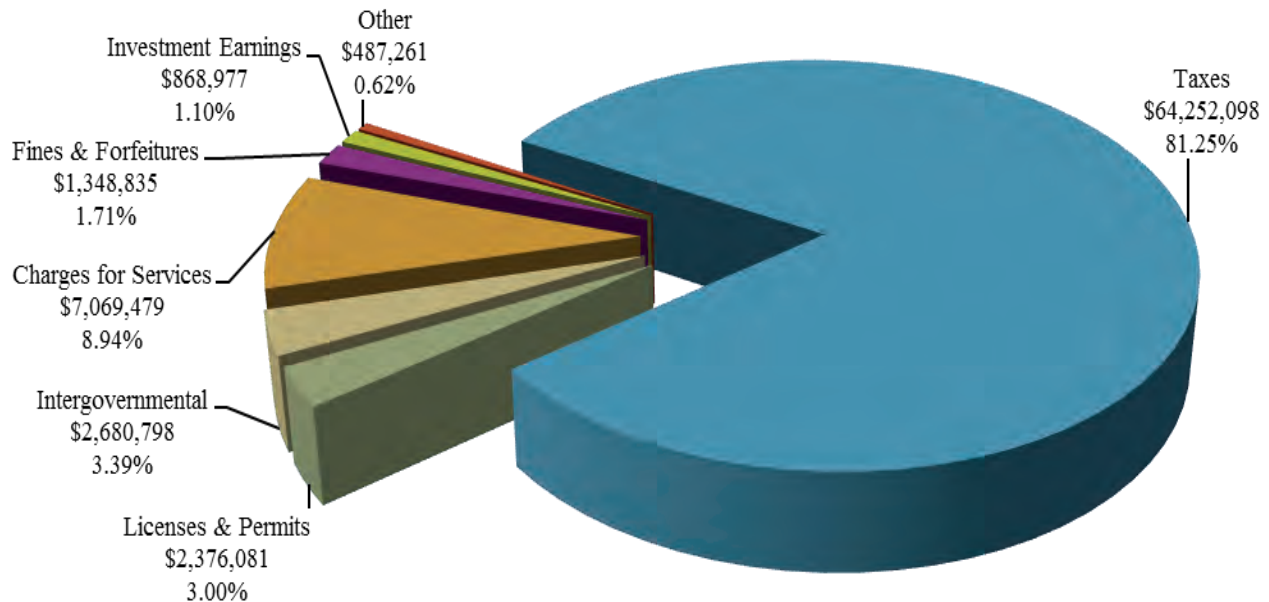
2019 FINANCIAL SUMMARY

REVENUE SUMMARY 2019

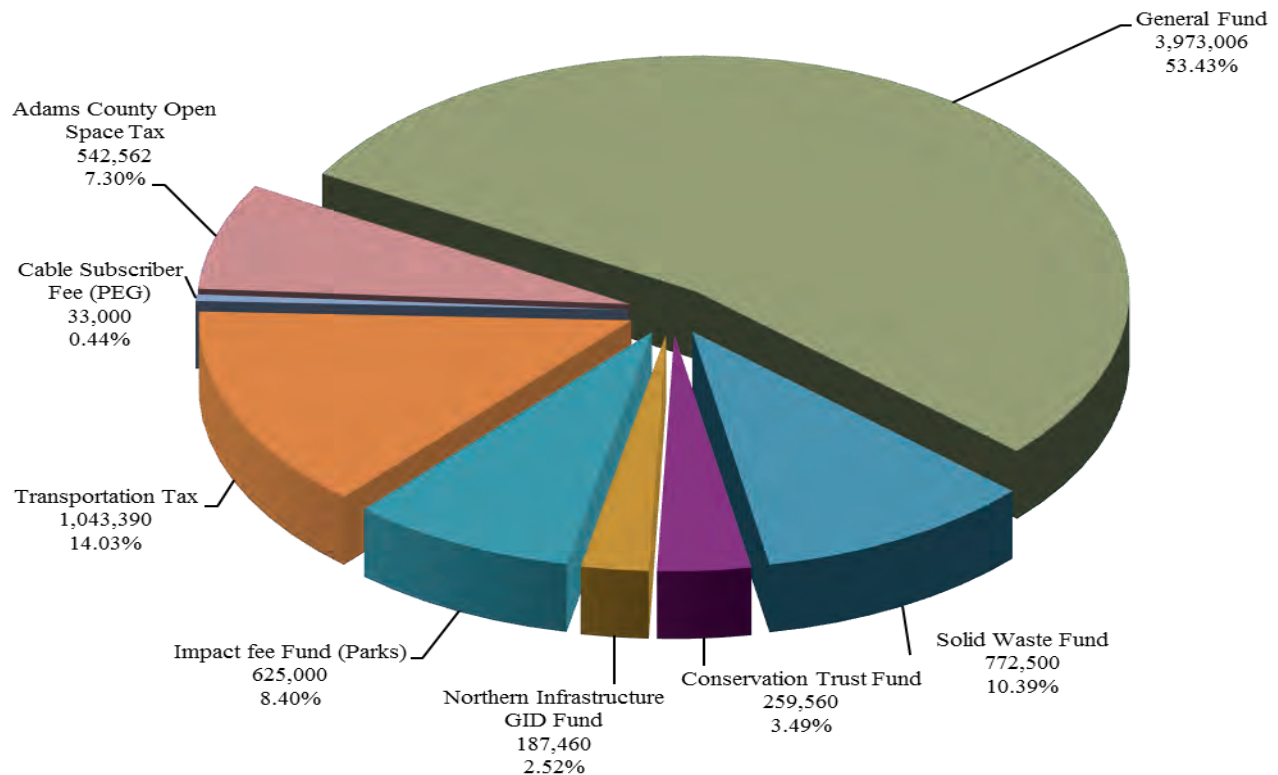


2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES-GENERAL FUND 2019



SUMMARY OF FINANCIAL SOURCES CAPITAL IMPROVEMENT AND PRESERVATION PLAN - CIPP FUND 2019



2019 FINANCIAL SUMMARY

2019 REVENUE OVERVIEW

The City strives to maintain a strong, diverse revenue base recognizing that becoming too dependent upon any individual revenue source would make the City's revenues more vulnerable to economic cycles. The voters of Commerce City have exempted all Commerce City revenues, with the exception of property tax revenues, from the revenue and expenditure limitations imposed by the TABOR Amendment and authorized their expenditure. All revenues are conservatively projected, monitored and updated as necessary. Total 2019 general revenues (excluding restricted impact fees) are projected to increase 3.2% to \$79,083,529 from estimated 2018 revenues of \$76,588,492. Outlined below are descriptions and a brief analysis of the City's largest revenue sources:

TAXES, LICENSES & INTERGOVERNMENTAL REVENUES

Property Tax

Property taxes are levied on December 31st, and attach an enforceable lien on property as of January 1. Taxes are due following January 1st, the first half-payment is due by February 28th and the second half-payment is due by June 15th, or full payment is due by April 30th. The City of Commerce City's property tax mill levy is 3.28 mills. For fiscal year 2018 property tax revenue was estimated to be \$2,591,433. The 2019 budget includes an increased projected property tax collection of \$2,510,130.

Building Permit Fees

Building Permit Fees are based on the dollar valuation of the construction work to be performed. Permit Fees are established by ordinance and are budgeted based on local construction and development trends. Estimated revenues for the 2019 budget are projected at \$1,523,106.

Other Permit and Construction Fees

The City assesses other fees with respect to new residential and commercial construction. The 2019 budget includes Plan Check Fees of \$526,142.

Sales and Use Taxes

The City of Commerce City collects a 4.5% tax on the sales of tangible personal property and specific services. A use tax is levied as a complement to the City's sales tax and is imposed upon taxable purchases on which a sales tax was not legally imposed. The City imposes the use tax on building materials, motor vehicles and other tangible personal property (e.g., furniture, fixtures, supplies and equipment). Budgeted sales and use tax revenues for 2019 are projected to increase 1.8% over 2018 budgeted revenues to \$58,192,148. Sales and use tax revenues now flow into the General Fund.

Franchise Fees

The City currently has a nonexclusive franchise agreement with Xcel Energy for the right to furnish, sell and distribute gas and electricity to residents and businesses within the community. The agreement provides Xcel Energy with access to public property to provide gas and electric services. In consideration for this franchise, Xcel Energy pays the City of Commerce City a sum equal to 3% of all revenues received from the sale of gas and electricity. In addition, the City receives Franchise Fees from the cable TV provider set at 5% of gross revenues and from United Power equal to 3% of their electricity revenues. The Franchise Fees are estimated to be \$3,200,302 in the 2019 budget.

2019 FINANCIAL SUMMARY

Municipal Court Fees

Municipal Court Fees consist, primarily, of fines and forfeitures assessed against parties found guilty of any municipal offense through the court system. This amount also includes charges for services of docket fees, court surcharge fees and fuel surcharge fees. Estimated total revenues for the 2019 budget are \$1,141,781

Highway User's Tax

The Highway User's Tax (HUT) is a State tax shared back with local governments. HUT revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses and motor vehicle registration fees. The HUT is distributed monthly among the state, counties and municipalities through a formula based on the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements. HUT is projected to be \$1,815,648 in the 2019 budget.

Excavating Permits

Excavation Permit Fee revenues are received from various contractors performing excavation activities within the City's various right-of-ways. The 2019 budget is planned at \$568,368.

Motor Vehicle Registration Fees

Motor Vehicle Registration Fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle and the age of the vehicle. The revenues received by a county, city or municipality are actual fees collected for the month based on the number and type of vehicles registered. The City anticipates \$218,068 in Motor Vehicle Fees for 2019.

Recreation Activity Fees

The City of Commerce City owns and operates a recreation center for Commerce City residents. A variety of recreation programs and activities are offered through the recreation center. To access the activities and programs, users are assessed a Membership Fee. Activity Fee revenues are anticipated to remain the same in 2019 at \$1,410,108.

Outdoor Leisure Pool

The City of Commerce City installed a new outdoor pool at Pioneer Park that opened in July 2015. A variety of swimming programs and activities are offered. To access the activities and programs, users are assessed a Membership Fee. Outdoor pool revenues are anticipated to remain flat at \$260,607 for 2019.

Golf Course Activity Fees

The City of Commerce City owns and operates an award winning 18-hole golf course. A variety of golf programs and activities are offered through the golf course. Activity Fee revenues are anticipated to remain flat in 2019 at \$3,057,407.

Conservation Trust Proceeds

The Conservation Trust Fund is primarily funded with State lottery proceeds. Municipal lottery proceeds are based on the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site. The City of Commerce City normally transfers Conservation Trust proceeds to the CIPP Fund. Lottery revenues are projected at \$427,560 in 2019.

2019 FINANCIAL SUMMARY

Impact Fee Fund

Impact Fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with the necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. In 2019, the Second Creek Drainage Basin Impact Fee is estimated to provide \$69,224 in revenues, the Buffalo Run Tributary Drainage Fee is estimated to provide \$86,530 in revenues, the Third Creek Drainage Basin is estimated to provide \$1,018 in revenues, and the DFA053 Drainage Basin is estimated to provide \$81,857 in revenues. The 2019 budget includes road impact fees, drainage systems, and parks/open space and trails in the City's northern growth areas.

Future Growth Fund

The Future Growth Fund accounts for the two points of the 4.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2018. We are seeking direction on how to proceed for 2019 and outgoing years

Water Rights Acquisition Fund

The Water Rights Acquisition Fund exists for the purchase of irrigation and potable water rights. The Water Rights Acquisition Fee is estimated to generate \$515,282 in 2019.



2019 FINANCIAL SUMMARY

EXPENDITURES SUMMARY

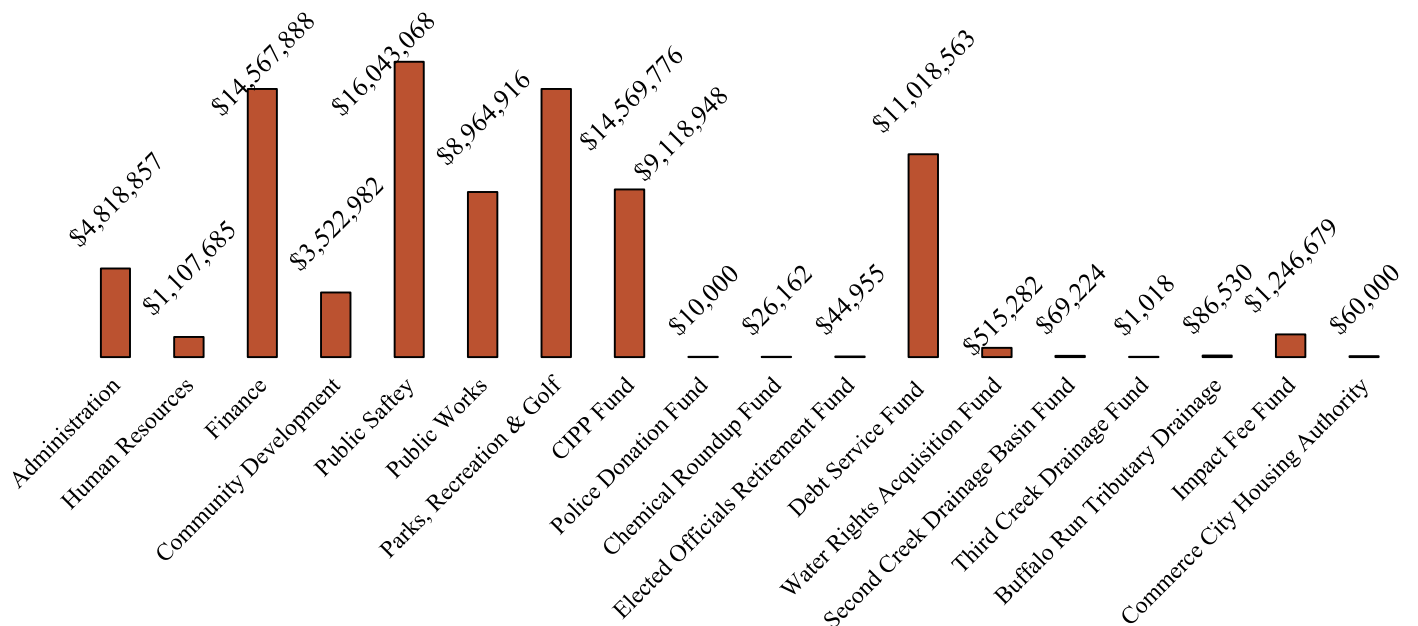
	Personal Services					Total
	Salaries	Benefits	Materials and Supplies	Services and Charges	Capital Outlay	
Administration	\$ 2,571,709	\$ 284,606	\$ 20,200	\$ 1,942,342	-	\$ 4,818,857
Human Resources	586,551	79,415	5,460	436,259	-	1,107,685
Finance	3,220,234	6,268,791	43,840	4,135,023	900,000	14,567,888
Community Development	2,058,134	265,288	44,945	1,222,368	-	3,590,735
Public Safety	9,984,753	1,549,297	417,770	4,091,248	-	16,043,068
Public Works	3,061,161	491,111	404,300	5,008,344	-	8,964,916
Parks, Recreation & Golf	7,196,504	716,067	1,767,812	4,588,123	301,270	14,569,776
CIPP Fund	-	-	-	7,436,478	-	7,436,478
Police Donation Fund	-	-	-	10,000	-	10,000
Chemical Roundup Fund	-	-	-	26,162	-	26,162
Elected Officials Retirement Fund	-	-	-	44,955	-	44,955
Debt Service Fund	-	-	-	11,018,563	-	11,018,563
Water Rights Acquisition Fund	-	-	-	515,282	-	515,282
Second Creek Drainage Basin Fund	-	-	-	69,224	-	69,224
Third Creek Drainage Fund	-	-	-	1,018	-	1,018
Buffalo Run Tributary Drainage	-	-	-	86,530	-	86,530
Impact Fee Fund	-	-	-	1,246,679	-	1,246,679
Commerce City Housing Authority	-	-	-	60,000	-	60,000
Total	\$ 28,679,046	\$ 9,654,575	\$ 2,704,327	\$ 41,938,598	\$ 1,201,270	\$ 84,177,816

Note:

Excludes Finance Authority Fund

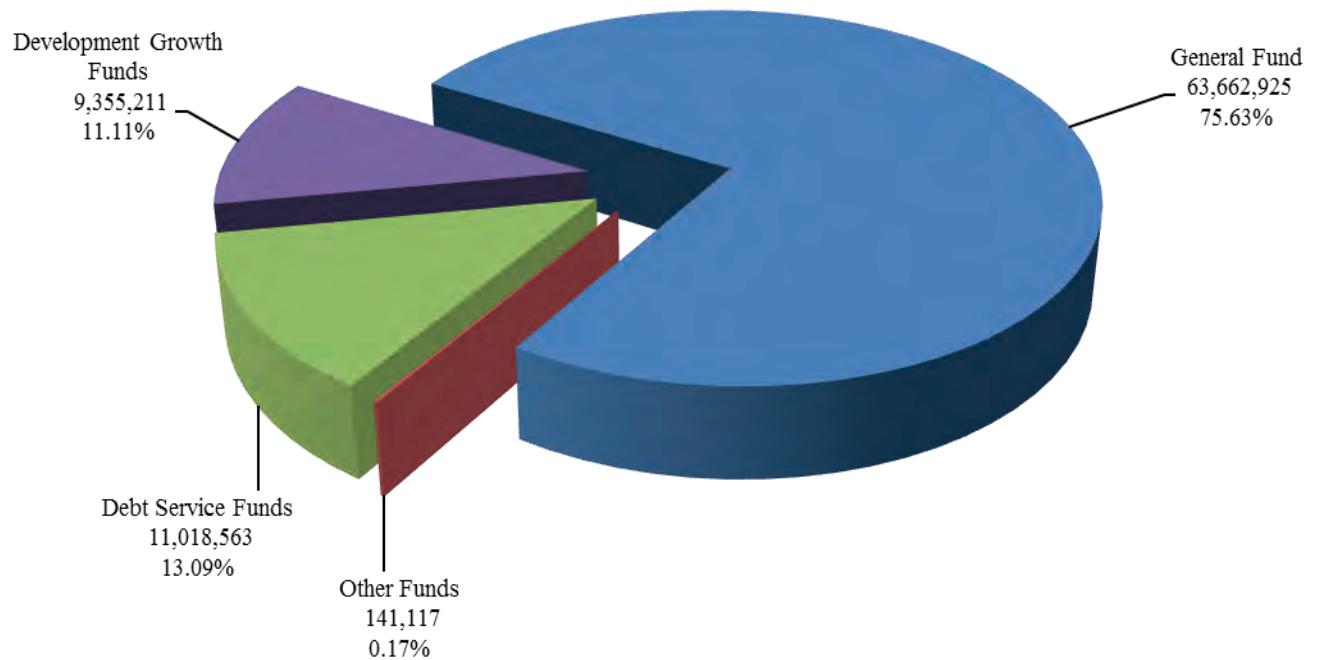
Excludes Solid Waste Management Fund

Includes Internal Service Funds Allocations

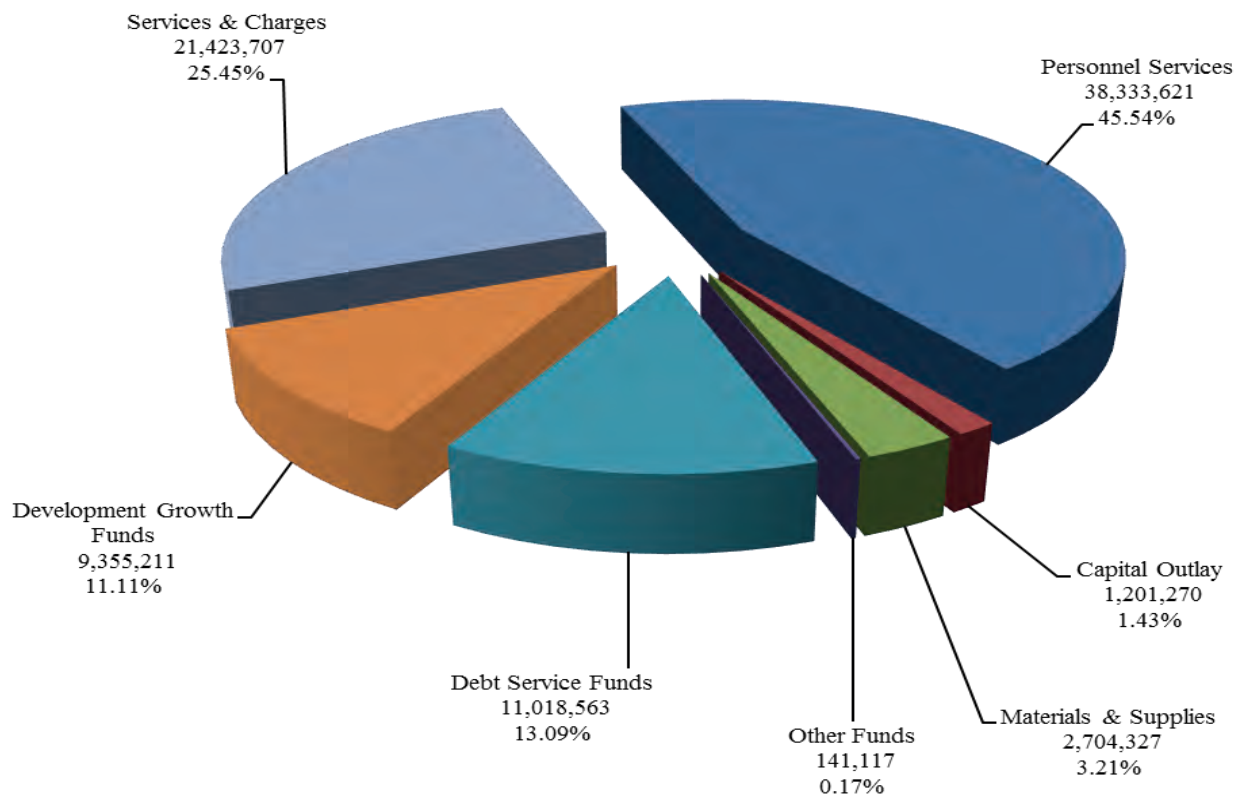


2019 FINANCIAL SUMMARY

EXPENDITURES SUMMARY BY FUND 2019

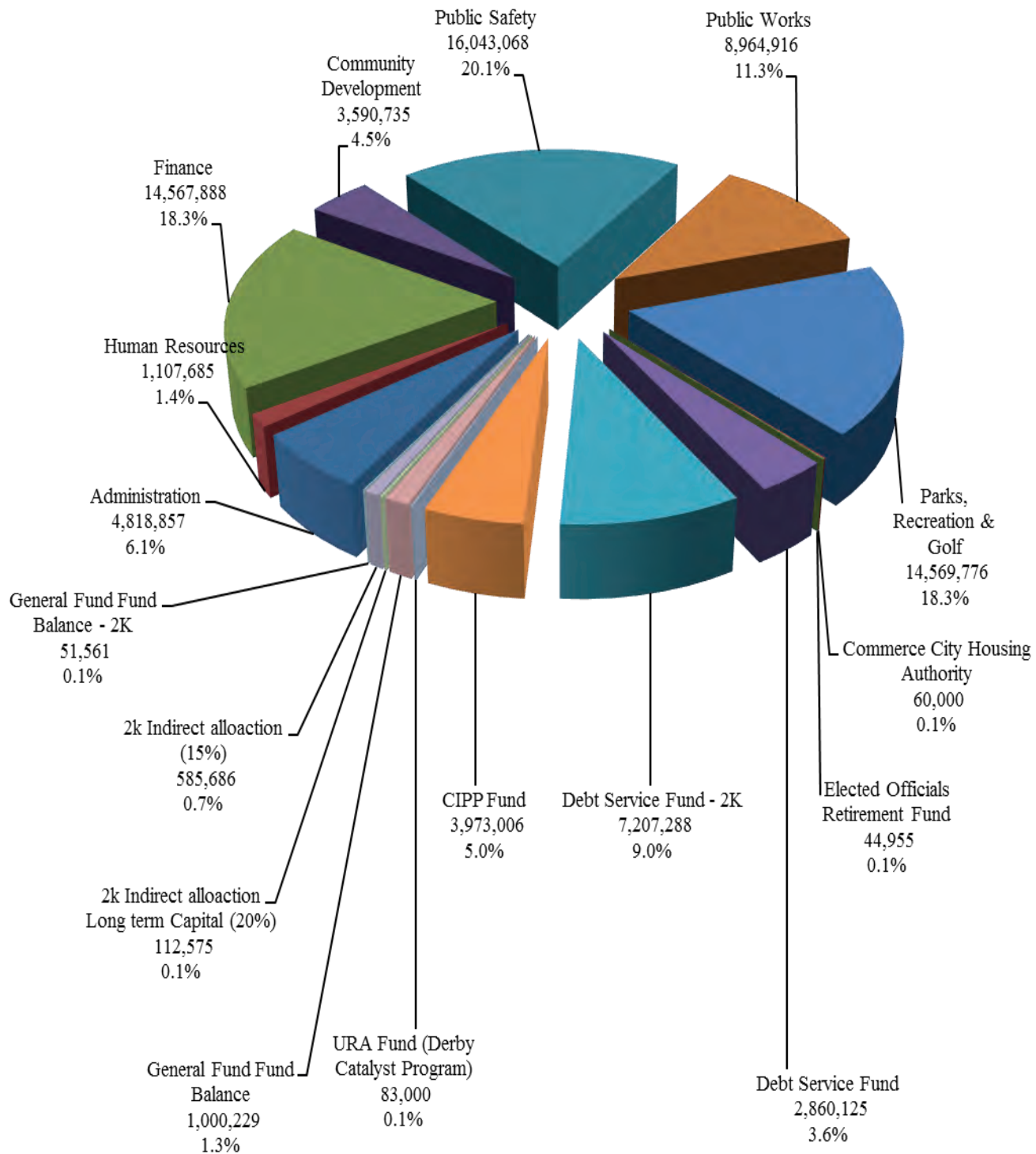


EXPENDITURES SUMMARY BY TYPE 2019



2019 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-GENERAL FUND 2019



2019 FINANCIAL SUMMARY

2019 EXPENDITURES OVERVIEW

Planned expenditures for the 2019 fiscal year, including the General Fund and Capital Projects, and including allocated costs from the Internal Service Funds, but excluding the Solid Waste Management Fund, have been budgeted at \$85,792,533

The majority of program operating budgets reflect an increase from the 2018 budget. The 2019 proposed budget will be reviewed and adjustments will be made during the next budget cycle.

DEPARTMENTAL OPERATING BUDGETS

Outlined below is a brief discussion of the 2019 departmental budgets.

Administration

Administration consists of seven programs with a combined 2019 budget of \$4,818,857 representing an increase of 2.4% from the 2018 budget. The programs comprising administration are as follows:

- Legislative - The budget for legislative activities is \$610,077 representing an increase of 0.2% from 2018 budgeted expenditures. This budget continues to provide financial support for scholarships, agencies and non-profit organizations that directly benefit City residents.
- Legal - The total budget for all legal services is \$880,249 for the City Attorney and outside special council. The legal costs for specialized legal services such as for condemnation, labor relations, environmental law and water rights are also included in this budget program. Any legal cost pertaining to the Commerce City General Improvement District, Urban Renewal Authority and the Commerce City Housing Authority are billed separately and are not included within this budget.
 - City Attorney – The 2019 City Attorney budget decreased from \$651,512 compared to the 2018 budget of \$679,681.
 - Legal Services – The 2019 legal services budget increased slightly to \$228,737.
- City Manager's Office - The City Manager's Office is composed of four programs.
 - City Manager – The budget for the City Manager decreased 0.6% to \$1,412,431 compared to the 2018 budget of \$1,420,585.
 - City Clerk – The City Clerk budget increased to \$390,387 compared to the 2018 budget of \$374,032.
 - Economic Development – The Economic Development budget increased to \$547,788 from \$545,552 in 2018.
 - Communications and Intergovernmental Relations - The Communications and Intergovernmental Relations budget increased to \$977,925 from \$856,523 in 2018.

Human Resources

The Human Resources Department consists of three active divisions with a combined budget of \$1,107,685 which increased 1.6% from \$1,089,397 in 2018.

- Human Resources - The Human Resources budget increased to \$937,626 compared to the \$916,092 budgeted in 2018.
- Risk Management - The Risk Management division decreased to \$128,059 compared to the \$131,305 budgeted in 2018.

2019 FINANCIAL SUMMARY

- Organizational Development – The training budget for 2019 remained at the 2018 level of \$42,000.

Finance

Finance includes five programs with a combined 2019 budget of \$14,567,888 representing a 1% increase from the 2018 budget of \$14,432,585. The five programs comprising Finance are as follows:

- Financial Planning and Budgeting - This program has increased to \$499,190 in 2019 from \$420,824 in 2018.
- Financial Services - The Financial Services budget has decreased to \$1,927,267. The 2018 Financial Services budget was \$1,929,267.
- Tax - The budget is \$1,100,601 compared to the \$1,058,750 in 2018.
- Municipal Court - The City's Municipal Court budget increased to \$769,686 from \$453,851 in 2018. This budget provides funding for the administration and operations of the City's Municipal Court, contracting for the supervision of the Community Services Youth Offender program and jury trials.
- Internal Services - Internal Services provides the insurance coverage for all City operations and contains budget appropriations for other city-wide expenditures as well. Internal Services decreased to \$10,423,548 from \$10,569,893 in 2018. Other services and activities include:

Health and Dental Insurance
Unemployment Insurance
Employee Assistance Program
Section 125 Flex Administration
CIRSA Liability Insurance
City Postage Costs
Property Tax Rebate Program

Life Insurance and Disability Insurance
General Leave
Retiree Health Insurance Trust
Workers' Compensation
Bi-lingual Reward Program
Central Office Copier Lease/Supplies
Armored Car Service

Community Development

Community Development consists of six programs. The department's 2018 budget decreased 7.9% to \$3,522,982 from the \$3,825,041 in 2018.

- Administration - The Administration budget increased to \$579,359 from \$578,720 in 2018.
- Planning - The budget decreased 8.5% to \$887,639 compared to \$970,574 in 2018.
- Building Safety - The Building Safety budget decreased 6.5% to \$1,141,658 from \$1,220,866. The budget provides for building inspection, plans examination and the related operations.
- Neighborhood Services - The Neighborhood Services budget has decreased 8% to \$699,452 compared to the \$760,192 in 2018.
- CDBG – The CDBG budget increased 4.4% to \$72,123 in 2019 from 69,063 in 2018.
- Housing Authority - The Housing program budget decreased to \$178,645 from \$225,626 in 2018 due to one-time costs.

Public Safety

The Public Safety Department is organized into five programs. The Public Safety departmental budget for 2019 decreased 8.5% to \$16,043,068 compared to \$17,531,023 in 2018.

- Administration - The 2019 Administration budget increased to \$1,231,676 from \$1,214,611 in 2018.
- Support Operations - The 2019 budget decreased to \$5,381,006 compared to the \$5,476,675 in 2018.

2019 FINANCIAL SUMMARY

- Patrol Operations - The 2019 Patrol Operations budget decreased 16.1% to \$8,830,796 from \$10,253,759 in 2018. This is due to an anticipated decrease in overtime expenditures as the Department approaches full staffing levels.
- Community Justice - The 2019 Community Justice budget increased to \$373,924 from \$361,358 in 2018.
- Emergency Management - The 2019 budget increased slightly to \$225,666 from \$224,620 in 2018.

For clarification purposes, Police Department grants have not been included as a part of the five programs. All grants are budgeted in a Special Revenue Grants Fund established to record and account for all grant funded activities.

Public Works

The department is composed of five individual programs including Administration, Street and Traffic Maintenance, Refuse Collection (trash and rubbish removal), Capital Projects, and Engineering (civil and traffic engineering). The 2019 Public Works Department budget increased to \$8,964,416 from \$8,132,970 in 2018.

- Administration - The Administration budget increased 5.7% to \$538,092 from \$507,488 in 2018.
- Street and Traffic Maintenance - The budget increased by 8.4% to \$3,305,492 from \$3,029,147 in 2018 due to the addition of 500 street cleaners.
- Engineering - The budget increased 23% to \$2,427,282 from \$1,991,220 in 2018.
- Capital Projects – The budget increased 1.7% to \$813,690 in 2019 from \$799,915.
- Refuse Collection - The budget increased by 3% to \$1,879,860 from \$1,805,200 in 2018.

Parks, Recreation & Golf

The department consists of Administration, Parks Maintenance, including 2K Parks, Eagle Pointe Recreation Activities, Bison Ridge Recreation Center, Outdoor Leisure Pool, Community Events and Buffalo Run Golf Course. The combined 2019 budget increased to \$14,569,776 compared to \$13,875,452 in 2018.

- Administration - The Administration budget decreased 4.1% to \$795,589 compared to \$828,550 in 2018.
- Parks Maintenance Administration - The Parks Maintenance Administration budget decreased slightly to \$3,928,822 compared to \$3,930,871 in 2018.
- Eagle Pointe Recreation Programs - Recreation Programs includes the youth, adult and senior activities. The budget increased to \$2,526,872 compared to \$2,328,641 in 2018.
- Bison Ridge Recreation Center – The Bison Ridge Recreation Center budget increased to \$3,088,878 in 2019 from \$2,601,821 in 2018.
- Outdoor Leisure Pool - The Outdoor Leisure Pool budget increased to \$764,386 compared to \$727,422 in 2018.
- Buffalo Run Golf Course - The golf course budget increased to \$3,327,798 compared to \$3,310,756 in 2018.
- Community Events - The 2019 Community Events budget is expected to increase to \$150,958 compared to \$146,919 2018 level.

2019 FINANCIAL SUMMARY

INTERNAL SERVICE FUNDS

Facility Services

The 2019 budget increased 1.8% to \$1,838,380 compared to \$1,876,504 in 2018. The program provides maintenance and custodial services for the Municipal Services Center, Recreation Center, Golf Course, Civic Center, and all utilities for City buildings.

Fleet Management

The primary function of the Fleet Management Internal Service Fund is to provide for the replacement, maintenance and repairs of all City owned vehicles. As funds are available, it may also provide for the expansion of equipment or vehicles to the fleet. The fund is under the administration of the Public Works Department.

The 2019 budget increased 1.8% from \$4,297,590 to \$4,375,236.

Based upon a fixed formula, depreciation schedules and a 7% inflationary factor, the fleet management budget is charged back to the appropriate user department, which is to provide for a 100% cost recovery back to the Fleet Management Fund. Current policy provides for the replacement of police patrol vehicles on a three-year rotation schedule.

Information Technology

The primary function of the Information Technology Internal Service Fund is to provide City-wide telephone maintenance and equipment, computer services, software and capital needs. The primary objective of this fund is to provide leadership in the use of technology and to plan, develop, support and maintain the information services and technologies. Each user department is charged for computer and telecommunication services, software and equipment. The IT Strategic Plan now guides the development of this operation.

The total amount to be charged/allocated to individual departments and divisions for 2019 is \$3,876,290. The 2019 budget allocation increased 0.3% over the 2018 budgeted allocation of \$3,864,226.

Capital Improvement and Preservation Plan - CIPP Fund

The CIPP Fund accounts for financial resources comprised of transfers from the Solid Waste Management Fund, Conservation Trust Fund (Lottery) revenue, Adams County Open Space revenues and Transportation Tax revenues. Annually, the City Council approves funding for this fund based on the City's five year CIPP Budget. Unexpended, but restricted funds are carried over from one budget year to the next without the need for an annual City Council appropriation. Council will consider the CIPP Fund's 2019 budget at the 2018 budget meeting.

Future Growth Fund

The Future Growth Fund accounts for the two points of the 4.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2019 so that the funds can be used for the debt service payments on the \$64 million bond issue. Council will need to provide policy direction regarding the on-going contribution to this fund.

2019 FINANCIAL SUMMARY

Impact Fee Fund

The Impact Fee Fund accounts for the City's Parks/Open Space Impact Fee, Transportation Impact Fee and Drainage Impact Fee. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. The Road Impact Fee Fund is designated for reimbursement of arterial road costs under the developer agreements.

ENTERPRISE FUNDS

Solid Waste Management

On February 16, 1999, the City Council enacted Ordinance Number 1271 to establish the Solid Waste Management Enterprise Fund. All operations, maintenance and activities of the Enterprise shall be conducted as a City-owned business in such a manner to continue to qualify as an Enterprise. The City Council constitutes the governing body of the Enterprise. The Enterprise does not have the power to levy or assess any tax nor shall it accept or receive any grants from any Colorado or local government to the extent prohibited to maintain the Enterprise status.

This Fund is financed with a service charge of five percent (5%) of the disposal fees assessed against users of the solid waste disposal sites and facilities in the City. Expenditures are restricted to solid waste management purposes only. Therefore, capital expenditures are limited to the construction and maintenance of road and bridge access to and from solid waste disposal sites and facilities in the City. The money may also be spent for inspections, rectifying environmental problems or removal of litter generated by waste disposal sites and facilities, staff support and overhead and other costs related to solid waste disposal sites and facilities. The Council will consider the 2019 CIPP budget at the 2019 budget meeting.

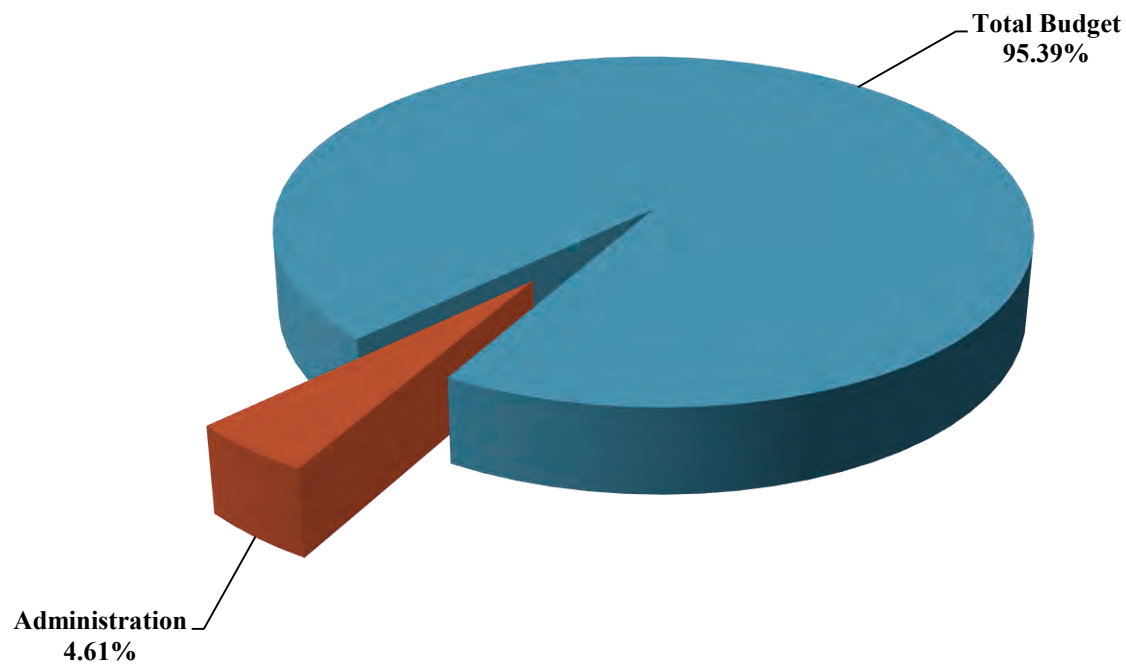
GENERAL FUND

GENERAL FUND CHART

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance				
Restricted/unrestricted pooled cash and investments	\$ 39,581,438	\$ 48,949,051	\$ 48,949,051	\$ 48,949,051
Revenues				
Taxes	63,588,326	58,782,731	62,953,306	64,252,098
Licenses and permits	2,226,495	1,767,351	2,357,457	2,376,081
Intergovernmental	108,363	2,587,669	2,609,410	2,680,798
Charges for services	8,732,206	5,917,552	6,613,940	7,069,479
Fines and forfeits	1,309,473	1,289,998	1,075,799	1,348,835
Investment earnings	300,930	843,115	500,000	868,977
Miscellaneous	361,713	316,298	478,580	487,261
Transfers In				
Capital Expenditures Fund	40,000	-	-	-
Information Technology Fund	11,545	-	-	-
Fund Balance	-	304,198	-	-
Total Revenues	76,679,053	71,808,912	76,588,492	79,083,529
Expenditures				
Primary Government	54,652,112	57,319,374	62,098,954	64,668,033
Transfers Out				
General Fund - Fund Balance	-	-	-	1,331,063
General Fund - Fund Balance - 2K	-	2,117,828	2,117,828	2,225,512
Capital Expenditures Fund	4,810,551	2,387,963	2,387,963	502,822
Finance Authority Fund	-	-	-	-
Fleet Management Fund	101,934	-	-	-
Information Technology Fund	19,625	-	-	-
Facility Management Fund	7,934	-	-	-
Commerce City Housing Authority	-	60,000	60,000	60,000
Elected Officials Retirement Fund	44,160	44,160	44,160	48,000
Debt Service Fund	2,958,551	2,954,651	2,954,651	2,959,211
Debt Service Fund - 2K	4,533,575	6,841,936	6,841,936	7,205,888
URA Fund (Derby Catalyst Program)	183,000	83,000	83,000	83,000
Total Expenditures	67,311,442	71,808,912	76,588,492	79,083,529
Ending Fund Balance				
Nonspendable fund balance	115,973	115,973	115,973	115,973
Restricted - emergency reserve fund	2,295,847	2,295,847	2,295,847	2,295,847
Restricted - capital outlay and operations	18,882,326	18,882,326	18,882,326	18,882,326
Committed - Court Surcharge	4,931	4,931	4,931	4,931
Assigned - Operating reserves	5,731,937	5,731,937	5,731,937	5,731,937
Assigned - PCEPP	58,537	58,537	58,537	58,537
Assigned - Employee Assisted Housing	178,070	178,070	178,070	178,070
Assigned - Interfund Loan Receivable/URA	6,500,000	6,500,000	6,500,000	6,500,000
Assigned - Safeguard	11,056,343	11,056,343	11,056,343	11,056,343
Unassigned fund balance	10,861,695	10,861,695	10,861,695	10,861,695
Total Ending Fund Balance	\$ 48,949,051	\$ 48,949,051	\$ 48,949,051	\$ 48,949,051

ADMINISTRATION

ADMINISTRATION



	<u>2018 Budget</u>	<u>2019 Plan</u>
Legislative	\$ 608,775	\$ 610,077
Legal	901,756	880,249
City Manager	1,420,585	1,412,431
City Clerk	374,032	390,387
Economic Development	545,552	547,788
Communications	856,523	977,925
Total	4,707,223	4,818,857

ADMINISTRATION

ADMINISTRATION

DESCRIPTION

Under general policy direction of the City Council, the City Manager functions as the Chief Executive Officer, exercising supervision and administrative direction over all City departments and divisions of the City Manager's Office. The Office of the City Manager provides and coordinates all administrative, strategic, operational, technical and analytical support functions for the City Council.

To advise, direct and evaluate department heads and other management personnel in a manner consistent with present and future community needs and in conformity with all laws, policies and general direction provided by the City Council.

To provide policy recommendation to the City Council pertaining to the numerous and diverse statutory regulations in regard to City policies, procedures, ordinances and state statutes, and to complete all necessary requirements as required by law.



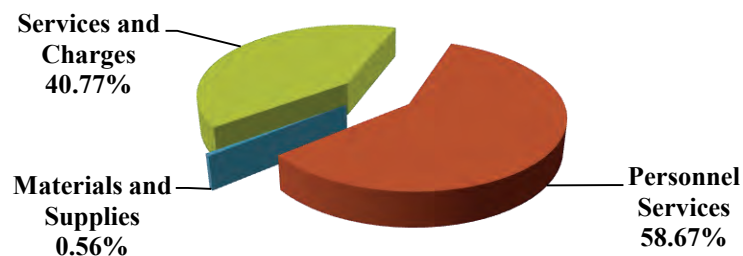
ADMINISTRATION

ADMINISTRATION

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 2,292,225	\$ 2,565,358	\$ 2,761,733	\$ 2,856,315
Materials and Supplies	14,656	21,850	26,500	20,200
Services and Charges	2,314,363	1,828,430	1,918,990	1,942,342
Total	4,621,244	4,415,638	4,707,223	4,818,857

2018 ADMINISTRATION DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	4,621,244	4,415,638	4,707,223	4,818,857
Total	4,621,244	4,415,638	4,707,223	4,818,857

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
32.00	33.00	34.00	34.00

ADMINISTRATION

LEGISLATIVE

DESCRIPTION

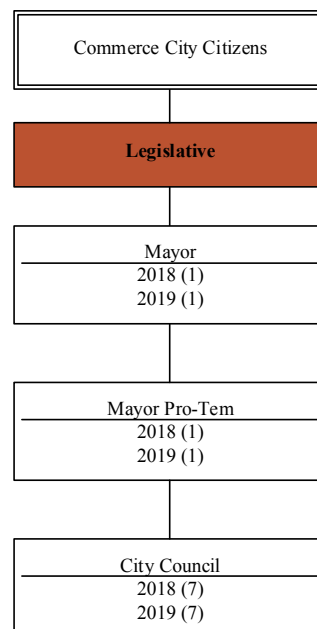
The City Council serves as the legislative and governing body of the City and has the responsibility for establishing City policies, goals and enacting law. The City Council has the authority to adopt ordinances, resolutions and policies as needed to conduct the business of the City. The City Council may, by ordinance, enter into contracts or intergovernmental agreements with other governmental entities to furnish or receive services or provide for cooperative delivery.

The City Council annually appropriates from anticipated and available revenues, the monies to conduct the business of the City. A budget is submitted each year for the City Council to review and approve that establishes spending levels within the various funds the City operates. The City Council appoints the City Manager, City Attorney and Municipal Court Judge, as well as the various members of boards, commissions and advisory committees.

The City Council reviews and approves an annual budget as a policy document that promotes City goals and objectives. The City Council approves all contracts, intergovernmental agreements and projects that will enhance the quality of municipal services; reviews and takes positions on state and federal legislative matters of municipal concern; and works with other overlapping governmental jurisdictions, such as school and fire districts, to ensure full services to the community.

CORE BUSINESS SERVICES

- Intergovernmental Relations
- Community Relations
- Community Issues



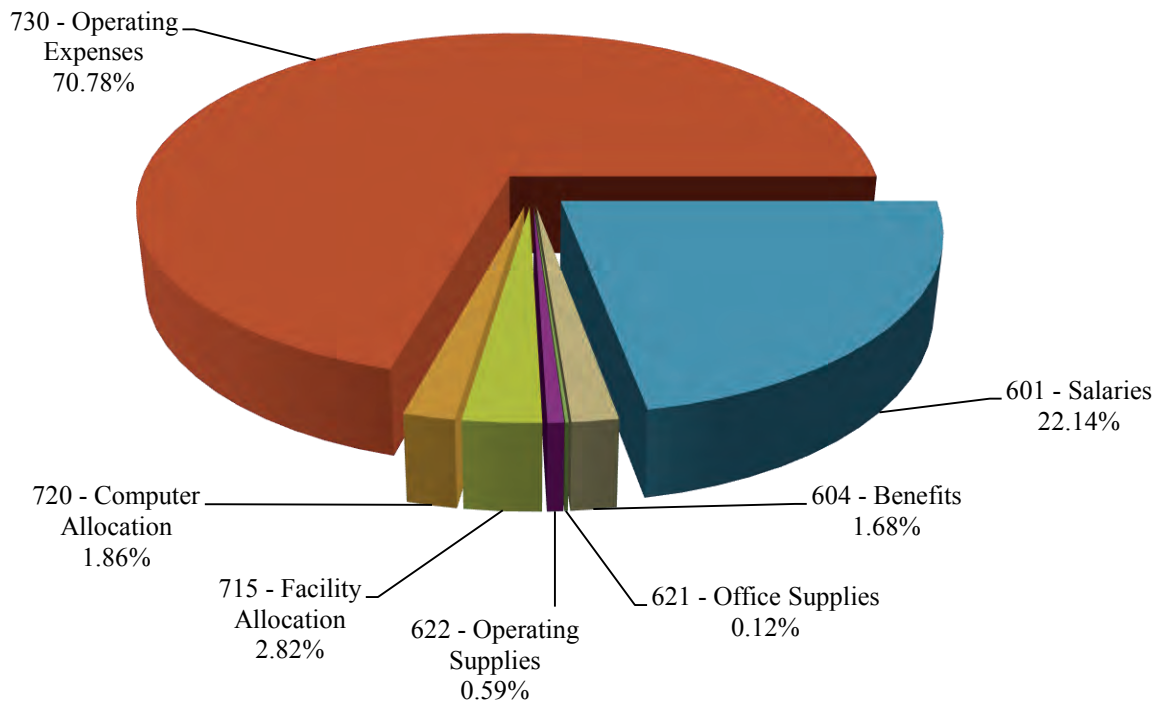
ADMINISTRATION

LEGISLATIVE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 106,190	\$ 131,512	\$ 101,552	\$ 135,403	\$ 134,813	\$ 136,732
604 - Benefits	7,705	8,557	7,340	9,787	10,223	10,406
<u>Materials and Supplies</u>						
621 - Office Supplies	170	750	110	750	750	750
622 - Operating Supplies	3,812	3,600	3,272	3,600	3,600	3,600
<u>Services and Charges</u>						
715 - Facility Allocation	16,844	16,348	12,261	16,348	17,165	16,454
720 - Computer Allocation	7,980	12,381	9,286	12,381	11,313	11,224
730 - Operating Expenses	376,420	419,108	354,958	419,108	430,911	430,911
Total	\$ 519,122	\$ 592,256	\$ 488,780	\$ 597,377	\$ 608,775	\$ 610,077

2018 LEGISLATIVE DIVISION EXPENDITURES



ADMINISTRATION

LEGAL

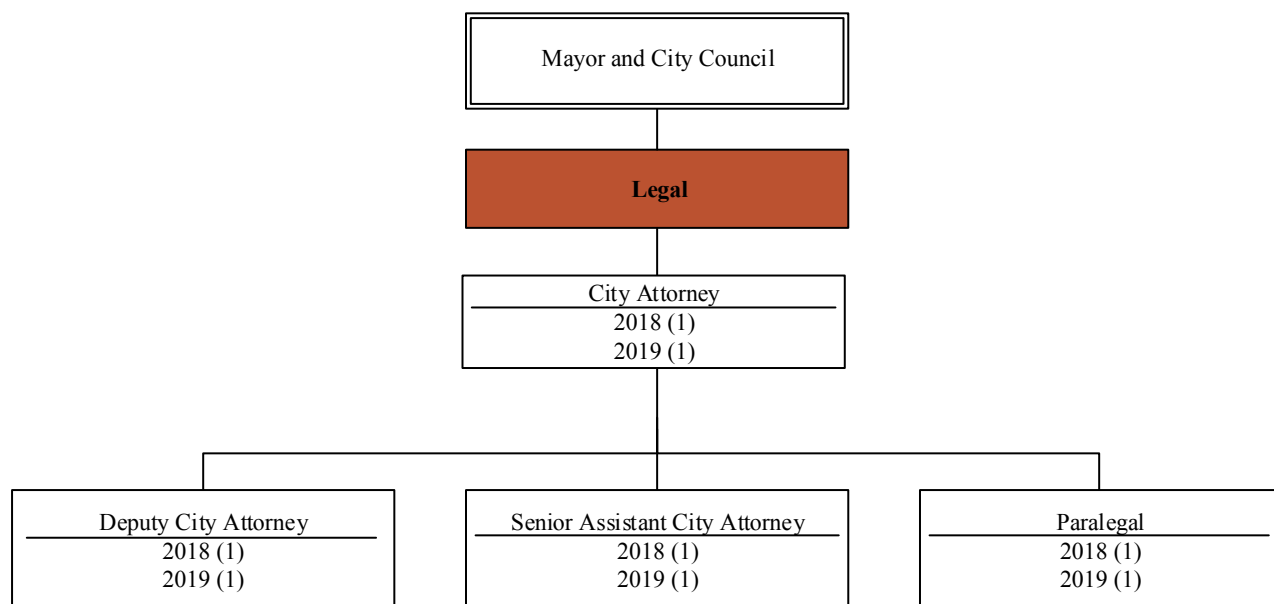
DESCRIPTION

The City Attorney's Office:

- Advises the City Council and City officials in matters relating to their official powers and duties, represents the City and City employees before state and federal courts and administrative agencies, and performs such other duties as the City Council may prescribe.
- Provides the City Council, City Manager, department directors, and other City officials and employees, including boards and commissions, with necessary legal service.
- Attends City Council, Board, Commission, Authority, and governmental meetings and renders legal advice during those meetings.
- Reviews and/or drafts legal documents, contracts, ordinances, resolutions and agreements on behalf of the City.
- Prosecutes municipal violations.

CORE BUSINESS SERVICES

- Intergovernmental Relations
- Legal matters



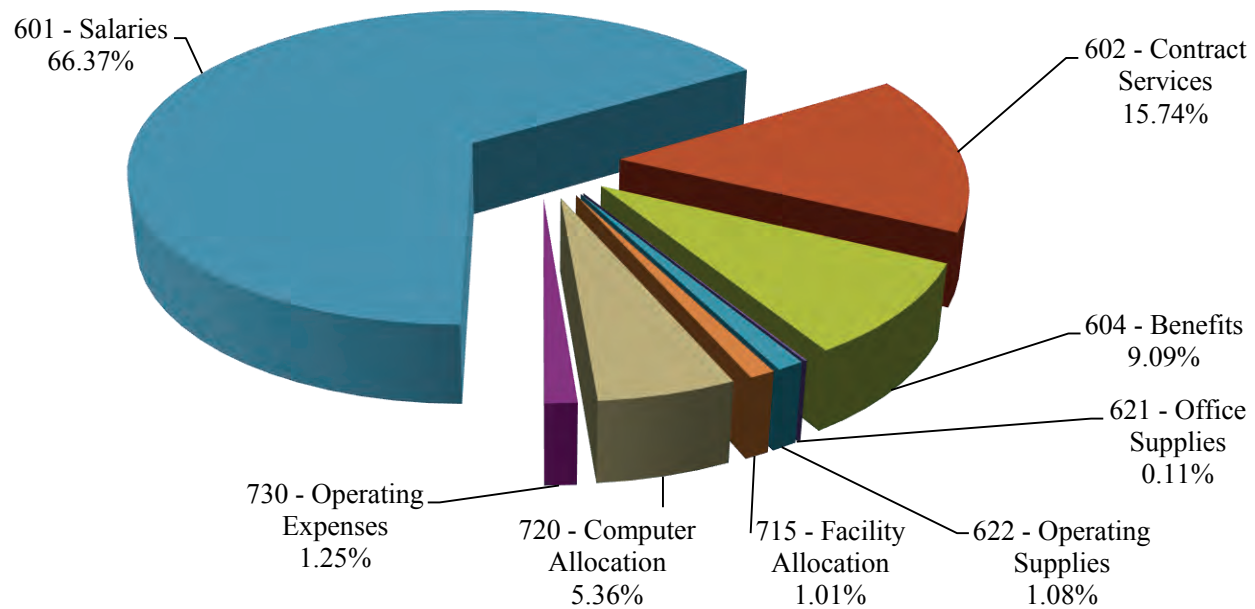
ADMINISTRATION

LEGAL – CITY ATTORNEY

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 347,553	\$ 412,348	\$ 362,996	\$ 496,731	\$ 451,071	\$ 434,459
602 - Contract Services	-	107,000	525.00	683	107,000	107,000
604 - Benefits	45,879	54,582	48,441.64	66,289	61,779	57,012
<u>Materials and Supplies</u>						
621 - Office Supplies	688	500	715.68	716	750	750
622 - Operating Supplies	1,956	800	900	900	7,330	824
<u>Services and Charges</u>						
715 - Facility Allocation	6,712	6,515	4,886	6,515	6,840	6,576
720 - Computer Allocation	20,661	23,283	17,462	23,283	36,411	36,136
730 - Operating Expenses	6,711	8,750	5,926	8,750	8,500	8,755
Total	\$ 430,161	\$ 613,778	\$ 441,853	\$ 603,866	\$ 679,681	\$ 651,512

2018 LEGAL - CITY ATTORNEY DIVISION EXPENDITURES



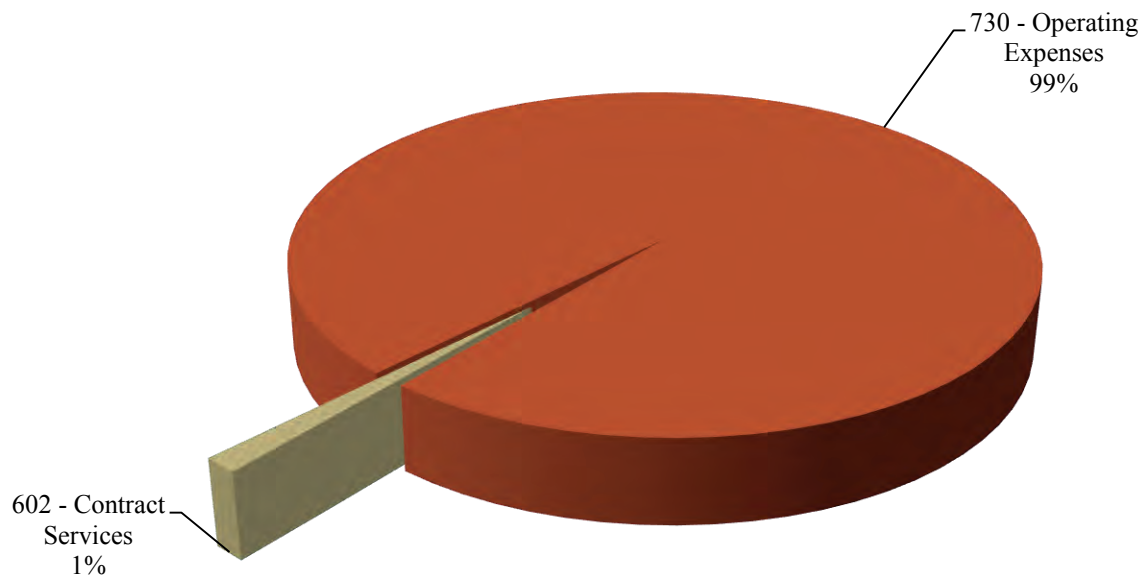
ADMINISTRATION

LEGAL – LEGAL SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
602 - Contract Services	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ 3,090
<u>Services and Charges</u>						
730 - Operating Expenses	200,527	217,575	178,319	217,575	219,075	225,647
Total	\$ 200,527	\$ 220,575	\$ 178,319	\$ 217,575	\$ 222,075	\$ 228,737

2018 LEGAL - LEGAL SERVICES DIVISION EXPENDITURES



ADMINISTRATION

CITY MANAGER

DESCRIPTION

Under general policy direction of the City Council the City Manager functions as the Chief Executive Officer, exercising supervision and administrative direction over all City departments and divisions of the City Manager's office. The Office of the City Manager provides and coordinates all administrative, technical and analytical support functions for the City Council.

To advise, direct and evaluate department heads and other management personnel in a manner consistent with present and future community needs and in conformity with all laws, policies and general direction provided by the City Council.

To provide policy recommendations to the City Council pertaining to the numerous and diverse statutory regulations in regard to City policies, procedures, ordinances and state statutes, and to complete all necessary requirements as required by law.

OBJECTIVES

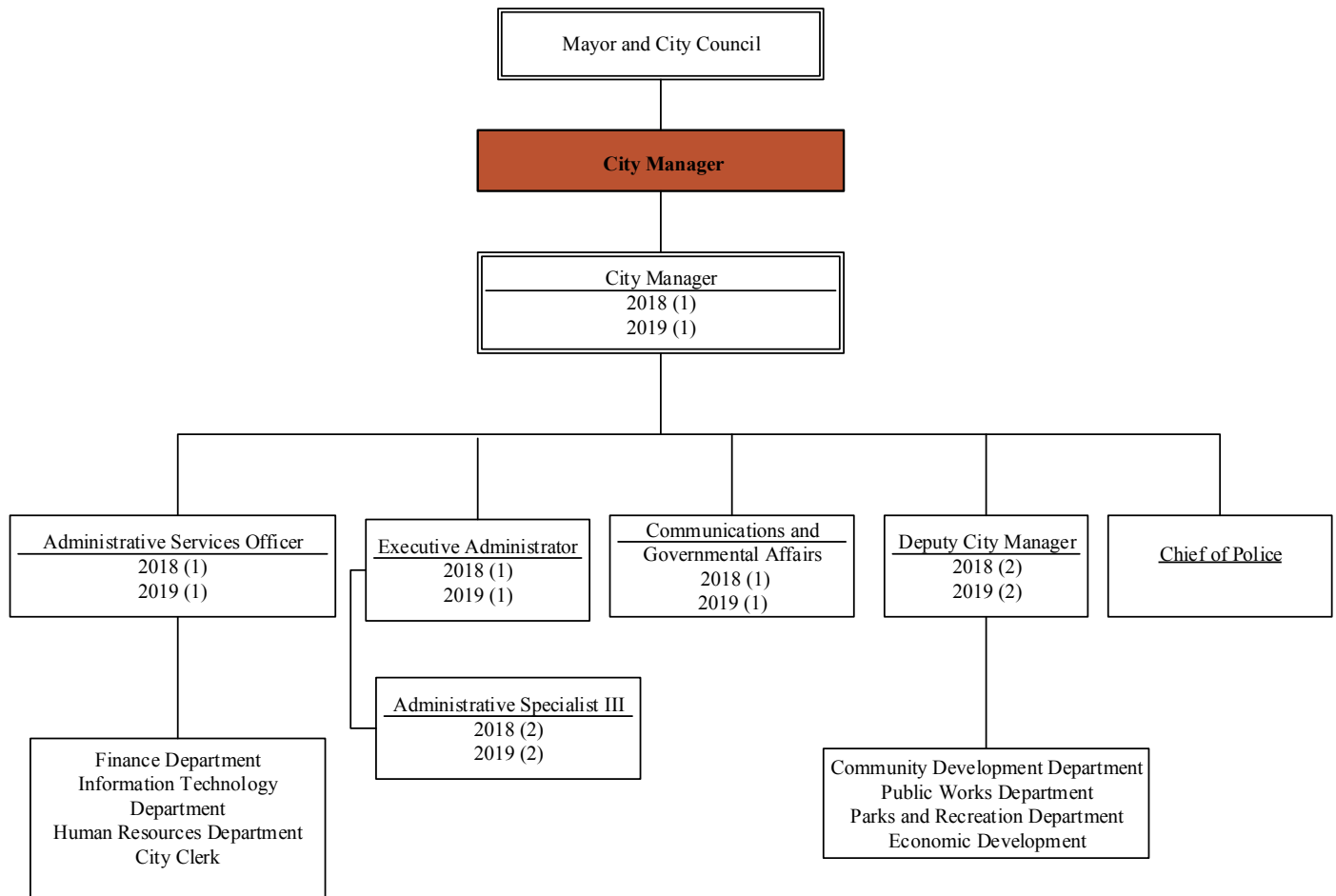
- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service and address future needs
- Implement aggressive and proactive risk management strategies reducing litigation and financial losses
- Continue to develop the city's new identity and maintain and enhance a positive image of the City of Commerce City
- Manage the City's Non-City Agency Grant Program effectively and efficiently to guarantee that the distribution of funds is done in an effective and efficient manner and that Commerce City residents receive full benefit from those grant programs by requiring appropriate accounting and reporting measures
- Continue to enhance and maintain existing avenues, programs and forums to listen to, communicate with and inform the City's citizens, Council and employees:
 - Foster open communications between community members and the City
- Maintain customer service programs as an effective avenue for citizens and staff to work together to identify and resolve complaints and issues received from council and citizens, and maintain a process for communicating results with appropriate parties
- Provide a full range of internal programs and services in support of department operations, overall organizational development efforts and the implementation of Council goals
- Continue to provide accurate and timely information to City Council, members of the public and staff
- Continue to work and enhance the City's relationship with SACWSD and the development community
- Continue to identify and acquire the water and waste water resources to facilitate continued economic development in Commerce City
- Continue to enhance the City's working relationship with DRCOG and other regional partners

ADMINISTRATION

CITY MANAGER

CORE BUSINESS SERVICES

- Intergovernmental relations
- Community relations
- Community issues
- Strategic planning
- Coordinate and direct organizational operations
- Communications
- City Council relations
- Development of policy recommendations
- Legal matters
- Financial stewardship
- Water resources



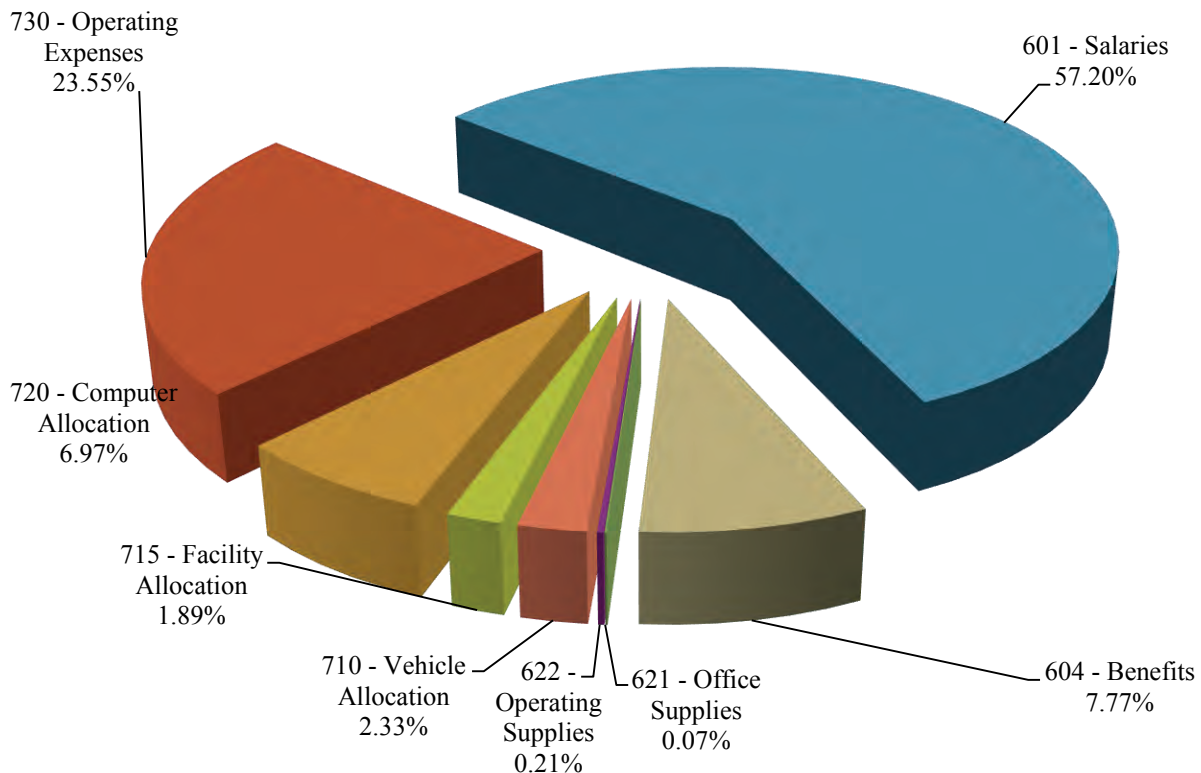
ADMINISTRATION

CITY MANAGER

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 591,011	\$ 608,992	\$ 516,504	\$ 706,795	\$ 812,611	\$ 826,084
604 - Benefits	85,997	75,994	75,738	103,642	110,430	84,441
<u>Materials and Supplies</u>						
621 - Office Supplies	513	1,500	183	1,500	1,000	1,000
622 - Operating Supplies	2,198	3,625	1,778	3,625	3,000	3,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	19,851	27,797	20,848	27,797	33,110	33,706
715 - Facility Allocation	28,330	27,496	20,622	27,496	26,870	27,673
720 - Computer Allocation	60,739	60,890	45,668	60,890	99,054	98,367
730 - Operating Expenses	901,049	199,568	136,092	199,568	334,510	338,160
Total	\$ 1,689,689	\$ 1,005,862	\$ 817,433	\$ 1,131,313	\$ 1,420,585	\$ 1,412,431

2018 CITY MANAGER DIVISION EXPENDITURES



ADMINISTRATION

CITY CLERK

DESCRIPTION

The city clerk's division, under general policy direction of the Director of Internal Services, is organized into three functional areas: elections, legislative, and administrative. The division also serves as a passport acceptance facility for the US Department of State.

OBJECTIVES

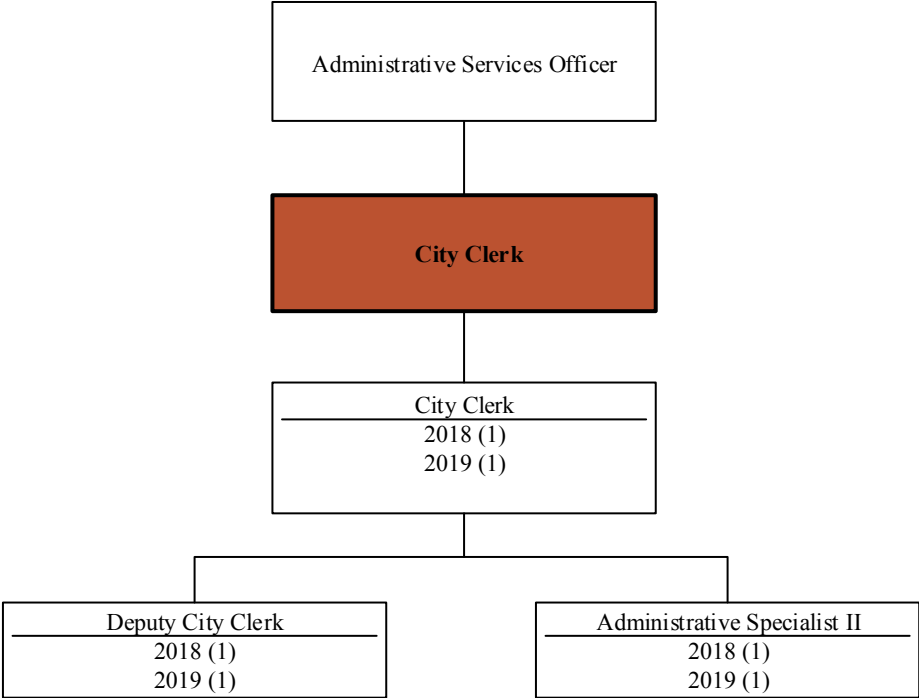
- Provide a full range of internal and external programs and services in support of department operations and the implementation of Council goals:
- Conduct and manage municipal and general improvement district elections
- Serve as deputy county clerk and recorder for purposes of voter registration only in Adams County
- Coordinate with city council to establish municipal ward boundaries and election precincts
- Recruit and train election judges, test voting equipment, develop official ballots
- Manage and maintain campaign finance filings
- Assemble and distribute all documents related to the presentation and distribution of policy and legislation acted upon by city council
- Record membership and coordinate appointments to the various city boards and commissions
- Formulate division policy and develop performance measures
- Administer citywide records storage and destruction
- Administer a quality marijuana business licensing program
- Administer a quality liquor licensing program
- Coordinate compliance with public records disclosure
- Serve as a passport acceptance facility for the US Department of State

CORE BUSINESS SERVICES

- Intergovernmental relations
- Community relations
- Community issues
- Communications
- City Council relations
- Records management

ADMINISTRATION

CITY CLERK



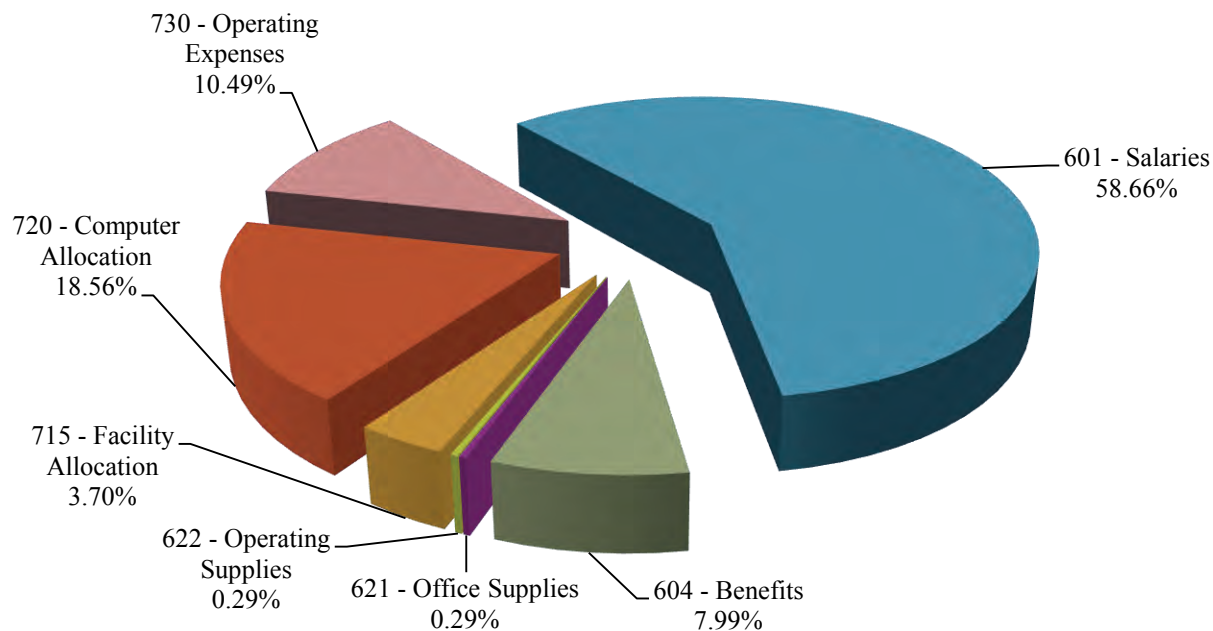
ADMINISTRATION

CITY CLERK

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 192,674	\$ 188,786	\$ 152,097	\$ 208,132	\$ 219,412	\$ 223,351
602 - Contract Services	-	-	8,225	11,255	-	-
604 - Benefits	25,951	25,771	20,015	27,389	29,876	30,413
<u>Materials and Supplies</u>						
621 - Office Supplies	641	1,100	879	1,100	1,100	1,100
622 - Operating Supplies	1,050	1,100	388	1,100	1,100	1,100
<u>Services and Charges</u>						
715 - Facility Allocation	13,597	13,197	9,898	13,197	13,856	13,321
720 - Computer Allocation	37,601	43,662	32,747	43,662	69,438	68,952
730 - Operating Expenses	27,106	37,650	14,315	37,650	39,250	52,150
TOTAL:	\$ 298,620	\$ 311,266	\$ 238,562	\$ 343,485	\$ 374,032	\$ 390,387

2018 CITY CLERK EXPENDITURES



ADMINISTRATION

ECONOMIC DEVELOPMENT

DESCRIPTION

Economic Development by definition is a process designed to stimulate the creation of wealth within a community and raise the standard of living for the area's residents. To help accomplish this, the Economic Development Division works to attract, retain and expand quality businesses in the City of Commerce City for the long-term economic vitality and sustainability of the City. The division also works to diversify the city's revenues, increase the generation of sales and use taxes and help brand Commerce City as a preferred business location.

OBJECTIVES

The division has four economic development professionals working in four main program areas:

- Business Attraction
- Business Retention & Expansion
- Small Business Development
- Real Estate Development

Within these program areas exist the following key strategies:

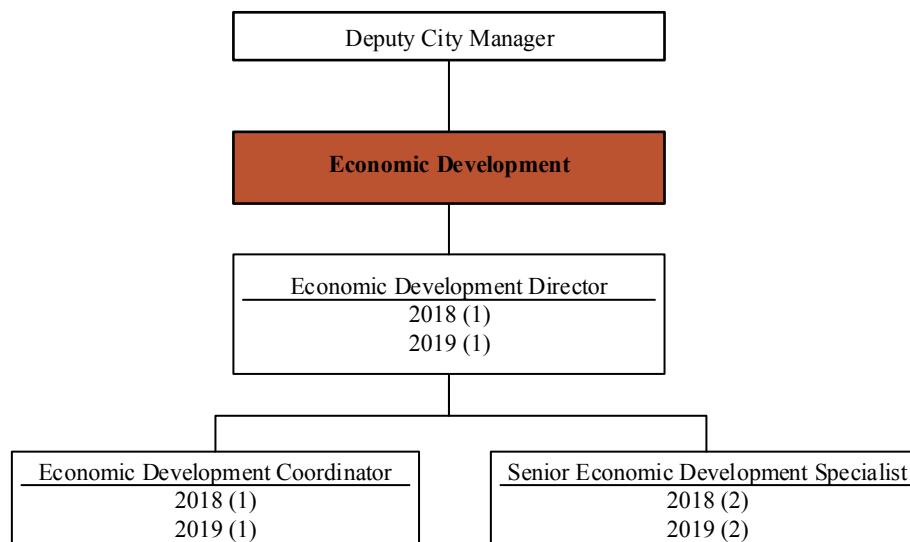
- Develop a comprehensive business outreach program to develop strong relationships with our existing industry base
- Find opportunities to showcase existing businesses including holding an annual business appreciation awards program
- Focus services offered at the Derby Resource Center on small businesses and entrepreneurs
- Development new and continue building relationships with national site selectors
- Strengthen relationships with workforce development and other small business service providers
- Develop and carry out a comprehensive retail recruitment strategy
- Utilize the business outreach program to help identify suppliers and related companies for possible recruitment
- Consider refinements to the City's incentives policies to ensure competitiveness for strategic, targeted businesses
- Promote and leverage recent success
- Work with CD on identifying redevelopment opportunities for industrial and commercial business locations
- Continue to build a stronger relationship with the Denver region's commercial real estate community

ADMINISTRATION

ECONOMIC DEVELOPMENT

CORE BUSINESS SERVICES

- Assist with site selection for new or expanding businesses
- Facilitate the development process
- Provide information about available economic resources and incentives
- Represent the City with regional planning activities
- Offer assistance or referrals to existing businesses
- Support business owners and developers at pre-development meetings
- Attend the International Council of Shopping Centers (ICSC) annual convention and promote to prospective retailers the retail opportunities within the City
- Participate in activities with external government and economic development organizations in order to promote economic development in Commerce City



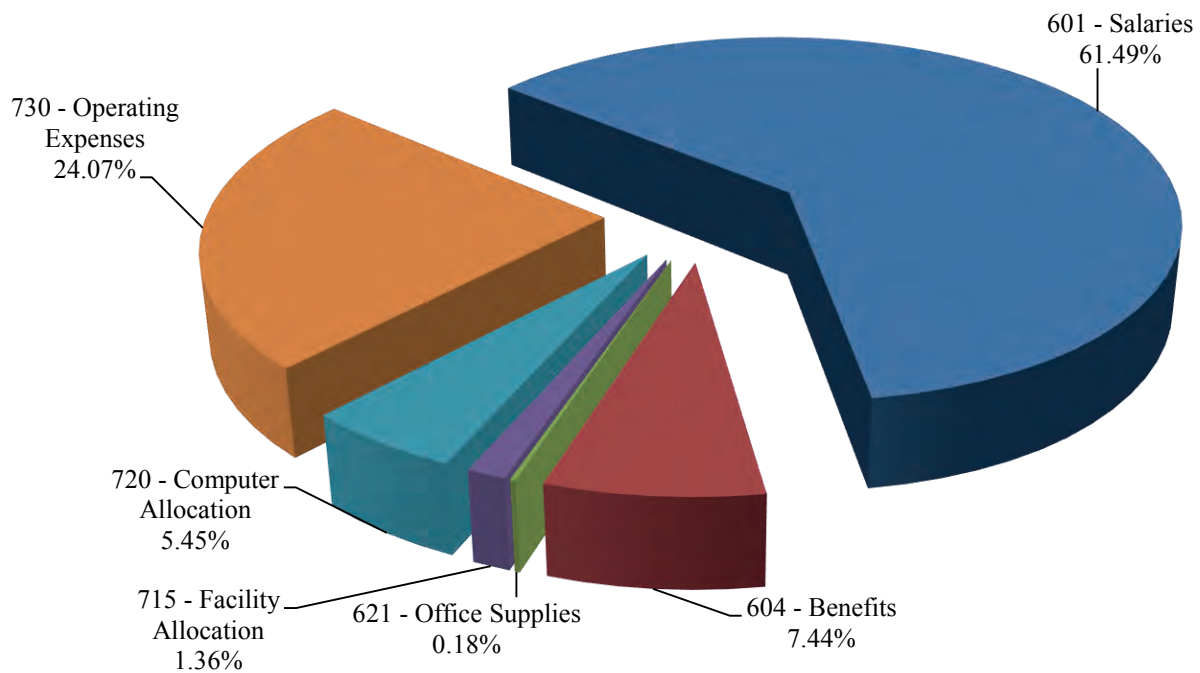
ADMINISTRATION

ECONOMIC DEVELOPMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 316,774	\$ 321,236	\$ 217,414	\$ 297,514	\$ 335,466	\$ 330,783
604 - Benefits	42,340	43,203	28,681	39,248	40,607	44,500
<u>Materials and Supplies</u>						
621 - Office Supplies	410	1,000	350	1,000	1,000	1,000
<u>Services and Charges</u>						
715 - Facility Allocation	7,275	7,061	5,296	7,061	7,413	7,127
720 - Computer Allocation	27,342	27,496	20,622	27,496	29,737	29,482
730 - Operating Expenses	96,907	123,940	71,015	123,940	131,329	134,896
Total	\$ 491,047	\$ 523,936	\$ 343,378	\$ 496,259	\$ 545,552	\$ 547,788

2018 ECONOMIC DEVELOPEMENT EXPENDITURES



ADMINISTRATION

COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS

DESCRIPTION

The Communications and Intergovernmental Relations Division provides public information, communications, marketing, community relations and government affairs services for external and internal audiences citywide for internal and external communication. The division's goal is to engage the public to encourage community involvement, communication and to build trust.

To achieve the goal, the division seeks to:

- Deliver accurate and balanced information in a timely manner to a wide variety of stakeholders.
- Lead external and internal communication strategies or tactics.
- Serve as a trusted expert and valuable resource.
- Promote the city's brand and reputation.

The following strategies will be employed to meet the stated objectives:

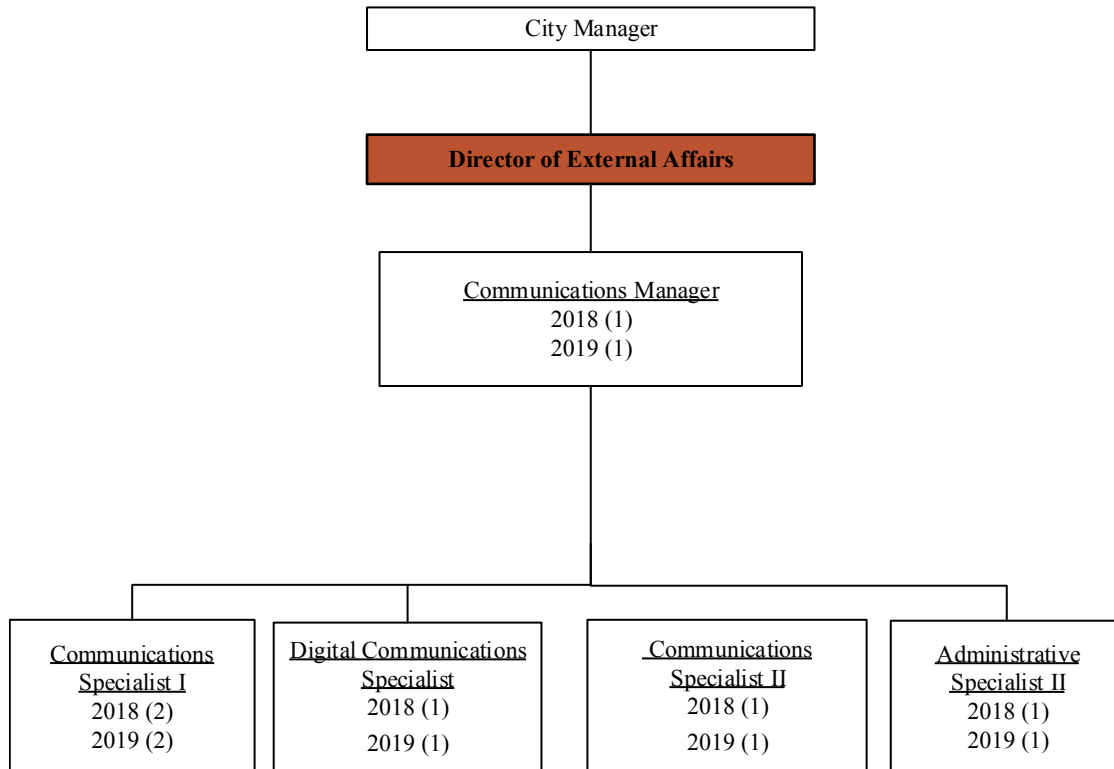
- Build a citizenry that is informed and engaged about Commerce City's vision and purpose through a proactive, integrated communication program.
- Create a communications program that builds pride, connectivity and engagement among Commerce City residents, businesses, employees and others.
- Establish a coordinated and consistent flow of information about Commerce City through internal and external channels.
- Leverage diverse set of tools and tactics to support/reinforce more effectively reach our audiences.
- Support programs that promote the city reputation and characteristics to city and regional audiences.

The division uses a variety of tactics identified in its annual administrative work plan, collaborating with departments to meet the stated goal and objectives.



ADMINISTRATION

COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS



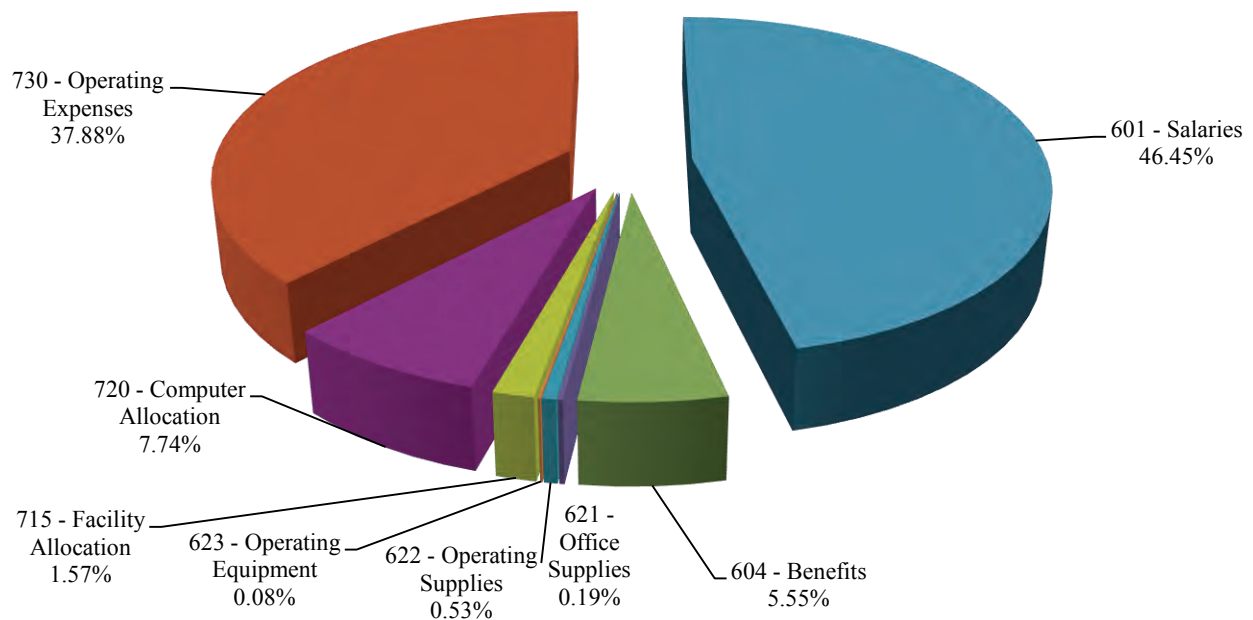
ADMINISTRATION

COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

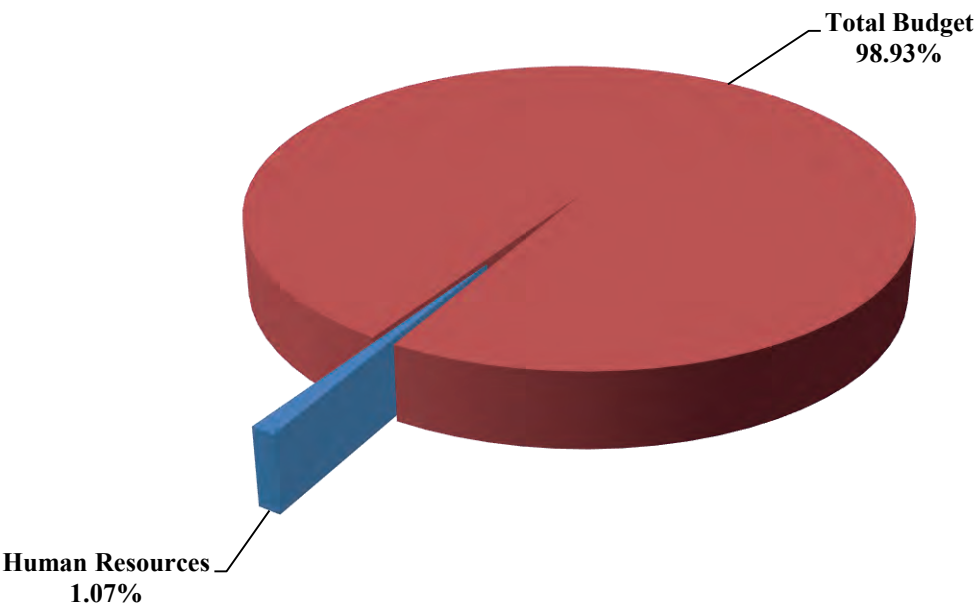
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 449,909	\$ 522,153	\$ 276,116	\$ 377,843	\$ 397,897	\$ 510,210
602 - Contract Services	\$ -	\$ -	\$ 38,950	\$ 53,301	\$ -	\$ -
604 - Benefits	59,154	62,224	35,857	49,068	47,548	57,834
<u>Materials and Supplies</u>						
621 - Office Supplies	1,360	1,900	888	1,900	1,650	1,699
622 - Operating Supplies	1,798	1,450	1,273	1,450	4,500	4,635
623 - Operating Equipment	60	4,525	711	4,525	720	742
<u>Services and Charges</u>						
715 - Facility Allocation	13,218	12,829	9,622	12,829	13,470	13,282
720 - Computer Allocation	59,592	73,818	55,364	73,818	66,278	68,952
730 - Operating Expenses	385,900	469,066	285,848	469,066	324,460	320,571
Total	\$ 970,991	\$ 1,147,965	\$ 704,630	\$ 1,043,799	\$ 856,523	\$ 977,925

2018 COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS EXPENDITURES



HUMAN RESOURCES

HUMAN RESOURCES



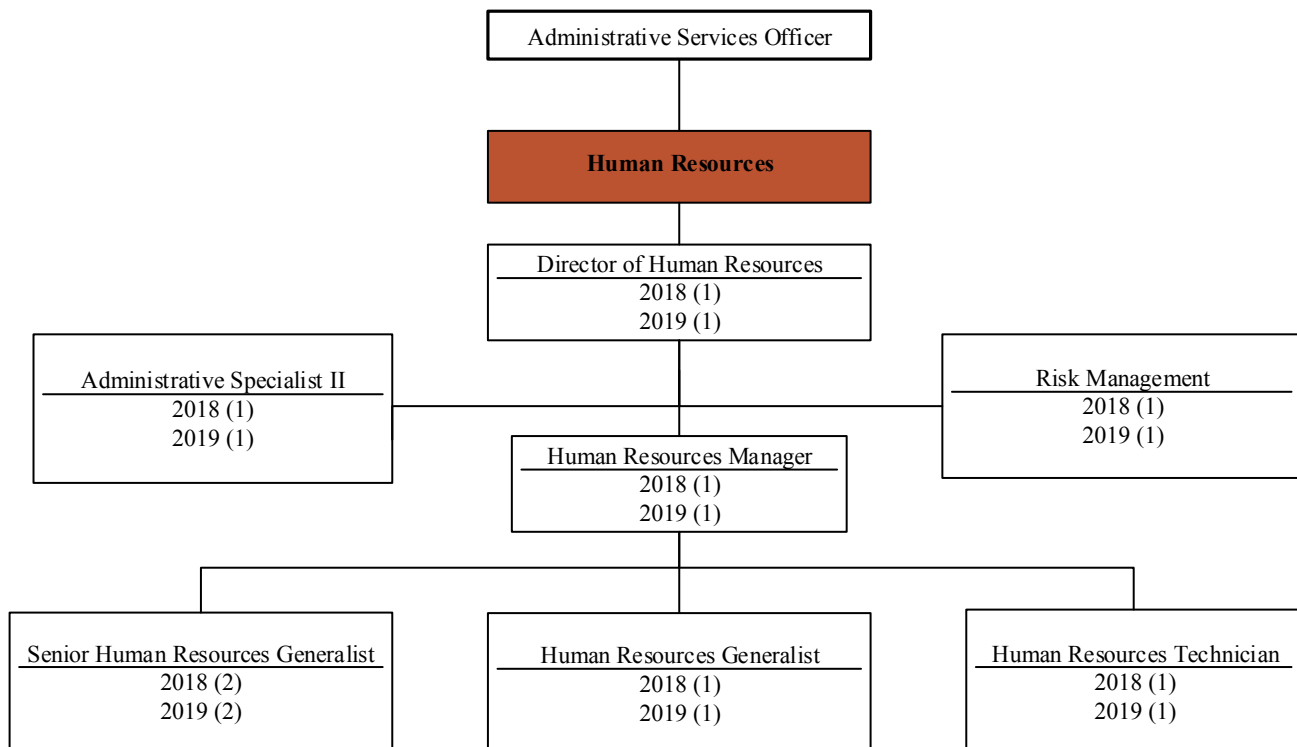
	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 916,092	\$ 937,626
Risk Management	131,305	128,059
Organizational Development	42,000	42,000
Employee Activity Committee	-	-
Employee Assisted Housing	-	-
Total	\$ 1,089,397	\$ 1,107,685

HUMAN RESOURCES

HUMAN RESOURCES

DESCRIPTION

In today's competitive marketplace, pay and benefits are not enough to attract and retain quality employees. According to a research study, intrinsic rewards such as the challenge of the job, the vision and leadership of the company's management, and the opportunities to grow and learn, have a more significant impact on retention. The Human Resources Department is a strategic partner responsible for preparing and adapting the organization for the fluid transition through change.



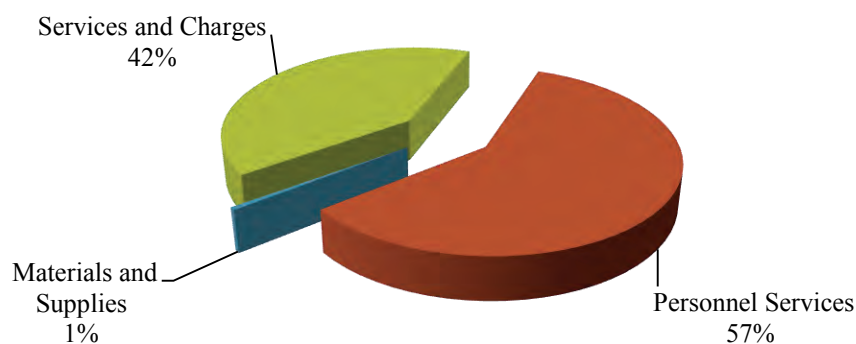
HUMAN RESOURCES

HUMAN RESOURCES

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 577,356	\$ 643,844	\$ 641,660	\$ 665,966
Materials and Supplies	13,494	6,050	5,460	5,460
Services and Charges	379,570	433,415	442,277	436,259
Total	\$ 970,420	\$ 1,083,309	\$ 1,089,397	\$ 1,107,685

2018 HUMAN RESOURCE DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 970,420	\$ 1,083,309	\$ 1,089,397	\$ 1,107,685
Total	\$ 970,420	\$ 1,083,309	\$ 1,089,397	\$ 1,107,685

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
7.00	7.00	8.00	8.00

HUMAN RESOURCES

HUMAN RESOURCES ADMINISTRATION

DESCRIPTION

Under the administrative direction of the Director of Human Resources, the Human Resources Department is positioned to be a strategic partner with the City's departments, managers, employees and citizens. The department provides a wide range of comprehensive services to include planning, budgeting, allocating and utilizing resources effectively, continuously searching for proactive ways to improve and evolve the organization, administer the recruitment and pre-employment process for new hire selection, active in employee and labor relations, communication, and organizational health, administers the performance management systems, full scope of employee services, creation and marketing of H.R. programs and services, review and implementation of multi-option benefit plans (Health, Dental, Vision, EAP, 401, 457, COBRA/HIPAA, FMLA, STD, LTD, Flex, Workers' Compensation, Wellness program, Continual Education administration), training, internal and external customer service to create a unified, involved and informed community/employees. Human Resources has the primary responsibility for ensuring the City meets Federal, State and Local Laws, the identification and administration of the comprehensive employee benefits plans, Americans with Disabilities Act coordination and employee relations.

OBJECTIVES

- Utilize enhanced information and communications technologies to create a unified, involved and informed community:
 - Continually evaluate and improve the systems in place to communicate job openings and abilities to submit resume'/application on line
 - Provide resources for the community/ applicants on issues that could enhance career opportunities- GED resources and Adams County One Stop Career Center
- Develop relationships between the city, citizens and businesses to foster a relationship of trust and respect:
 - Assist with providing information as requested for salary surveys and job duties
 - Provide citizens with excellent customer service when they inquire about any of the services that the City may provide.
- Awareness and appreciation of diversity:
 - Provide continual training for employees on diversity issues
 - Recruit and retain quality staff
 - Continually monitor the pre-employment screening process
 - Comparing essential job functions to the candidates qualifications
 - Cross-functional interview panels
 - Multiple interviews
 - Background, CBI, pre-employment drug screens
 - Provide a quality employee experience
 - Provide a quality orientation on the City's policies and procedures
 - Review and educate on trends, updates, legal issues, policies and procedures
 - Review the scope and economics of providing employee choice through a competitive benefit package
 - Strive to create and provide services and events that enrich "employment life" (Benefits/Wellness Fair, EAP, Wellness Program)

HUMAN RESOURCES

- Create a continuous learning environment:
 - Provide timely and effective training on issues, trends and factors that impact the diverse ranges of employees and job needs
 - Provide trainings from certified In-house trainers (DiSC, Crucial Conversations)
 - Research adult learning techniques and provide diverse methods and utilize different instructors/resources
- Integration of values throughout the organization and be role models for those values:
- Manage Risk programs toward improved employee safety:
 - Provide Workers compensation and return to work programs
 - Perform employee ergonomic evaluations and train employees on proper body mechanics
- Provide innovative communication solutions – open communication:
 - Utilize electronic communications as a tool to communicate and document when appropriate
 - Provide face-to-face communication as often as possible to increase visibility of H.R. and eliminate communication barriers
 - Provide benefit statements
 - Timely exchange of information or response to inquiries, provide follow up to ensure needs are met
- Provide enlightened and proactive leadership:
 - Hold consistent H.R. meetings to discuss current issues in the industry and/or internal issues and provide a conduit for information to/from leadership in the organization
 - Develop Leadership programs
 - Be responsive to the needs of the organization
 - Meet with department directors to work with them in a partnering capacity to solve current issues
- Continuously improve and evolve organization:
 - Live the H.R. Mission and Goals:
 - Mission: As a trusted professional resource, HR is committed to strengthening the organization's culture while providing a safe and approachable environment through services and education for the benefit of all employees.
 - Vision: As a strategic partner, our expertise provides credible and proactive resources to strengthen Commerce City's values, mission and operations. We are here to serve.
 - Reporting, metrics and analytics – tell our story
- Allocate and utilize resources effectively to make prudent decisions, while viewing the organization as a whole
- Eliminate boundaries between departments to achieve mutual support
 - Continually strive and encourage an environment of security, trust, and confidentiality
 - Actively participate on cross-functional teams for development of processes and policies
 - Utilize open communication, including Crucial Conversation skills
 - Be visible

HUMAN RESOURCES

CORE BUSINESS SERVICES

- Retention and recruitment of qualified employees
- Employee Relations
- Coaching
- Resource providers of options
- Employee training and continued education
- Benefit management
- Employee orientation
- Investigation and inquires
- Workforce Planning
- Compensation Management
- Legal Mandate Compliance to Federal, State and local laws - ADA, ACA, EEO, FMLA, FLSA, HIPPA
- Performance Management
- Policies and Procedures
- Workers Compensation and Safety Management
- Employee Health and Wellness
- Maintain employee records
- HR Metrics and Analytics



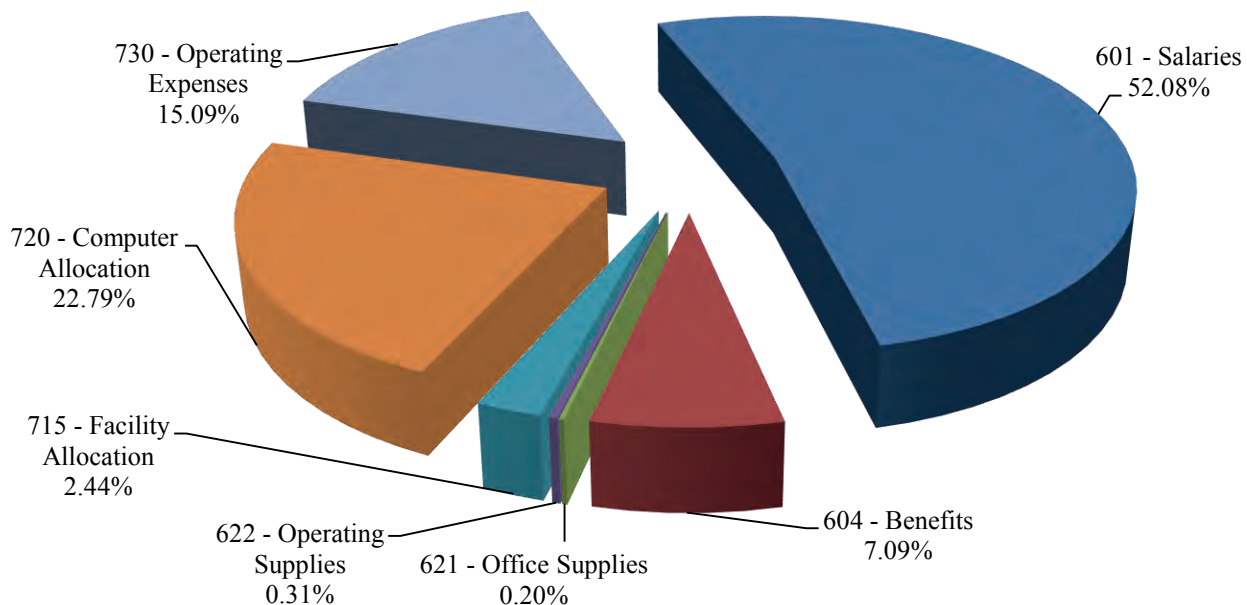
HUMAN RESOURCES

HUMAN RESOURCES ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 438,912	\$ 487,067	\$ 347,705	\$ 475,807	\$ 477,121	\$ 501,678
604 - Benefits	59,631	65,854	46,071	63,044	64,937	67,830
<u>Materials and Supplies</u>						
621 - Office Supplies	1,542	2,300	830	2,300	1,850	1,850
622 - Operating Supplies	2,383	3,000	2,382	3,000	2,860	2,860
<u>Services and Charges</u>						
715 - Facility Allocation	21,939	21,293	15,970	21,293	22,357	21,494
720 - Computer Allocation	166,269	201,942	151,457	201,942	208,755	203,702
730 - Operating Expenses	123,326	137,600	118,383	137,600	138,212	138,212
Total	\$ 814,003	\$ 919,056	\$ 682,798	\$ 904,986	\$ 916,092	\$ 937,626

2018 HUMAN RESOURCES ADMINISTRATION EXPENDITURES



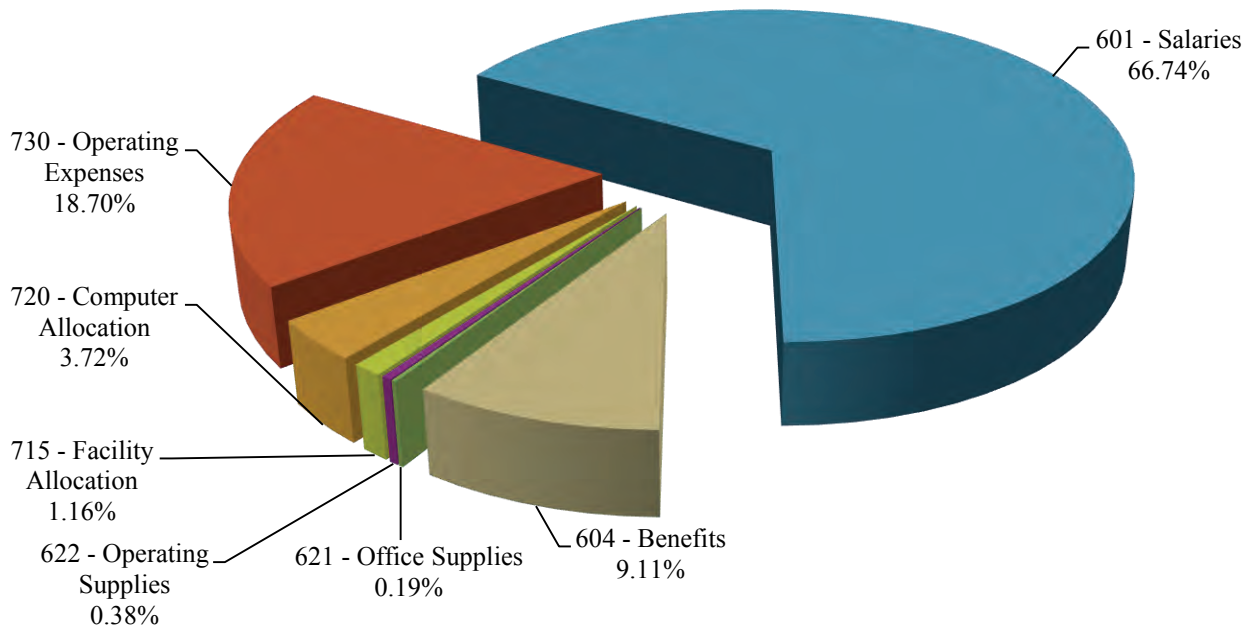
HUMAN RESOURCES

RISK MANAGEMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 69,656	\$ 80,001	\$ -	\$ -	\$ 87,636	\$ 84,873
604 - Benefits	9,157	10,922	1,086	1,486	11,966	11,585
<u>Materials and Supplies</u>						
621 - Office Supplies	241	250	3,827	3,827	250	250
622 - Operating Supplies	835	500	5,737	5,737	500	500
<u>Services and Charges</u>						
715 - Facility Allocation	1,492	1,448	-	1,448	1,520	1,461
720 - Computer Allocation	4,401	5,102	1,169	5,102	4,883	4,840
730 - Operating Expenses	13,206	24,030	780,349	780,349	24,550	24,550
Total	\$ 98,988	\$ 122,253	\$ 792,167	\$ 797,948	\$ 131,305	\$ 128,059

2018 RISK MANAGEMENT EXPENDITURES



HUMAN RESOURCES

ORGANIZATIONAL DEVELOPMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 43,782	\$ 42,000	\$ 20,824	\$ 42,000	\$ 42,000	\$ 42,000
Total	\$ 43,782	\$ 42,000	\$ 20,824	\$ 42,000	\$ 42,000	\$ 42,000

EMPLOYEE ACTIVITY COMMITTEE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Materials and Supplies</u>						
622 - Operating Supplies	\$ 2,932	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Services and Charges</u>						
730 - Operating Expenses	-	-	7,328	7,328	-	-
Total	\$ 2,932	\$ -	\$ 7,328	\$ 7,328	\$ -	\$ -

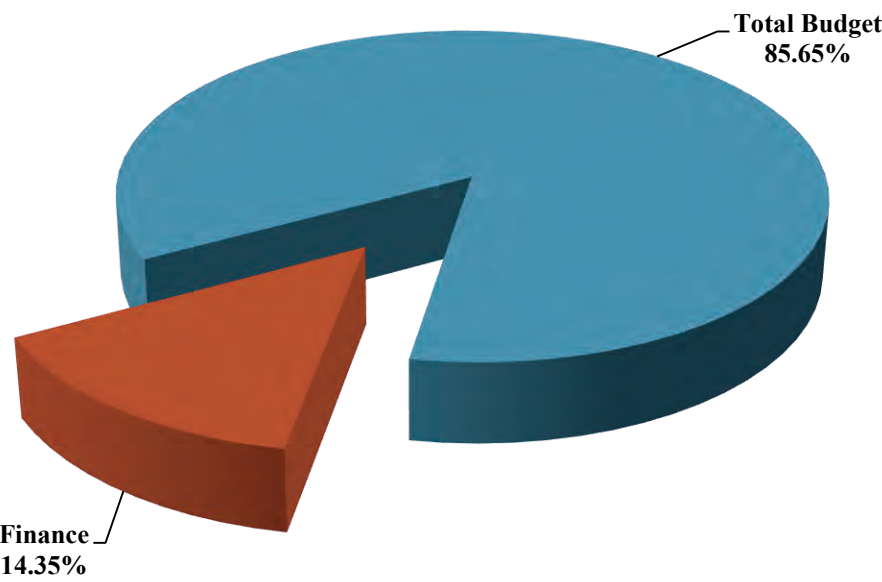
EMPLOYEE ASSISTED HOUSING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 5,155	\$ -	\$ 56	\$ 56	\$ -	\$ -
Total	\$ 5,155	\$ -	\$ 56	\$ 56	\$ -	\$ -

FINANCE

FINANCE



	<u>2018 Budget</u>	<u>2019 Plan</u>
Financial Planning & Budgeting	\$ 420,824	\$ 499,190
Financial Services	1,929,267	1,927,787
Tax	1,058,750	1,100,601
Municipal Court	453,851	616,762
Internal Services	10,569,893	10,423,548
Total	\$ 14,432,585	\$ 14,567,888

FINANCE

FINANCE

DESCRIPTION

The Finance Department is made up of five divisions, Financial Planning and Budgeting, Financial Services, Municipal Court, Tax, and Internal Services. Finance is responsible for the administration of all financial record-keeping and reporting functions required by the City Charter. The Finance Department provides responsive, professional and ethical administrative and fiscal services to meet the needs of the public, the City Council, and all departments of the city.



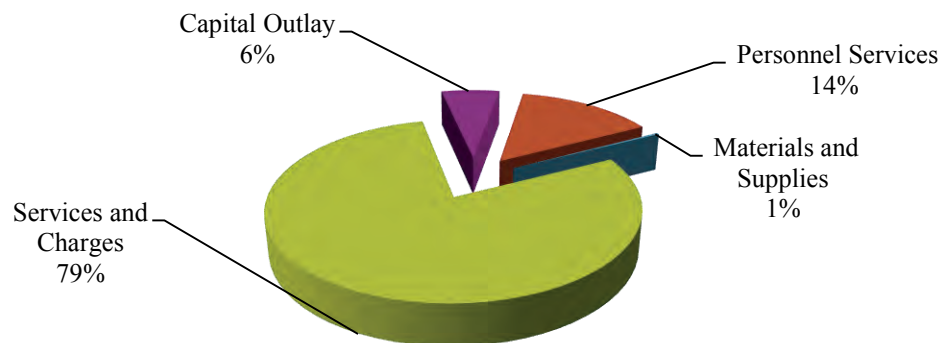
FINANCE

FINANCE

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 1,940,413	\$ 2,342,897	\$ 2,119,629	\$ 2,353,623
Materials and Supplies	36,348	51,840	43,740	43,840
Services and Charges	8,529,430	10,074,846	11,369,216	11,270,425
Capital Outlay	1,138,747	880,000	900,000	900,000
Total	\$ 11,644,938	\$ 13,349,583	\$ 14,432,585	\$ 14,567,888

2018 FINANCE DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 11,644,938	\$ 13,349,583	\$ 14,432,585	\$ 14,567,888
Total	\$ 11,644,938	\$ 13,349,583	\$ 14,432,585	\$ 14,567,888

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
30.00	33.00	30.00	31.00

FINANCE

FINANCIAL PLANNING & BUDGETING

DESCRIPTION

The Finance Department is responsible for the administration of all financial record-keeping and reporting functions required by the City Charter. Finance is responsible for revenue forecasting; long-term financial planning; debt administration; investments; and coordinating the annual operating budget and five-year capital improvement plan for the City.

OBJECTIVES

- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service, and address future needs
- Integrate the Council's goals and priorities with planning and budgeting processes
- Provide budgetary oversight and guidance to city departments
- Perform budget forecasting and analysis
- Identify funding priorities and gaps in funding, and develop appropriate financing strategies
- Administer debt so principal and interest is covered and City debt costs are minimized
- Prepare multi-year budgets effectively communicating the City's commitments and plans
- Manage the City's investment portfolio to maximize return on investments, safety and liquidity

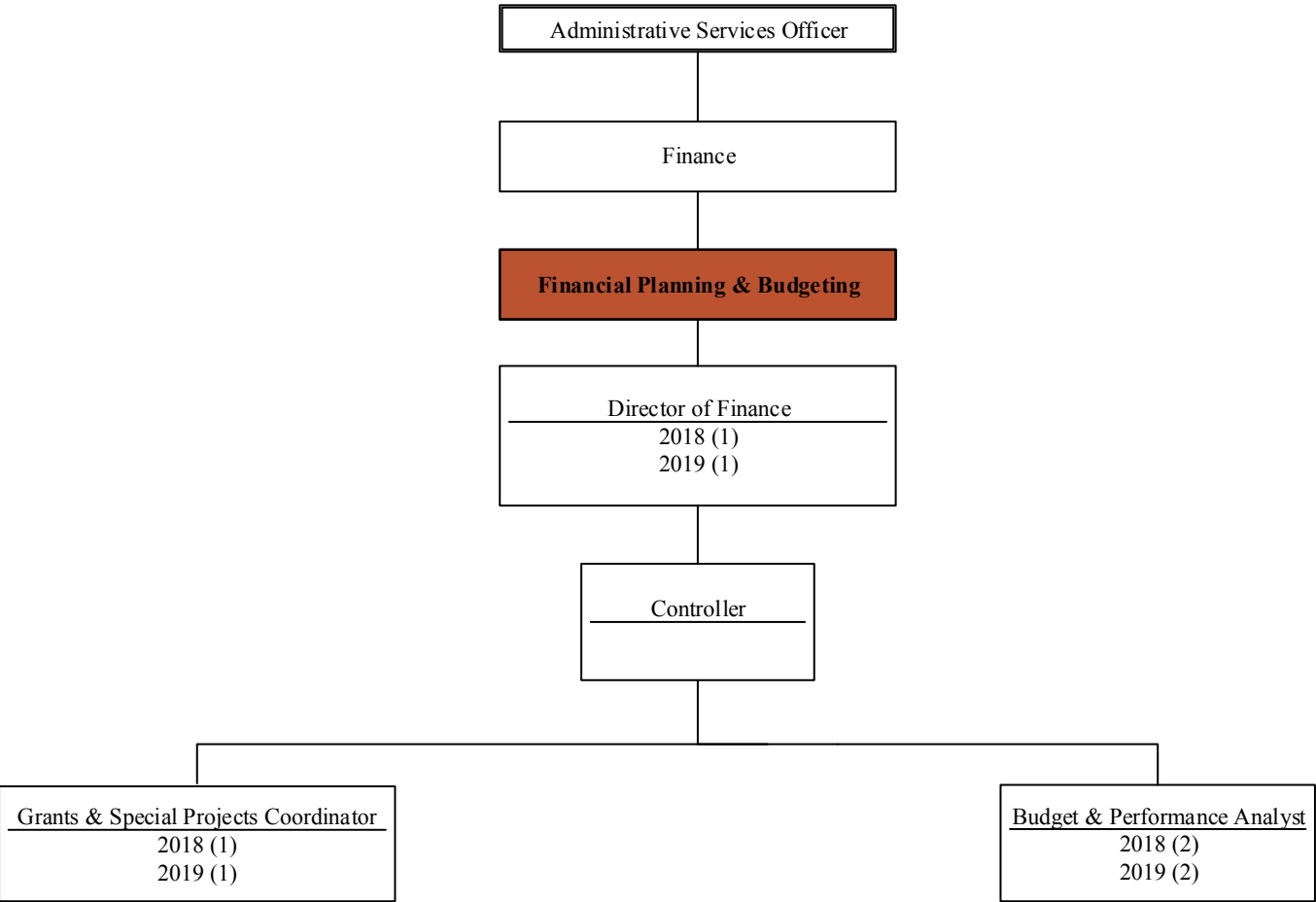
CORE BUSINESS SERVICES

- Capital Improvements Plan Coordination
- Financial Stewardship for Entire City
- Invest Funds
- Prepare the City Budget
- Manage annual audit
- Provide Long-Range Financial Planning
- Provide Strategic Financial Analysis and Planning
- Manage Debt Issuance, payments, and annual disclosure updates



FINANCE

FINANCIAL PLANNING & BUDGETING



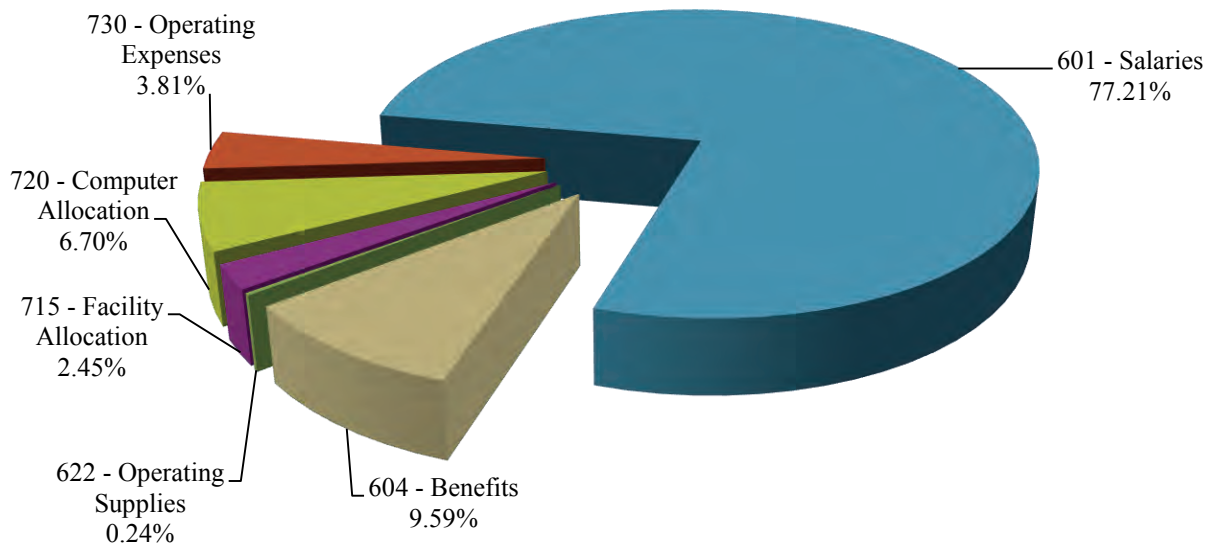
FINANCE

FINANCIAL PLANNING & BUDGETING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 304,671	\$ 381,109	\$ 182,883	\$ 250,261	\$ 324,932	\$ 392,542
604 - Benefits	41,148	51,604	24,174	33,080	40,349	53,153
<u>Materials and Supplies</u>						
622 - Operating Supplies	1,129	1,000	303	1,000	1,000	1,000
<u>Services and Charges</u>						
715 - Facility Allocation	10,120	9,822	10,015	10,015	10,313	9,915
720 - Computer Allocation	25,819	32,867	73,047	73,047	28,204	27,954
730 - Operating Expenses	8,974	14,626	24,564	24,564	16,026	14,626
Total	\$ 391,861	\$ 491,028	\$ 314,985	\$ 391,967	\$ 420,824	\$ 499,190

2018 FINANCIAL PLANNING & BUDGETING EXPENDITURES



FINANCE

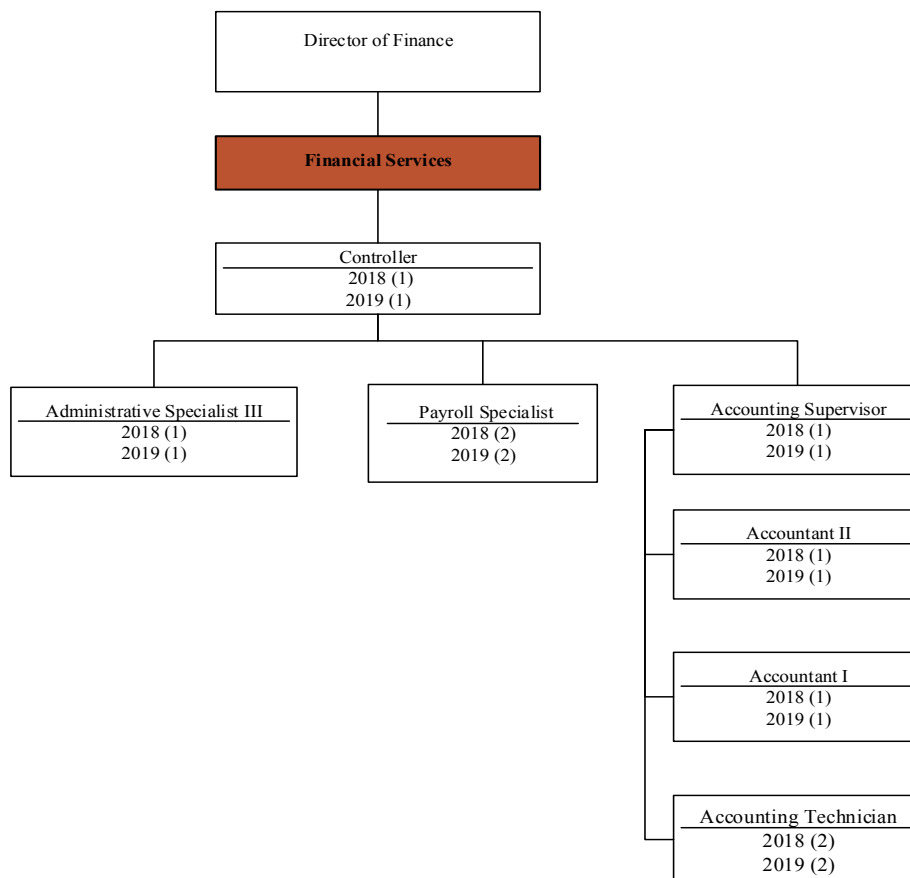
FINANCIAL SERVICES

DESCRIPTION

The Financial Services Division is responsible for administration of all financial record-keeping and reporting functions required by the City Charter. Finance is responsible for payroll, accounts payable, pension and retirement administration; cash management; asset management, and grants.

OBJECTIVES

- Collect revenues and manage cash
- Maintain current accounting on all City financial transactions including general ledger, payroll, accounts payable, grants, loans and long-term financing using generally accepted accounting principles
- Financial Administration and Audit of the City's Capital Assets
- Preparation and Financial Reporting of Grants
- Management of Accounts Payable, Receivable, Payroll
- Administer employee pensions/retirements
- Prepare financial reports to aid the City Council, City Manager and departments in decision making and managing the City
- Manage Procurement Card Program
- Monitor Development Agreements



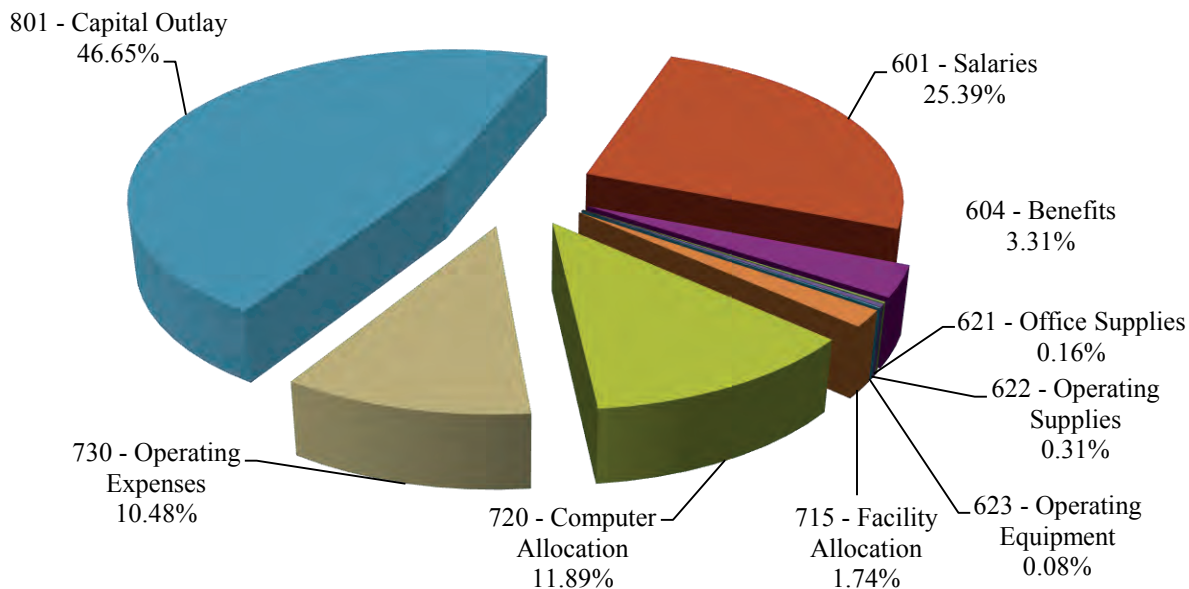
FINANCE

FINANCIAL SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 447,243	\$ 585,162	\$ 307,280	\$ 420,489	\$ 489,840	\$ 492,772
602 - Contract Services	6,517	-	59	59	-	-
604 - Benefits	60,860	79,927	40,867	55,923	63,789	61,462
<u>Materials and Supplies</u>						
621 - Office Supplies	2,895	3,000	1,018	3,000	3,000	3,000
622 - Operating Supplies	4,063	8,000	2,174	8,000	6,000	6,000
623 - Operating Equipment	425	1,500	309	1,500	1,500	1,500
<u>Services and Charges</u>						
715 - Facility Allocation	32,954	31,984	23,988	31,984	33,582	32,286
720 - Computer Allocation	210,920	262,881	197,161	262,881	229,406	228,417
730 - Operating Expenses	161,338	187,655	137,756	187,655	202,150	202,350
<u>Capital Outlay</u>						
801 - Capital Outlay	1,138,747	880,000	476,058	880,000	900,000	900,000
Total	\$ 2,065,962	\$ 2,040,109	\$ 1,186,669	\$ 1,851,491	\$ 1,929,267	\$ 1,927,787

2018 FINANCIAL SERVICES EXPENDITURES



FINANCE

TAX

DESCRIPTION

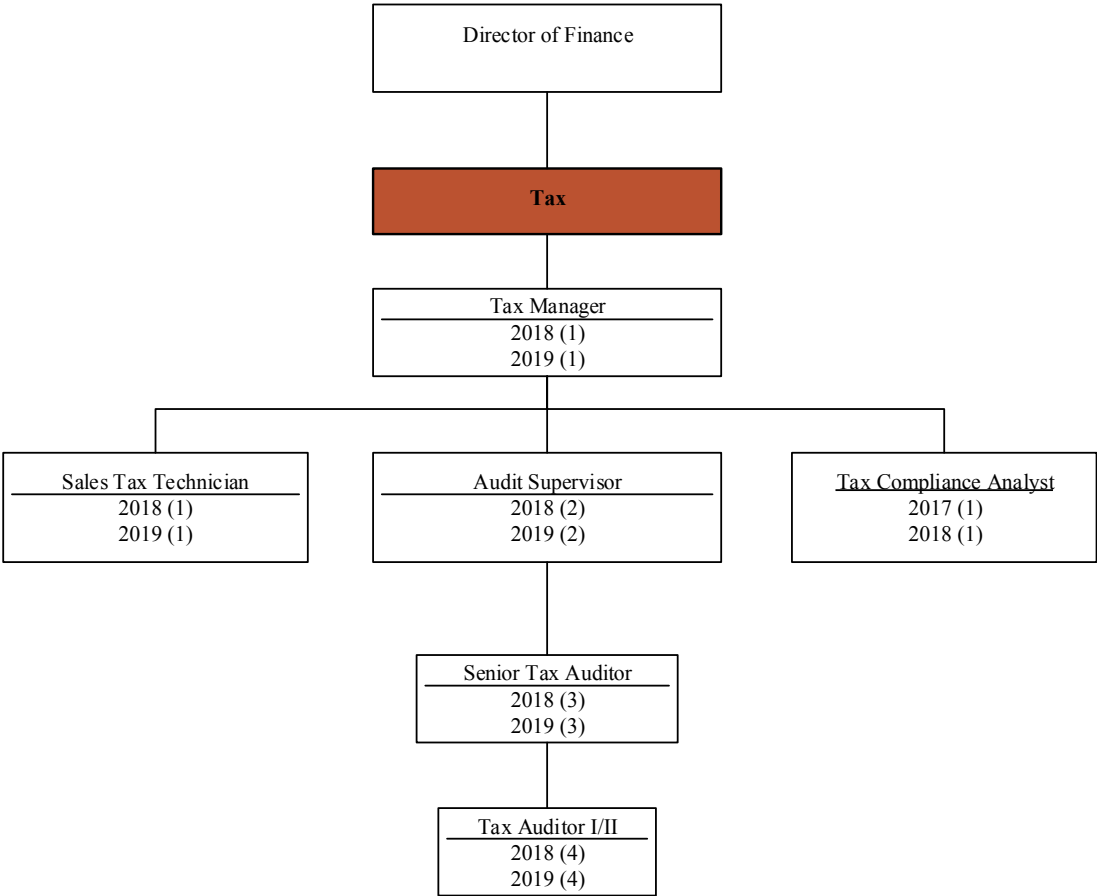
The Tax Division is responsible for sales and use tax education, compliance, licensing, collection and enforcement. The Tax Division works in conjunction with city departments to ensure compliance with licensing and tax code requirements.

OBJECTIVES

- Maintain sales and use tax revenues
- Ensure businesses are licensed to collect, pay and report the correct amount of tax due
- Educate and inform businesses, accountants, consumers and other governmental jurisdictions about the City of Commerce City Sales and Use Tax Code and Regulations
- Ensure the Sales and Use Tax Code and Regulations are current

CORE BUSINESS SERVICES

- Audit Businesses and Industries
- Collect Sales and Use Tax Revenues



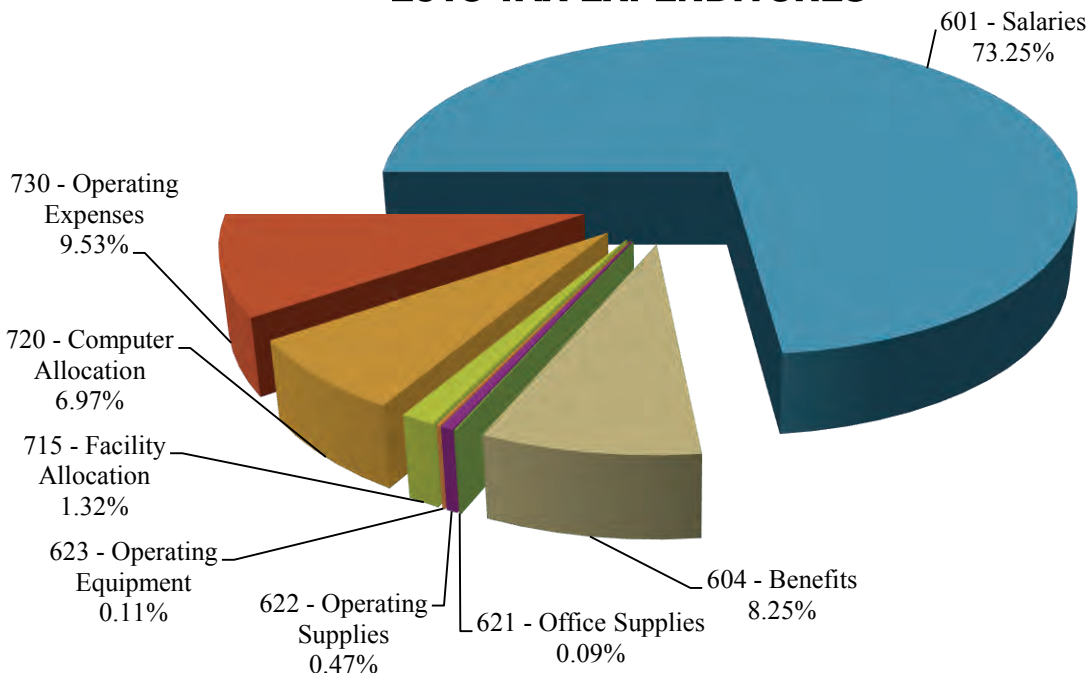
FINANCE

TAX

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 505,442	\$ 784,681	\$ 403,027	\$ 551,511	\$ 775,587	\$ 807,501
602 - Contract Services	24,181	-	9,866	9,866	-	-
604 - Benefits	66,888	90,010	52,459	71,785	87,302	95,495
<u>Materials and Supplies</u>						
621 - Office Supplies	1,062	1,000	675	1,000	1,000	1,000
622 - Operating Supplies	5,610	5,000	3,262	5,000	5,000	5,000
623 - Operating Equipment	882	400	-	400	1,200	400
<u>Services and Charges</u>						
715 - Facility Allocation	13,758	13,353	10,015	13,353	14,020	13,439
720 - Computer Allocation	81,915	97,396	73,047	97,396	73,791	73,211
730 - Operating Expenses	23,287	101,650	24,564	101,650	100,850	104,555
Total	\$ 723,024	\$ 1,093,490	\$ 576,914	\$ 851,961	\$ 1,058,750	\$ 1,100,601

2018 TAX EXPENDITURES



FINANCE

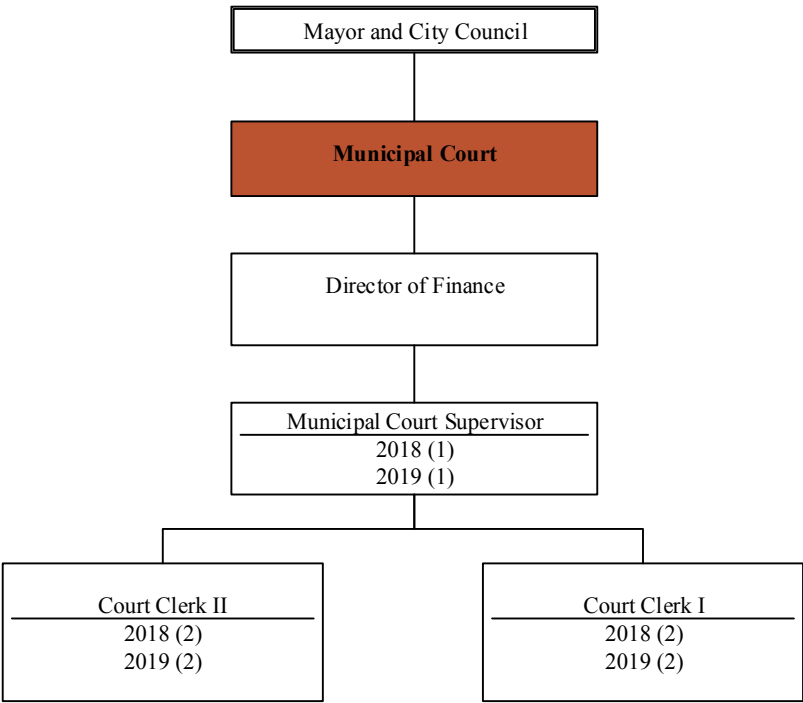
MUNICIPAL COURT

DESCRIPTION

The Municipal Court is responsible for court management and for providing an accessible, efficient, and impartial forum for all participants in cases involving traffic and municipal ordinance violations. The court promotes public trust in both the justice system and local government.

OBJECTIVES

- Effectively manage court operations
- Track, process and schedule all municipal summonses issued by police, code and zoning enforcement, and tax auditors
- Prepare numerous court documents including trial and arraignment dockets, notices of court dates and fine amounts, subpoenas, jury summonses, jury trial documents, warrants, OJ/W's, correspondence and monthly reports
- Computer entry of warrants into State crime computer
- Accurately record payments of fines, costs, surcharge, bonds and restitution collected by the court and completion of court ordered programs
- Disbursement of bonds and restitution funds
- Maintain records, original documents and computer files of summonses issued by police, code and zoning enforcement, and tax auditors, and all court proceedings
- Provide accurate information to questions and timely responses to requests from the public and other City departments and, if necessary, referrals to persons and other agencies or departments for further information



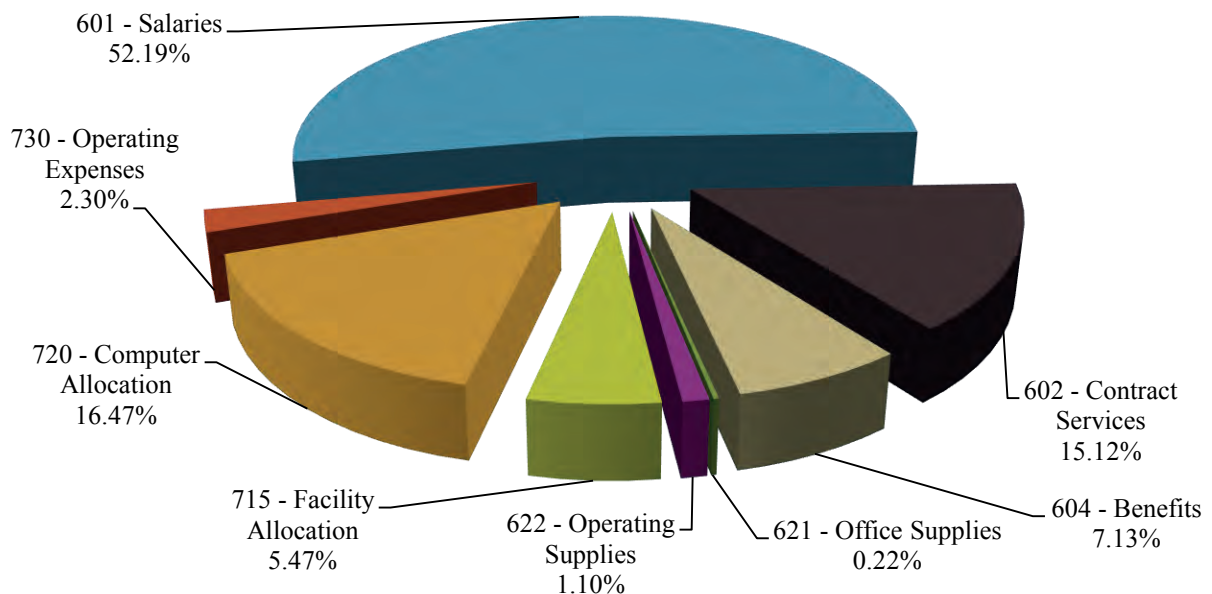
FINANCE

MUNICIPAL COURT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 330,111	\$ 340,878	\$ 241,606	\$ 330,619	\$ 236,873	\$ 351,604
602 - Contract Services	114,828	1,100	110	1,100	68,600	69,815
604 - Benefits	38,524	28,426	28,132	38,497	32,357	29,279
<u>Materials and Supplies</u>						
621 - Office Supplies	664	1,000	491	1,000	1,000	1,000
622 - Operating Supplies	5,122	5,000	2,178	5,000	5,000	5,000
623 - Operating Equipment	-	6,000	4,186	6,000	-	-
<u>Services and Charges</u>						
715 - Facility Allocation	24,360	23,643	4,186	23,643	24,824	75,256
720 - Computer Allocation	68,148	80,708	17,732	80,708	74,747	74,218
730 - Operating Expenses	8,619	10,950	65,901	65,901	10,450	10,590
Total	\$ 590,375	\$ 497,705	\$ 364,522	\$ 552,468	\$ 453,851	\$ 616,762

2018 MUNICIPAL COURT EXPENDITURES



FINANCE

INTERNAL SERVICES

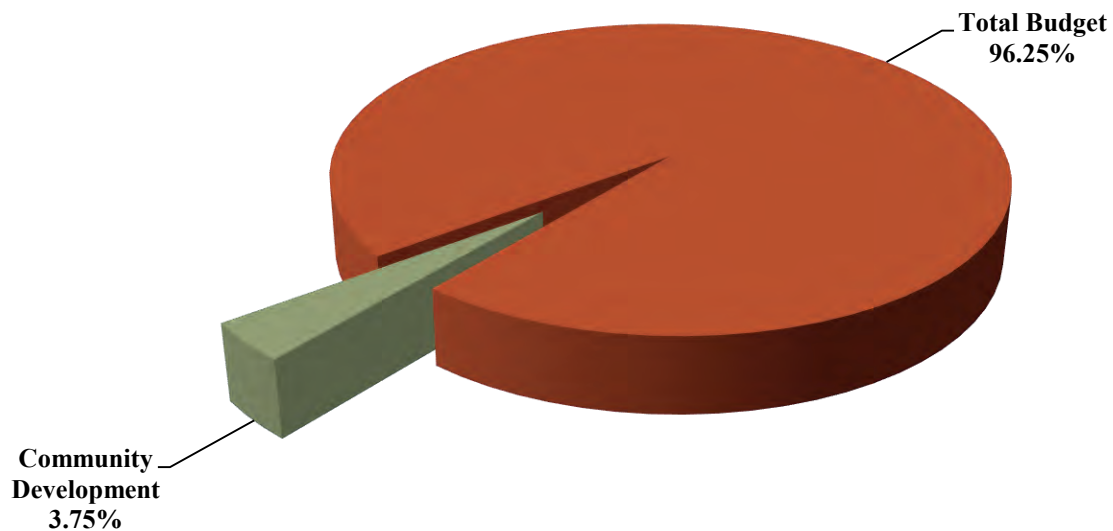
DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Materials and Supplies</u>						
623 - Operating Equipment	\$ 14,497	\$ 19,940	\$ 5,828	\$ 19,940	\$ 19,040	\$ 19,940
<u>Services and Charges</u>						
730 - Operating Expenses	8,042,814	9,207,311	5,047,696	9,207,311	10,550,853	10,403,608
Total	<u>\$8,057,310</u>	<u>\$9,227,251</u>	<u>\$5,053,525</u>	<u>\$9,227,251</u>	<u>\$10,569,893</u>	<u>\$10,423,548</u>



COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT



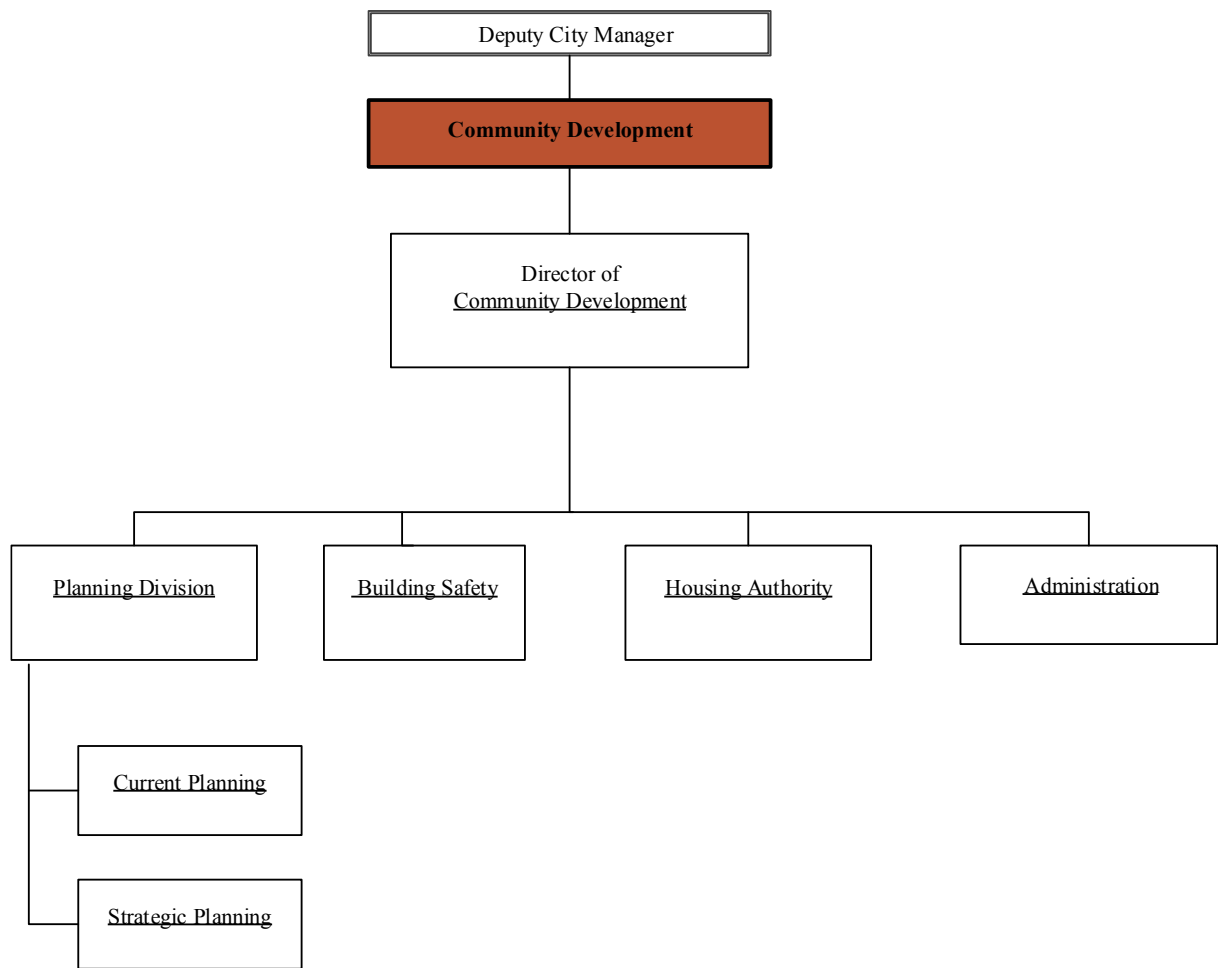
	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 578,720	\$ 579,359
Planning	970,574	887,639
Building Safety	1,220,870	1,141,658
Neighborhood Services	760,192	731,311
Housing Authority	225,626	178,645
CDBG	69,063	72,123
Total	\$ 3,825,045	\$ 3,590,735

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT

DESCRIPTION

The Department of Community Development provides a variety of services including the administration of planning and zoning codes, the processing of planned unit developments (PUDs), subdivisions, annexations, and technical assistance and interpretations for the Planning Commission, BOA, Derby Review Board and City Council. Current planning, long-range planning, and neighborhood planning are all administered through Community Development. Building Safety services, Code Enforcement and Housing Administration are also provided by Community Development. Building Safety is responsible for enforcing all building codes and ordinances dealing with new and rehab construction projects. Primary Building Safety functions include the review of construction plans, issuance of building permits and field inspections to ensure compliance with all the provisions of adopted building codes and City ordinances. Neighborhood Services is responsible for the fair, consistent and equitable enforcement of the codes and ordinances pertaining to code, zoning and property maintenance violations and coordination of graffiti removal and abatement. The Housing Division provides staff support to the City’s Housing Authority, which is responsible for administration of Section 8 Housing Choice vouchers, home rehabilitation, community resources, and the down payment/closing costs assistance program.



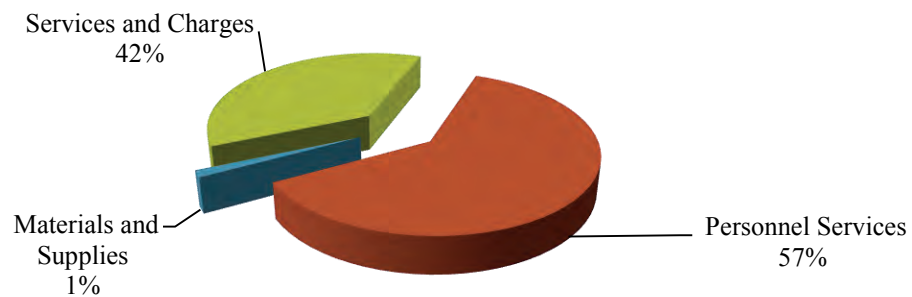
COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 2,148,532	\$ 2,261,057	\$ 2,354,929	\$ 2,323,422
Materials and Supplies	32,980	44,945	53,445	44,945
Services and Charges	1,045,877	1,069,741	1,416,669	1,222,368
Total	\$ 3,227,389	\$ 3,375,743	\$ 3,825,043	\$ 3,590,735

2018 COMMUNITY DEVELOPMENT DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCE

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 3,227,389	\$ 3,375,743	\$ 3,825,043	\$ 3,590,735
Total	\$ 3,227,389	\$ 3,375,743	\$ 3,825,043	\$ 3,590,735

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
31.00	33.00	34.00	34.00

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT ADMINISTRATION

DESCRIPTION

Community Development Administration provides management and administrative support for the building, planning, neighborhood services and housing divisions of the department. It also is responsible for developing, maintaining, and disseminating for use by other City departments, developers, outside agencies, and the City's website a variety of monthly, quarterly, and annual reports and other pertinent development related information generated by the Community Development department. The division serves as administrative support to the Board of Adjustment, Planning Commission, Derby Review Board and the Development Review Team; is responsible for coordinating the departmental budgets; processes department's invoices, timesheets, housing loan payments, fees, fines and petty cash and credit card reports. It processes all code enforcement, graffiti, and abatement correspondence. It processes all incoming Board of Adjustment, Planning Commission, Derby Review Board, and various Land Use applications including the legal notification requirements for subject Boards and Commission. Schedules and prepares City Council presentation items. Assists customers on the telephone and at the front counter, and maintains the databases and records management for the department.

OBJECTIVES

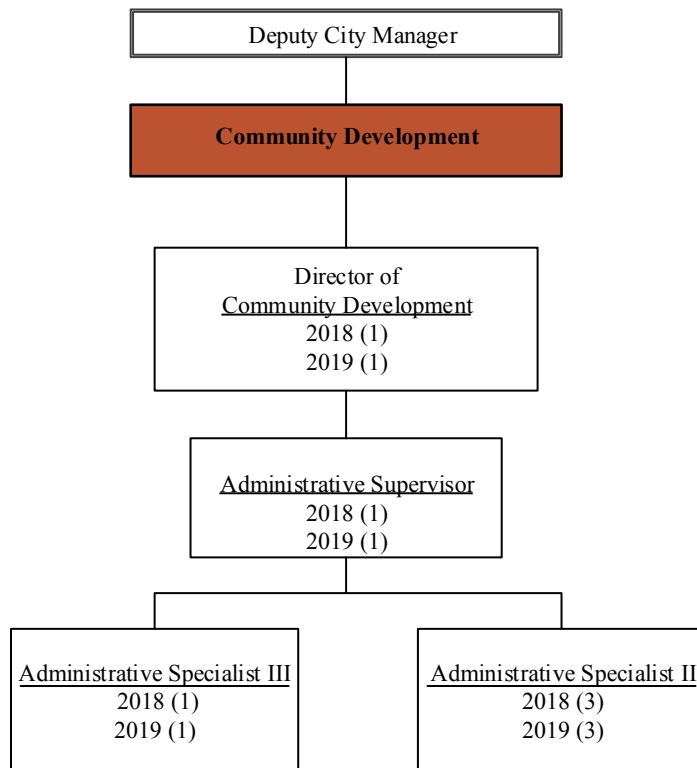
- Develop, maintain, and disseminate variety of monthly, quarterly, and annual reports and other pertinent development-related information generated by the Community Development Department
- Provide administrative support to the department through the implementation and maintenance of new and existing customer service procedures
- Coordinate departmental budgets; process department's invoices, timesheets, housing loan payments, fees and fines petty cash, credit card reports and code enforcement, graffiti and abatement correspondence
- Provide administrative support to the Board of Adjustment, Planning Commission, Derby Review Board and Development Review Team
- Provide accurate minutes of all Board and Commission meetings and the Development Review Team meetings to ensure a record of decisions. Schedules and prepares City Council presentation items.
- Assist the City Manager's office with citizens' complaints and issues received from residents, City Council and staff

CORE BUSINESS SERVICES

- Respond to Citizen Inquiries
- Provide Responsive Customer Service, Information, and Translation Services
- Timely Investigation of Citizen Complaints
- Process Planning Applications
- Implement Policies and Procedures for the Department
- Process Planning Cases and Legal Posting Requirements
- Assist with Application Processing and Mail Referrals to Outside Entities
- Provide Administrative Support and coordinate meetings for the Development Review Team, Boards and Commission
- Case File Maintenance
- Public Records Requests
- Records Management and Database Management

COMMUNITY DEVELOPMENT

- Complete Various Special Projects
- Develop, Maintain, and Disseminate variety of reports and development related information generated by the Community Development Department



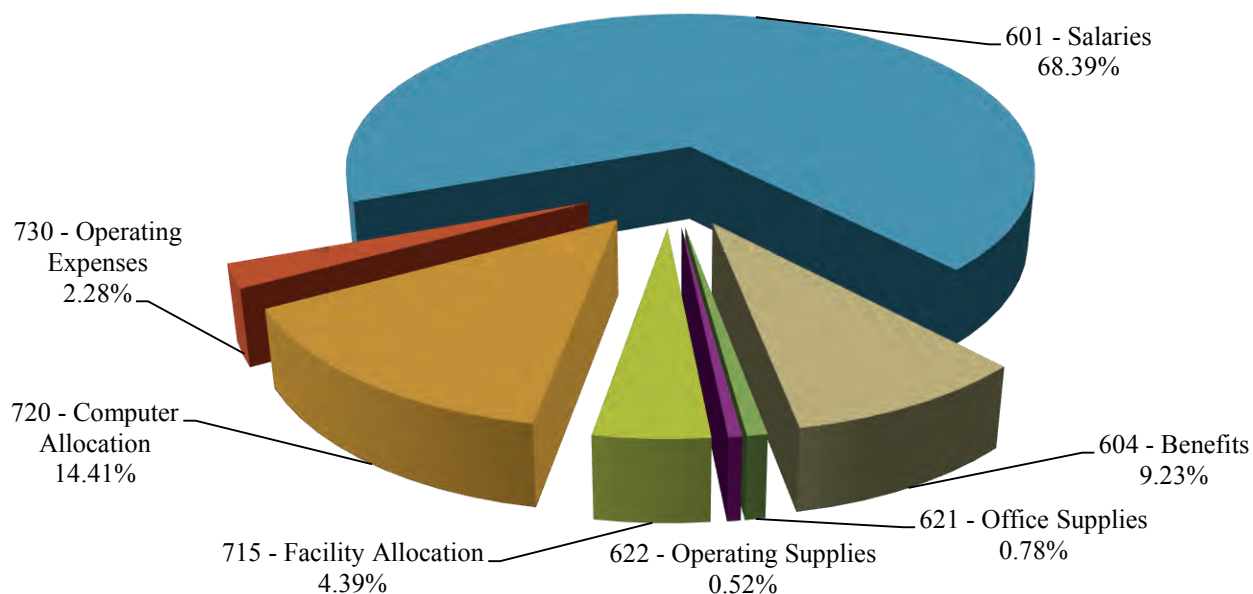
COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 376,224	\$ 394,124	\$ 246,608	\$ 337,464	\$ 395,808	\$ 404,704
604 - Benefits	48,583	45,352	32,212	44,079	53,432	46,713
<u>Materials and Supplies</u>						
621 - Office Supplies	1,245	5,000	1,832	5,000	4,500	4,500
622 - Operating Supplies	-	3,000	651	3,000	3,000	3,000
<u>Services and Charges</u>						
715 - Facility Allocation	24,957	24,222	18,167	24,222	25,432	24,451
720 - Computer Allocation	53,168	76,023	57,017	76,023	83,373	82,816
730 - Operating Expenses	71,918	12,675	30,080	30,080	13,175	13,175
Total	\$ 576,095	\$ 560,396	\$ 386,566	\$ 519,868	\$ 578,720	\$ 579,359

2018 COMMUNITY DEVELOPMENT ADMINISTRATION EXPENDITURES



COMMUNITY DEVELOPMENT

PLANNING

DESCRIPTION

Under the supervision of the Planning Manager, Planning applies planning principles to ensure the sound development and growth of the City. Planning administers and interprets the City's various planning and zoning codes and assists individuals and businesses with development plans. The Planning division processes PUDs, Zoning, Subdivisions, Land Use Plan Amendments, Conditional Use Permits, Variances, and Use-by-Permits. Planning also provides technical assistance and interpretations for the Planning Commission, Board of Adjustment, Derby Review Board, and City Council. Planning oversees the formation and implementation of the Comprehensive Plan and various sub-area and neighborhood plans. In addition, Planning provides general assistance and guidance to the development community. Planning encompasses current planning, strategic planning, and neighborhood planning.

OBJECTIVES

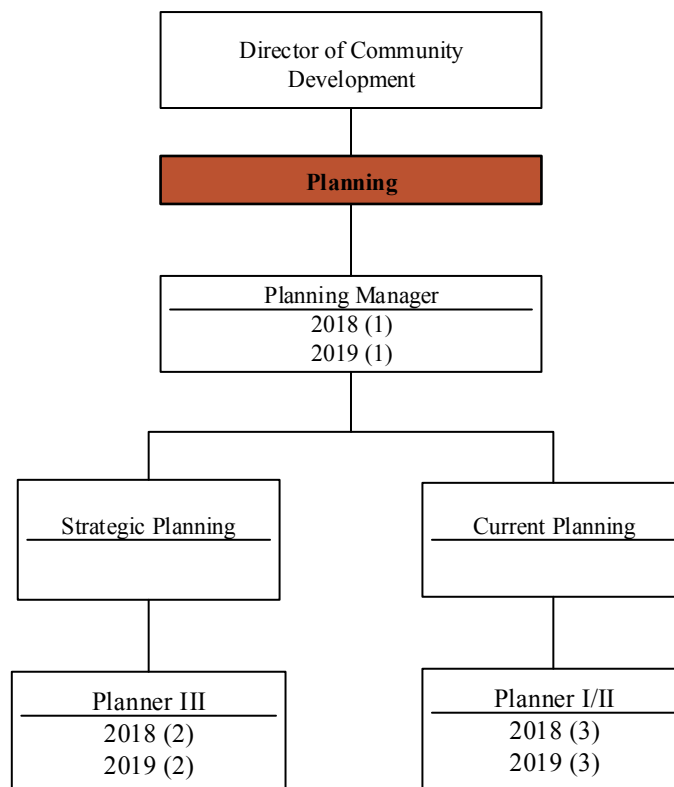
- Create a new identity for and improve the image of the City of Commerce City:
 - Develop neighborhood and sub-area plans
 - Maintain Land Development Code
 - Implementation of Appearance/Design from Comprehensive Plan
 - Review and evaluate ordinances
- Create new and expand existing avenues, programs and forums to listen to, communicate with and inform the City's citizens, Council and employees:
 - Expand alternatives for users to access information
 - Evaluate alternative methods of communication to expand accessibility of information
- Create a sustainable community:
 - Support and assist Commerce City Housing Authority in planning and developing senior and affordable housing projects
 - Implement and Monitor the Comprehensive Plan
 - Provide assistance on urban renewal projects and plans
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
 - Timely processing and coordination of development applications including: Zoning, Subdivisions, Development Plans, Conditional Use Permits, Variances, and Use-by-Permits

CORE BUSINESS SERVICES

- Create a new identity for and improve the image of the City of Commerce City:
- Develop neighborhood and sub-area plans
- Maintain Land Development Code
- Implementation of Appearance/Design from Comprehensive Plan
- Review and evaluate ordinances
- Create new and expand existing avenues, programs and forums to listen to, communicate with and inform the City's citizens, Council and employees:
- Expand alternatives for users to access information
- Evaluate alternative methods of communication to expand accessibility of information

COMMUNITY DEVELOPMENT

- Create a sustainable community:
- Support and assist Commerce City Housing Authority in planning and developing senior and affordable housing projects
- Implement and Monitor the Comprehensive Plan
- Provide assistance on urban renewal projects and plans
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
- Timely processing and coordination of development applications including: Zoning, Subdivisions, Development Plans, Conditional Use Permits, Variances, and Use-by-Permits



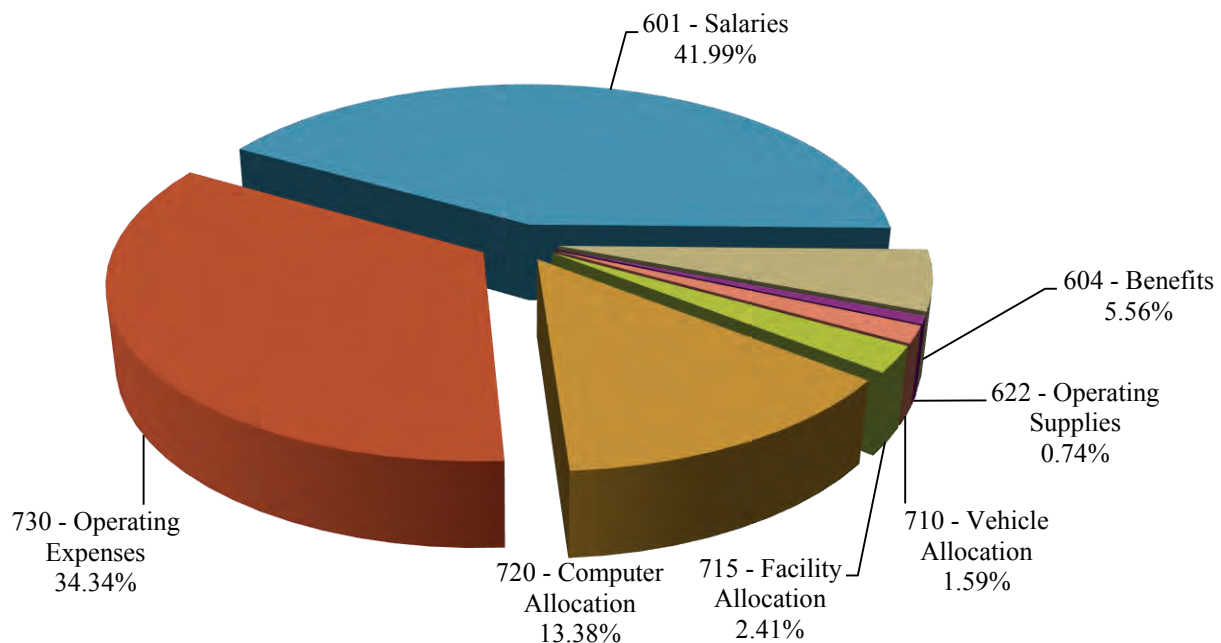
COMMUNITY DEVELOPMENT

COMMUNITY PLANNING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 372,291	\$ 399,288	\$ 267,414	\$ 365,935	\$ 407,530	\$ 411,266
604 - Benefits	50,594	54,505	35,347	48,369	53,963	56,139
<u>Materials and Supplies</u>						
621 - Office Supplies	2,976	-	1,923	1,923	-	-
622 - Operating Supplies	6,372	6,695	10,787	10,787	7,195	7,195
<u>Services and Charges</u>						
710 - Vehicle Allocation	34,940	14,383	16,800	16,800	15,399	40,892
715 - Facility Allocation	22,585	22,400	40,583	40,583	23,364	22,582
720 - Computer Allocation	42,619	54,111	32,366	54,111	129,841	129,112
730 - Operating Expenses	57,700	170,953	945,777	945,777	333,282	220,453
Total	\$ 590,078	\$ 722,335	\$ 1,350,998	\$ 1,484,286	\$ 970,574	\$ 887,639

2018 PLANNING EXPENDITURES



COMMUNITY DEVELOPMENT

BUILDING SAFETY

DESCRIPTION

Under the supervision of the Codes and Inspections Manager, the Building Safety Division is responsible for enforcement of the City's adopted building and property maintenance codes. Primary functions include review of construction plans for compliance with adopted codes, processing and issuing building permits, controlling the use and occupancy of all existing buildings and structures and conduct of inspections during construction to ensure projects comply with the City's adopted building codes. The Division also investigates violations of the City's adopted building codes and maintains building permit records.

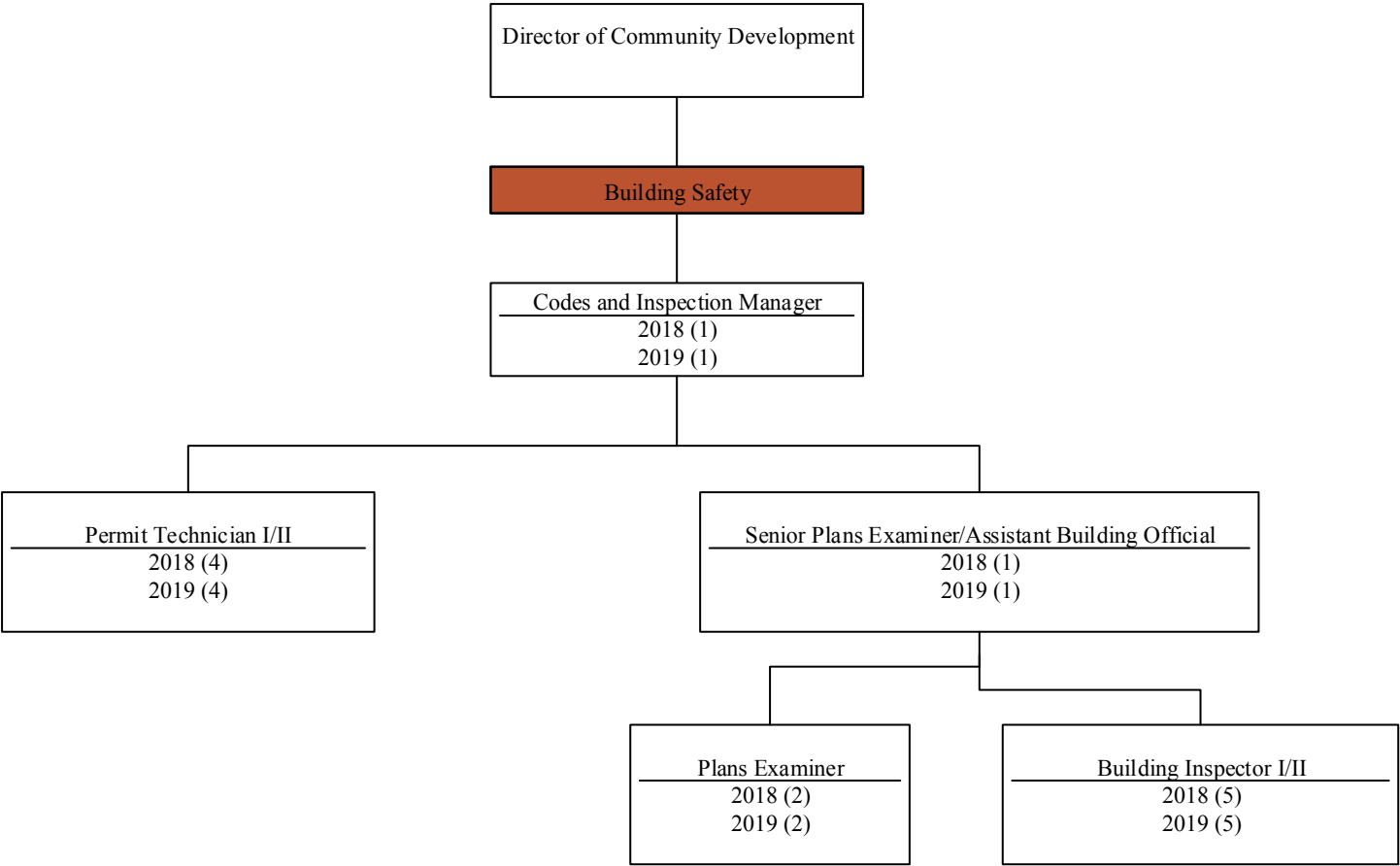
OBJECTIVES

- Provide exemplary customer service to all customers of the City
- Provide concierge levels of service to customers navigating the City's permitting and inspection processes
- Provide consistent and reliable levels of service to all customers
- Develop and maintain relationships with stakeholders and customers who seek to do building permit business with the City
- Ensure construction of new buildings and structures and alterations to existing buildings and structures conform to adopted building codes
- Ensure the safeguard of the public health, safety and welfare through the appropriate application of the City's building codes
- Ensure buildings and structures are safe through structural strength, adequate means of egress, energy conservation and safety to life and property from fire and other hazards attributed to the built environment and to provide safety to fire fighters and emergency responders during emergency operations
- Ensure the efficient delivery of services including the review and processing of building permits and other administrative functions; conduct of inspections and controlling the use and occupancy of existing buildings.
- Improve the image of the Building Safety Division and its role in establishing and maintaining a 'quality community for a lifetime'

CORE BUSINESS SERVICES

- Provide exemplary service to all customers of the City
- Processing of building permit applications under established permit review times
- Review of construction plans for compliance with the City's adopted building codes
- Provide highly accurate and reliable information
- Conduct of inspections under reliable time frames
- Respond to citizen inquiries and complaints
- Make recommendations to City Council on the adoption and implementation of new and updated building codes on a regular schedule
- Investigate violations of the City's adopted building codes
- Develop and maintain relationships with all customers of the City
- Enforcement of the City's adopted building codes
- Maintain property address records related to building permits
- Coordinate with the Neighborhood Services Division enforcement of the City's property maintenance code

COMMUNITY DEVELOPMENT



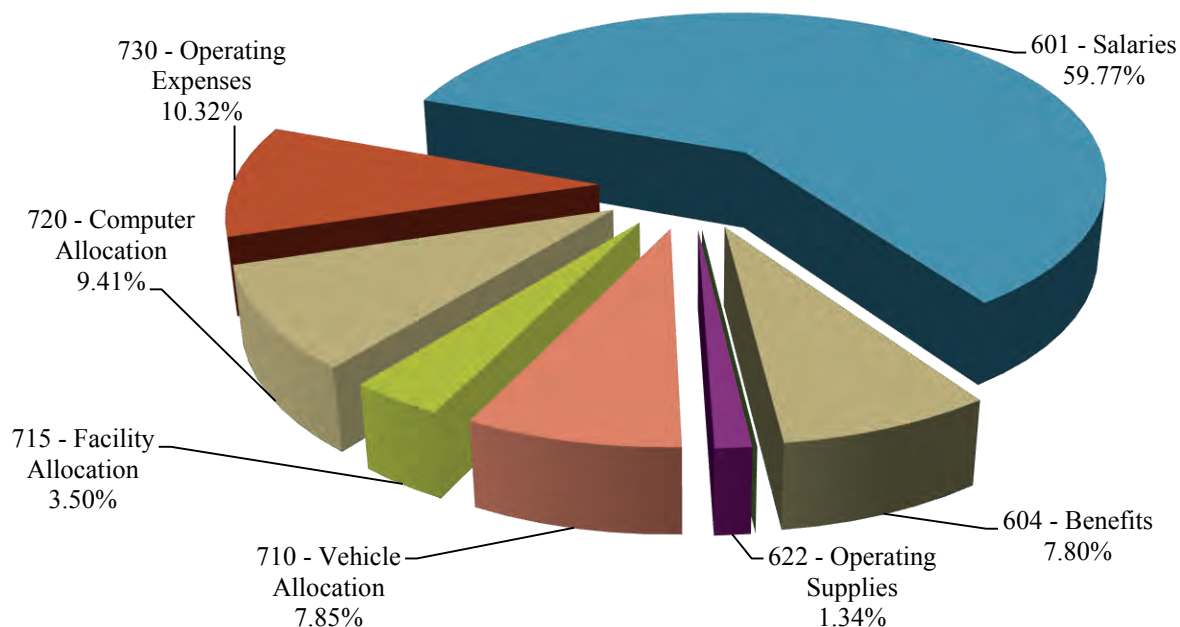
COMMUNITY DEVELOPMENT

BUILDING SAFETY

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 682,599	\$ 704,242	\$ 62,084	\$ 84,957	\$ 729,511	\$ 725,369
604 - Benefits	91,558	89,749	5,433	7,434	95,508	92,440
<u>Materials and Supplies</u>						
621 - Office Supplies	1,113	-	49,982	49,982	-	-
622 - Operating Supplies	7,114	7,825	30,520	30,520	16,325	7,825
<u>Services and Charges</u>						
710 - Vehicle Allocation	47,553	66,642	87,140	87,140	95,823	76,641
715 - Facility Allocation	41,927	40,693	213,692	213,692	42,726	41,077
720 - Computer Allocation	128,141	116,186	6,749	116,186	114,935	112,266
730 - Operating Expenses	193,278	86,040	778,870	778,870	126,040	86,040
Total	<u>\$1,193,283</u>	<u>\$1,111,377</u>	<u>\$1,234,468</u>	<u>\$1,368,779</u>	<u>\$1,220,868</u>	<u>\$1,141,658</u>

2018 BUILDING SAFETY EXPENDITURES



COMMUNITY DEVELOPMENT

NEIGHBORHOOD SERVICES

DESCRIPTION

Neighborhood Services is responsible for the fair, consistent and equitable enforcement of the codes and ordinances pertaining to code, zoning and property maintenance violations. Neighborhood Services is responsible for the coordination of graffiti removal and abatement within the city.

Through pro-active education and enforcement, we strive to maintain and improve the image of Commerce City. The primary goal is to gain voluntary compliance through community education and enforcement.

OBJECTIVES

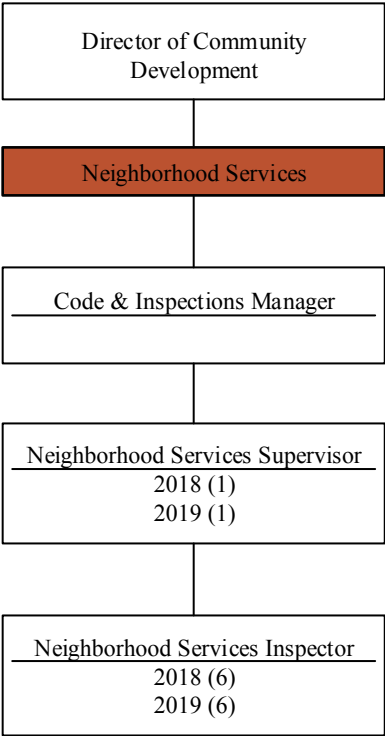
- Provide a full range of internal programs and services in support of division operations and the implementation of City Council goals
- Provide fair, consistent and equitable enforcement
- Provide education to the community of Commerce City regarding the codes and ordinances
- Encourage and explore innovative approaches to providing service to the community utilizing available resources
- Process incoming paperwork including computer entries, copying, filing and other necessary functions in a timely and consistent manner

CORE BUSINESS SERVICES

- Provide a full range of internal programs and services in support of division operations and the implementation of City Council goals
- Provide fair, consistent and equitable enforcement
- Provide education to the community of Commerce City regarding the codes and ordinances
- Encourage and explore innovative approaches to providing service to the community utilizing available resources
- Process incoming paperwork including computer entries, copying, filing and other necessary functions in a timely and consistent manner

COMMUNITY DEVELOPMENT

NEIGHBORHOOD SERVICES



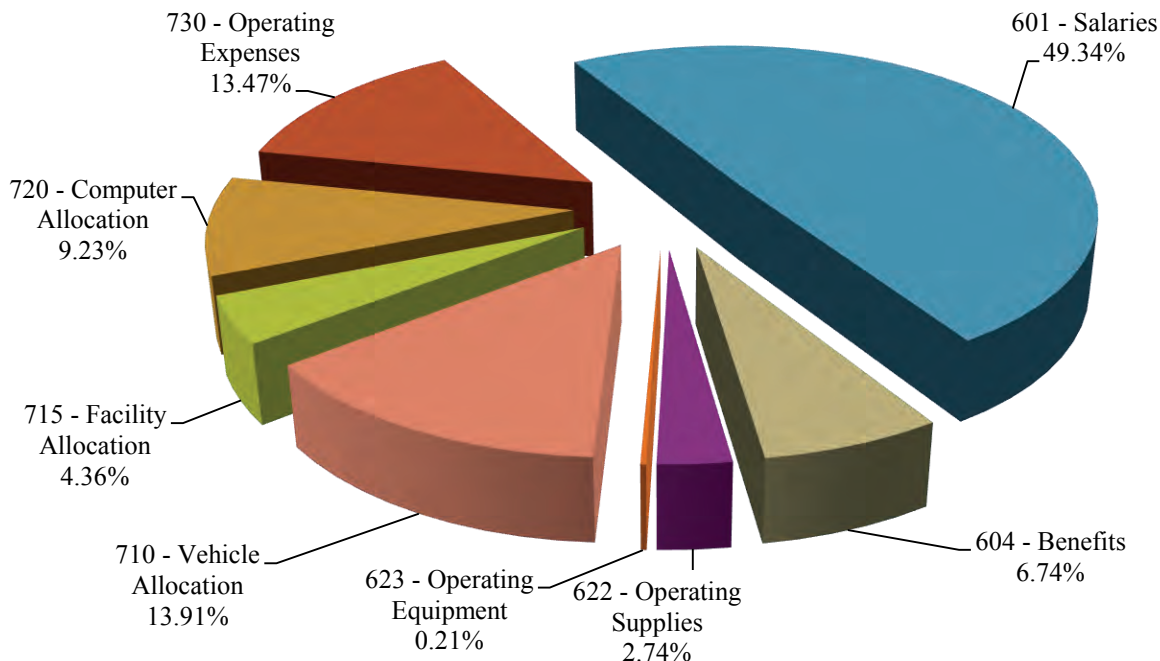
COMMUNITY DEVELOPMENT

NEIGHBORHOOD SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 384,691	\$ 373,785	\$ 262,964	\$ 359,846	\$ 375,112	\$ 384,999
604 - Benefits	52,150	51,025	34,478	47,180	51,204	52,556
<u>Materials and Supplies</u>						
621 - Office Supplies	2,226	-	-	-	-	-
622 - Operating Supplies	11,857	21,425	3,598	21,425	20,825	20,825
623 - Operating Equipment	77	1,000	-	1,000	1,600	1,600
<u>Services and Charges</u>						
710 - Vehicle Allocation	58,861	79,039	59,279	79,039	105,715	67,389
715 - Facility Allocation	32,518	31,561	23,671	31,561	33,138	31,859
720 - Computer Allocation	76,663	75,029	56,272	75,029	70,188	69,673
730 - Operating Expenses	47,042	102,410	41,166	102,410	102,410	102,410
Total	\$ 666,084	\$ 735,274	\$ 481,428	\$ 717,490	\$ 760,192	\$ 731,311

2018 NEIGHBORHOOD SERVICES EXPENDITURES



COMMUNITY DEVELOPMENT

HOUSING AUTHORITY DIVISION

DESCRIPTION

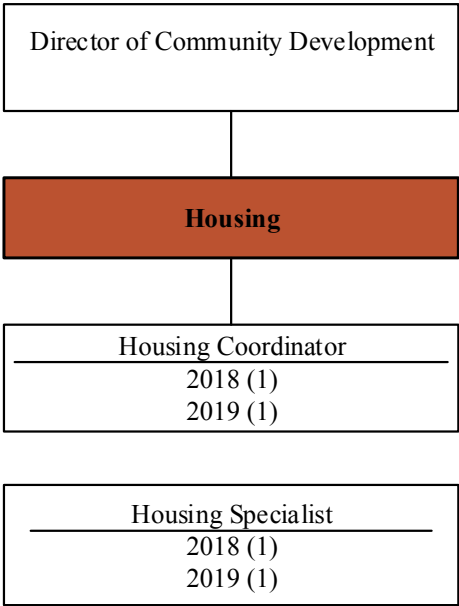
The Housing Authority Division is responsible for administration of Section 8 Housing Choice vouchers, home rehabilitation program, housing code violation program; down payment/closing costs assistance programs, and is a partner in the Conter Estates Apartments and the Pinecrest Apartments.

OBJECTIVES

- Create a sustainable community:
 - Maintain the federal Homeownership, Home Rehabilitation, Rental Assistance and Family Self-Sufficiency programs
 - Develop and maintain affordable housing
- Create a healthy community by seeking out and providing programs, services and infrastructure to promote the health and well-being of Commerce City citizens:
 - Maintain the Commerce City Housing Code Violation Loan Program

CORE BUSINESS SERVICES

- Administer Housing Programs



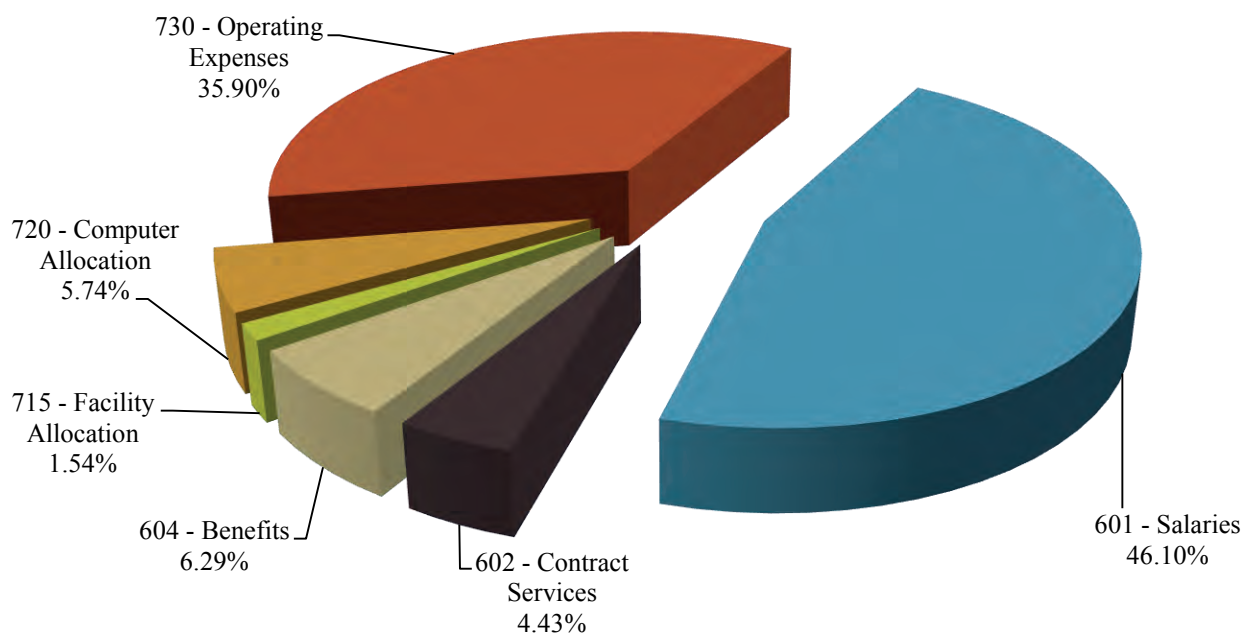
COMMUNITY DEVELOPMENT

HOUSING AUTHORITY DIVISION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 66,704	\$ 127,645	\$ 75,499	\$ 103,315	\$ 104,010	\$ 62,896
602 - Contract Services	14,463	10,000	7,850	10,000	10,000	10,000
604 - Benefits	8,676	11,342	9,662	13,222	14,199	8,587
<u>Services and Charges</u>						
715 - Facility Allocation	3,408	3,308	2,481	3,308	3,473	3,339
720 - Computer Allocation	11,524	13,066	9,799	13,066	12,944	12,823
730 - Operating Expenses	97,076	81,000	11,098	81,000	81,000	81,000
Total	\$ 201,850	\$ 246,361	\$ 116,391	\$ 223,911	\$ 225,626	\$ 178,645

2018 HOUSING AUTHORITY DIVISION EXPENDITURES

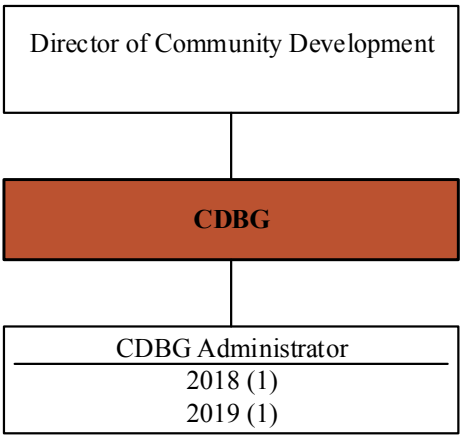


COMMUNITY DEVELOPMENT

CDBG DIVISION

DESCRIPTION

The Community Development Block Grant (CDBG) Division administers funding from Housing and Urban Development (HUD). This annual grant assists in the growth of a viable community. The goals of the City are to provide the community and eligible families with: decent housing, neighborhood revitalization, expanded economic opportunities, and increasing community services. The primary functions of the CDBG Division are: citizen outreach, interagency coordination, project planning, grant application, project coordination, grant administrations and progress reporting. The CDBG Division is also responsible for furthering fair housing and equal opportunities within the City’s CDBG program.

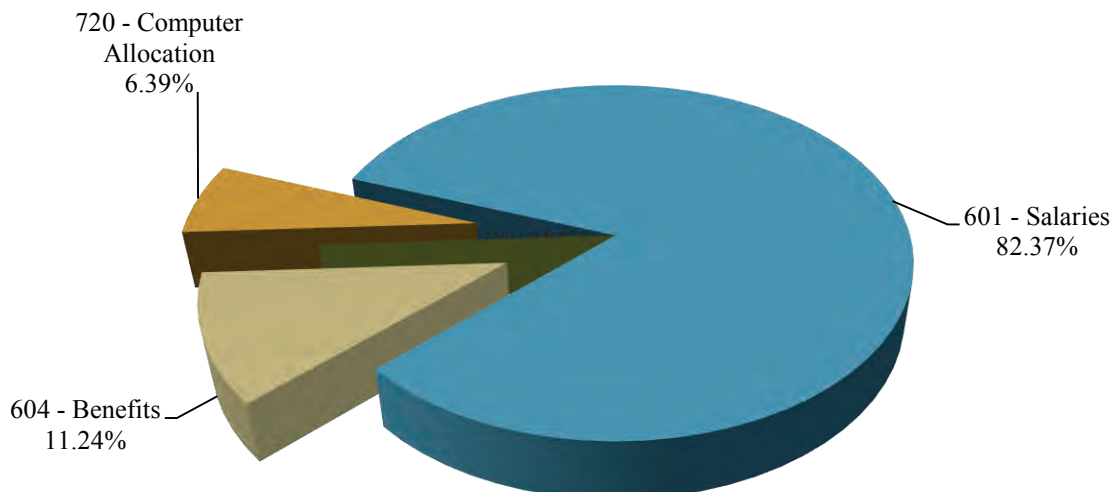


COMMUNITY DEVELOPMENT

DIVISION EXPENDITURES DETAILED SUMMARY

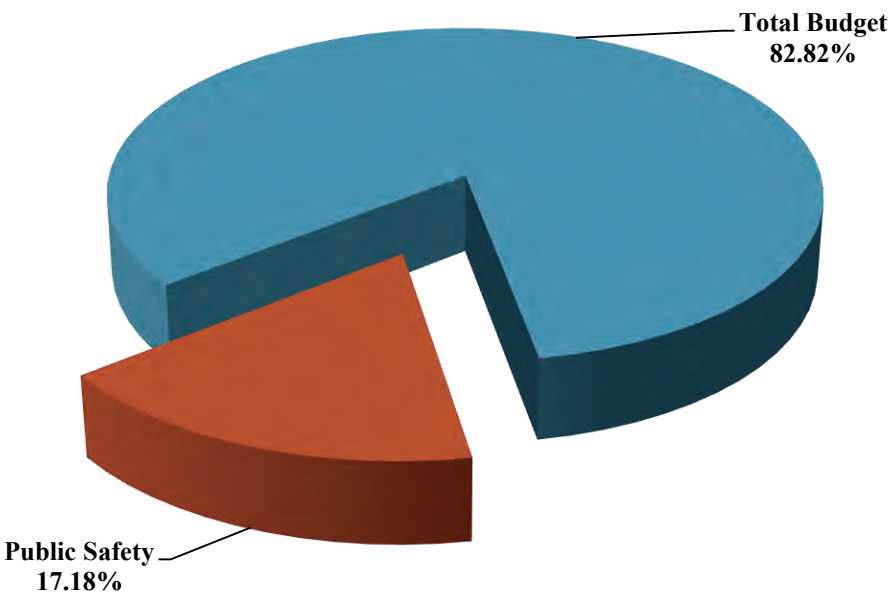
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 56,886	\$ 58,900
604 - Benefits	-	-	-	-	7,766	8,853
<u>Materials and Supplies</u>						
621 - Office Supplies	-	-	-	-	-	-
622 - Operating Supplies	-	-	-	-	-	-
623 - Operating Equipment	-	-	-	-	-	-
<u>Services and Charges</u>						
710 - Vehicle Allocation	-	-	-	-	-	-
715 - Facility Allocation	-	-	-	-	-	-
720 - Computer Allocation	-	-	-	-	4,411	4,370
730 - Operating Expenses	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ 69,063	\$ 72,123

2018 CDBG EXPENDITURES



PUBLIC SAFETY

PUBLIC SAFETY



	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 1,214,611	\$ 1,231,676
Support Operations	5,476,675	5,381,006
Patrol Operations	10,253,759	8,830,796
Community Justice	361,358	373,924
Emergency Management	224,620	225,666
Total	<u>\$ 17,531,023</u>	<u>\$ 16,043,068</u>

PUBLIC SAFETY

PUBLIC SAFETY

DESCRIPTION

The Police Department provides law enforcement services to the residents, businesses and visitors to Commerce City. The Department is responsible for patrol services; reporting and investigation of crime; filing of cases and coordination with the District Attorney's office in the prosecution of criminals; enforcement of municipal codes and other criminal laws; and maintenance and distribution of police reports to members of the public, courts, and other City departments as needed.



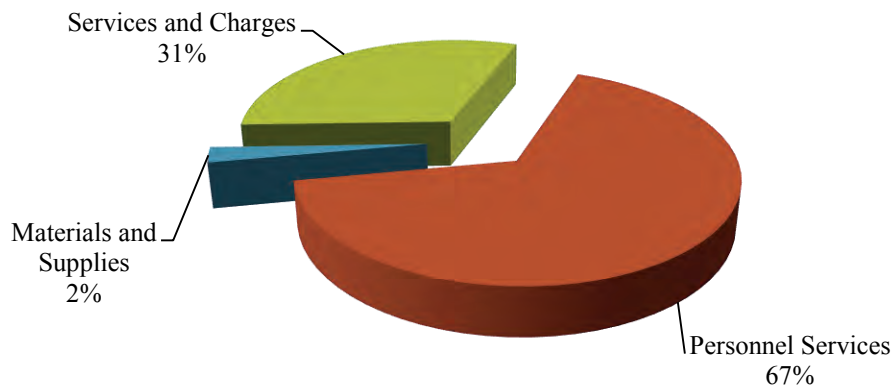
PUBLIC SAFETY

PUBLIC SAFETY

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 10,801,105	\$ 10,651,476	\$ 11,668,459	\$ 11,534,050
Materials and Supplies	463,808	457,799	419,563	417,770
Services and Charges	4,309,216	4,552,509	5,443,001	4,091,248
Total	\$ 15,574,130	\$ 15,661,784	\$ 17,531,023	\$ 16,043,068

2018 PUBLIC SAFETY DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCE

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 15,574,130	\$ 15,661,784	\$ 17,531,023	\$ 16,043,068
Total	\$ 15,574,130	\$ 15,661,784	\$ 17,531,023	\$ 16,043,068

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
127.50	126.00	129.00	129.00

PUBLIC SAFETY

PUBLIC SAFETY ADMINISTRATION

DESCRIPTION

The Police Department Administration Division consists of administrative personnel as well as the Professional Standards Unit. Administration is responsible for coordination of the department budget and coordination of job duties for support staff. Professional Standards is responsible for the investigation of personnel complaints, recruitment and hiring of new officers, department training, as well as managing the CALEA accreditation program.

OBJECTIVES

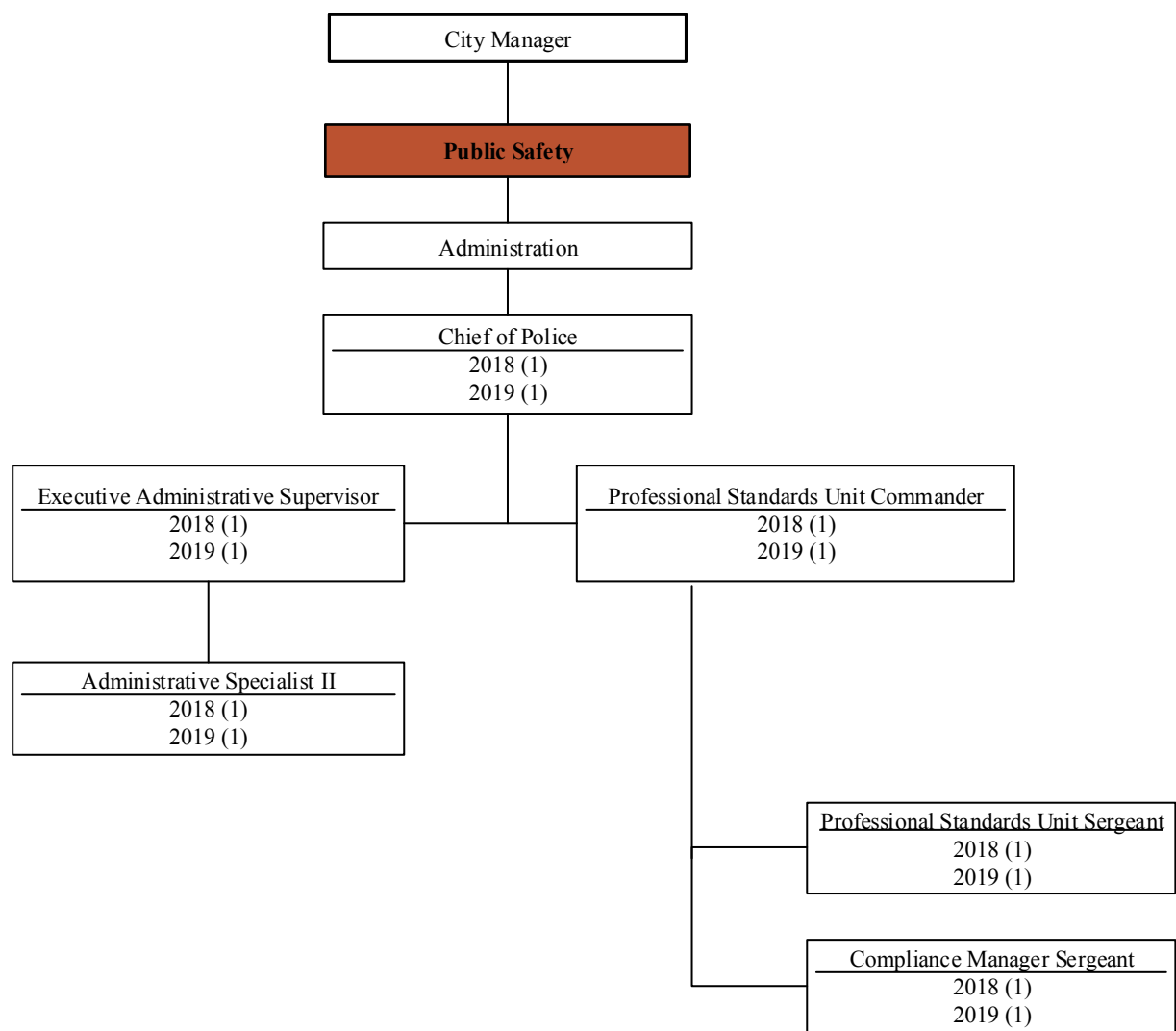
- Provide administrative support to enhance public safety through the implementation of creative and proactive law enforcement programs and services
- During 2011, continue to provide clerical support that will free officers and detectives of clerical work so they can concentrate on providing service to the community
- Provide thorough, objective investigation of personnel complaints to make certain the Department retains valuable staff while providing an impartial hearing to members of the public
- Provide a comprehensive training program to ensure staff maintains proficiency in their assigned duty areas
- Manage the accreditation process through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)
- Process incoming paperwork including computer entries, copying, filing and other necessary functions in a timely and consistent manner with a minimum of errors
- Collect, store and disseminate information in a manner that ensures completeness, integrity, accuracy and security

CORE BUSINESS SERVICES

- Ensure that all sections of the department receive the support needed to provide service to the community
- Provide accurate archiving of all departmental documents according to records retention requirements
- Manage the core budget to provide the maximum service for the cost incurred
- Provide strategic planning to guide the evolution of the department
- Produce and revise, as necessary, the policies and procedures that guide the operation of the department
- Investigate complaints regarding departmental activity and take corrective action as indicated
- Manage the recruitment, hiring, and training process

PUBLIC SAFETY

PUBLIC SAFETY ADMINISTRATION



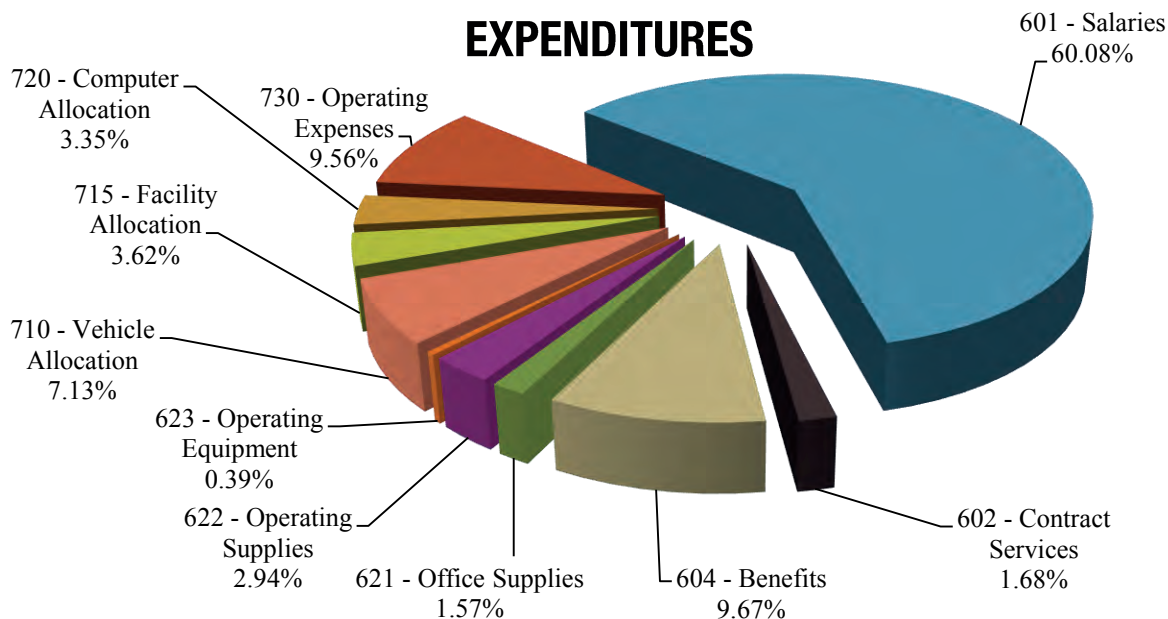
PUBLIC SAFETY

PUBLIC SAFETY ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 622,517	\$ 767,009	\$ 468,545	\$ 641,167	\$ 665,504	\$ 677,482
602 - Contract Services	44,174	21,500	28,172	28,172	-	-
604 - Benefits	81,776	123,511	62,606	85,671	102,863	104,712
<u>Materials and Supplies</u>						
621 - Office Supplies	7,365	20,000	5,797	20,000	16,000	16,000
622 - Operating Supplies	167,934	37,525	24,265	37,525	150,625	146,425
623 - Operating Equipment	109,792	5,000	894	5,000	5,000	5,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	75,987	90,977	68,233	90,977	101,568	111,055
715 - Facility Allocation	47,844	46,259	34,694	46,259	48,046	46,489
720 - Computer Allocation	32,188	42,797	32,098	42,797	60,679	60,167
730 - Operating Expenses	386,689	122,031	177,394	177,394	64,326	64,346
Total	\$1,576,266	\$1,276,609	\$ 902,697	\$1,174,963	\$1,214,611	\$1,231,676

2018 PUBLIC SAFETY ADMINISTRATION EXPENDITURES



PUBLIC SAFETY

SUPPORT OPERATIONS

DESCRIPTION

The Support Operations Division encompasses a number of units within the division. The various units within the division have quality personnel for criminal and complex investigations. Other personnel within the unit provide technical support such as crime scene investigation, assistance referrals to victims of crimes, geographical profiling to identify criminal patterns, processing and storing of evidence, processing and storing of all police department record and reports, along with building a partnership with youth and schools in our community. The entire unit is committed to quality service to the relationships we serve.

There are eight additional units within the Support Operations Division:

- The Victim Service Unit provides support, assistance, and referrals to victims and survivors of traumatic events occurring in Commerce City
- The Crime Scene Investigators provides technical support throughout the Commerce City Police Department to ensure that quality investigations are conducted. Tasks include crime scene processing, management of property and evidence, and court preparation and evidence presentation
- The Special Investigations Unit analyzes problematic issues that hold negative impact on the community. The unit specializes in investigations that are related to patterned criminal activity. The Special Investigations Unit focuses on providing long term problem resolution
- The Crime Analyst uses geographical profiling to identify crime patterns and series as well as known offenders. The Crime Analyst provides a variety of statistical reports which aid the department in manpower allocation, crime trend analysis, and re-districting
- The Property and Evidence Bureau processes and stores all evidence brought to the police department and maintains the evidentiary value of thousands of pieces of property
- The Support Services/Records Division processes and stores all reports created by police department personnel
- The Police Explorer Post provides youth ages 14-21 years old, an opportunity to get an inside look into a career as a police officer through training and interaction with law enforcement professionals
- The School Resource Officers team is dedicated to the building partnership with youth and schools in our community. These officers work with students and school staff providing guidance, mentoring, and law enforcement services to students and staff

OBJECTIVES

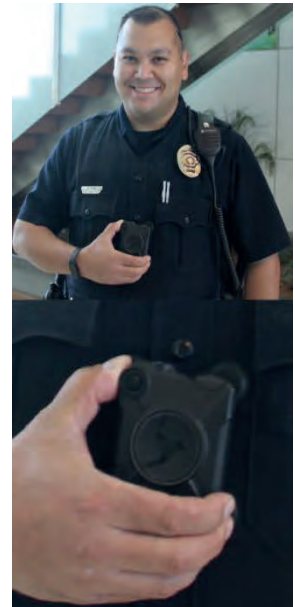
- To provide safety, security and education to the citizens of Commerce City by proactively and harmoniously working to reduce the fear of crime and disorder
- Community Involvement: By establishing a team made up of Support Services Division personnel that will actively participate in community programs
- Public Nuisance/Abatement letters: Requesting property owners/managers to strongly encourage taking whatever lawful steps that may be necessary to prevent public nuisance offenses from occurring on their property
- Alcohol & Tobacco checks: To continue to conduct alcohol and tobacco compliance checks in all establishments in the city and rewarding those who comply

PUBLIC SAFETY

- Victim Advocate Recruitment: Continue to create and implement action plans for the recruitment and retention of volunteers for the Victim Advocate program
- Special Investigation Unit: Continue to study problematic issues that are holding a negative impact on the community
- Once an evaluation has been completed, the unit will deploy resources that will produce the highest probability of intervention
- Support Services Unit: Continue to provide customer service to Citizens via phone, in person, and radio as needed
- Case Management Criteria: The Investigation Sergeants will utilize when determining case assignments for detectives. The case management criteria will include the degree of seriousness, solvability factor, and available resources

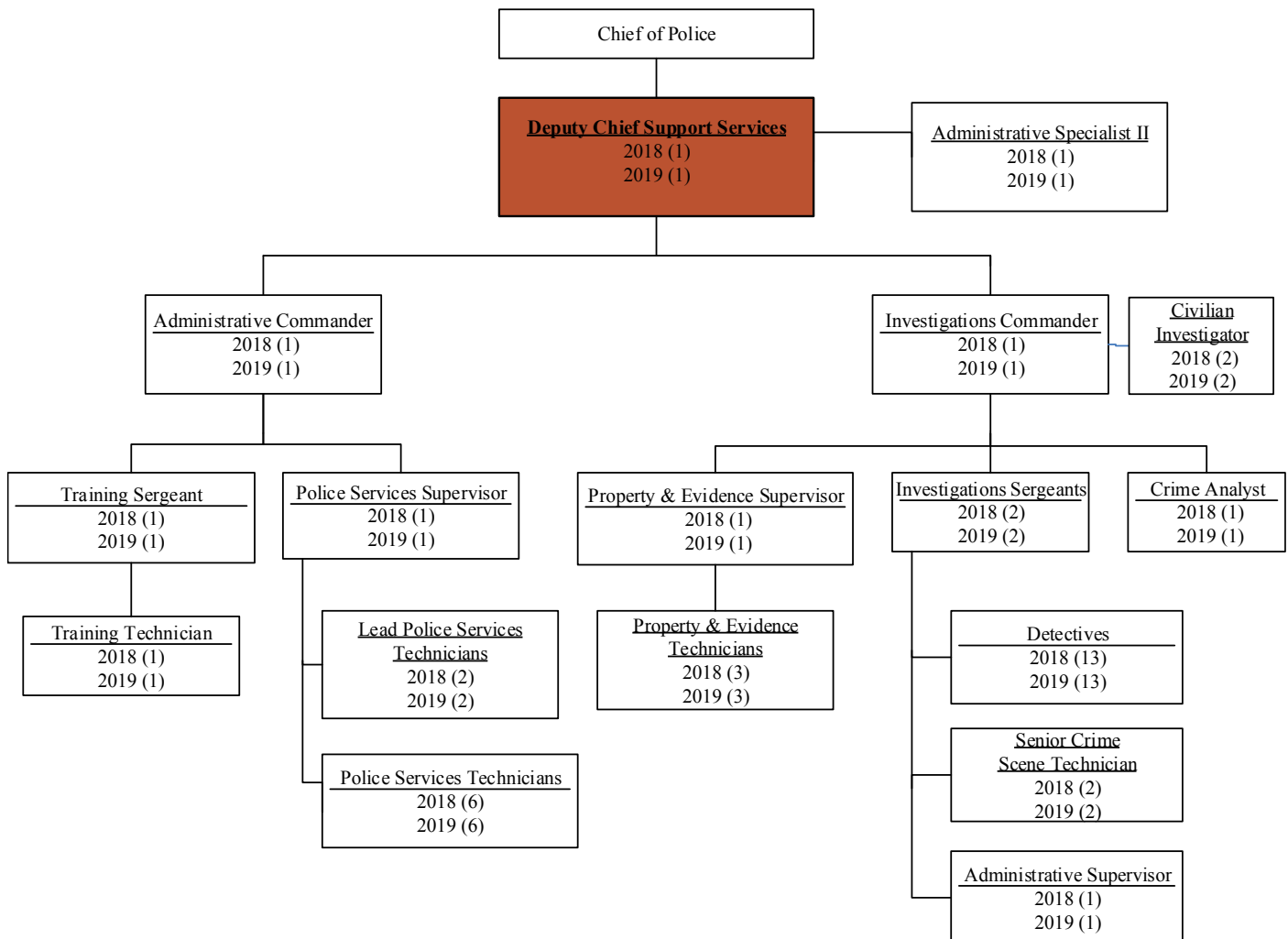
CORE BUSINESS SERVICES

- Follow-up investigation of reported serious crimes
- Processing of crime scene, maintaining security and integrity of property and evidence
- Provide assistance and referral to victims of crime
- Intelligence gathering, surveillance, fugitive apprehension
- Oversee the preparation, processing, storage, retention, destruction and disposition of incident, traffic, and criminal records and warrants. Direct sealing of police records and coordinate the purging of records. Provide systems management, file maintenance, and quality control functions for the Police Department's records management system. Ensure all department records are properly maintained, distributed, filed, and purged in accordance with Federal and State guidelines; and appear in court as required to serve as a custodian of such records. Maintain support to Civic Center employees as applicable 24/7. Maintain security system of Civic Center; report all crimes, NIBRS compliant to the Colorado Bureau of Investigation.



PUBLIC SAFETY

SUPPORT OPERATIONS



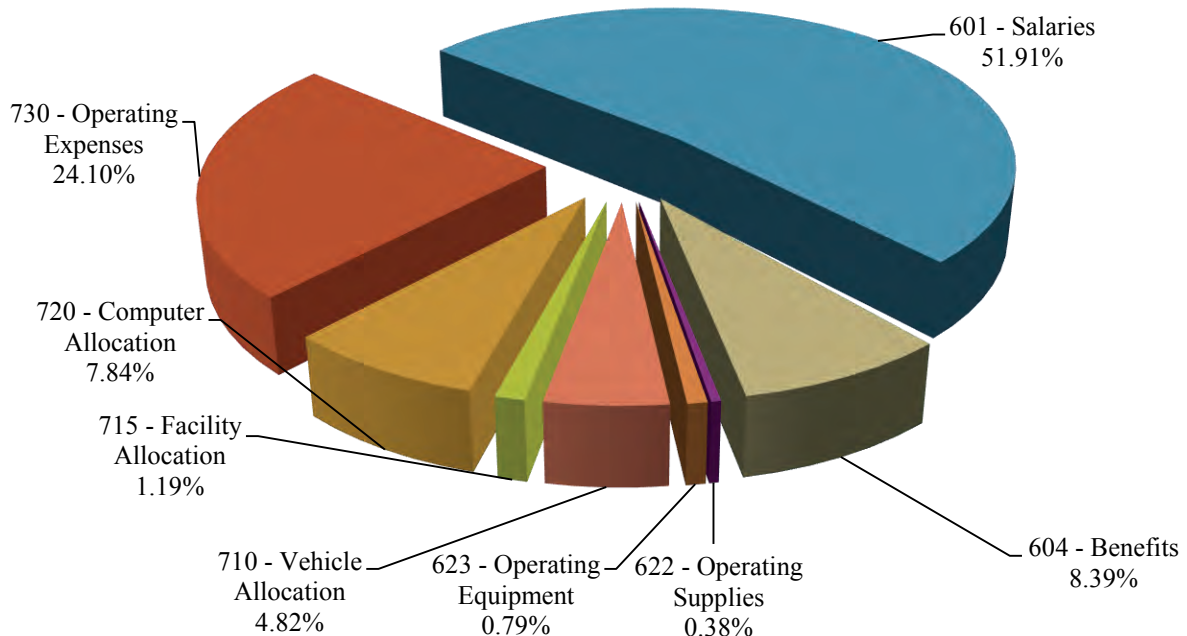
PUBLIC SAFETY

SUPPORT OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 3,080,769	\$ 3,172,106	\$ 3,671,720	\$ 5,024,458	\$ 2,844,471	\$ 2,807,402
602 - Contract Services	42,221	-	2,173,678	2,173,678	31,264	31,826
604 - Benefits	366,193	411,905	256,425	350,897	459,476	423,925
<u>Materials and Supplies</u>						
621 - Office Supplies	3,652	-	-	-	-	-
622 - Operating Supplies	22,596	65,392	50,891	65,392	21,000	21,000
623 - Operating Equipment	35,393	43,000	3,632	43,000	43,000	43,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	223,892	179,180	134,385	179,180	263,986	274,849
715 - Facility Allocation	63,786	61,908	46,431	61,908	65,001	62,306
720 - Computer Allocation	363,761	452,575	339,431	452,575	429,297	426,075
730 - Operating Expenses	848,478	830,441	666,799	830,441	1,319,180	1,290,623
Total	\$5,050,741	\$5,216,507	\$7,343,391	\$9,181,529	\$5,476,675	\$5,381,006

2018 SUPPORT OPERATIONS EXPENDITURES



PUBLIC SAFETY

PATROL OPERATIONS

DESCRIPTION

Police Patrol provides first response to citizen's requests for emergency and non-emergency incidents. By using a combination of patrol techniques including enforcement of laws, education and community partnerships, patrol is responsible for the intervention, suppression and prevention of crime, traffic flow, traffic safety and enforcement; all intended to make citizens feel safe as well as to be safe.

OBJECTIVES

- Provide a timely and professional response to the community's needs
- A commitment to problem solving and crime prevention, in partnership with the community and other City departments
- Through partnerships with the community develop a collective intolerance for crime, violence, neighborhood decay and disorder
- Encourage and explore innovative approaches to providing service to the community utilizing our available resources

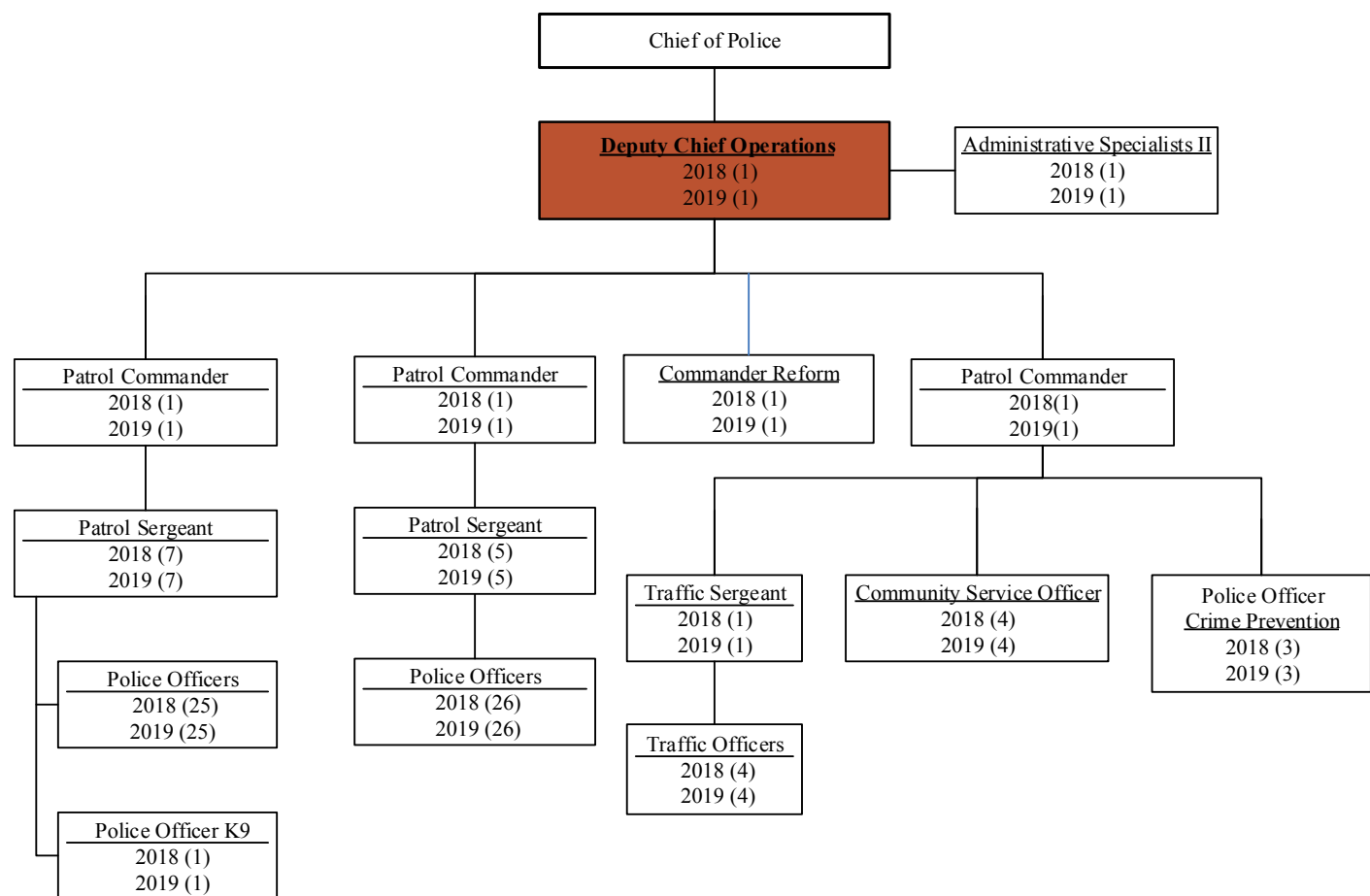
CORE BUSINESS SERVICES

- Respond to calls for service from the public
- Consistent and equitable enforcement of all felony and misdemeanor laws of Colorado and municipal ordinances of Commerce City
- Suppression of crime and voluntary compliance of City ordinances through visible patrol, community partnerships and other community policing principles



PUBLIC SAFETY

PATROL OPERATIONS



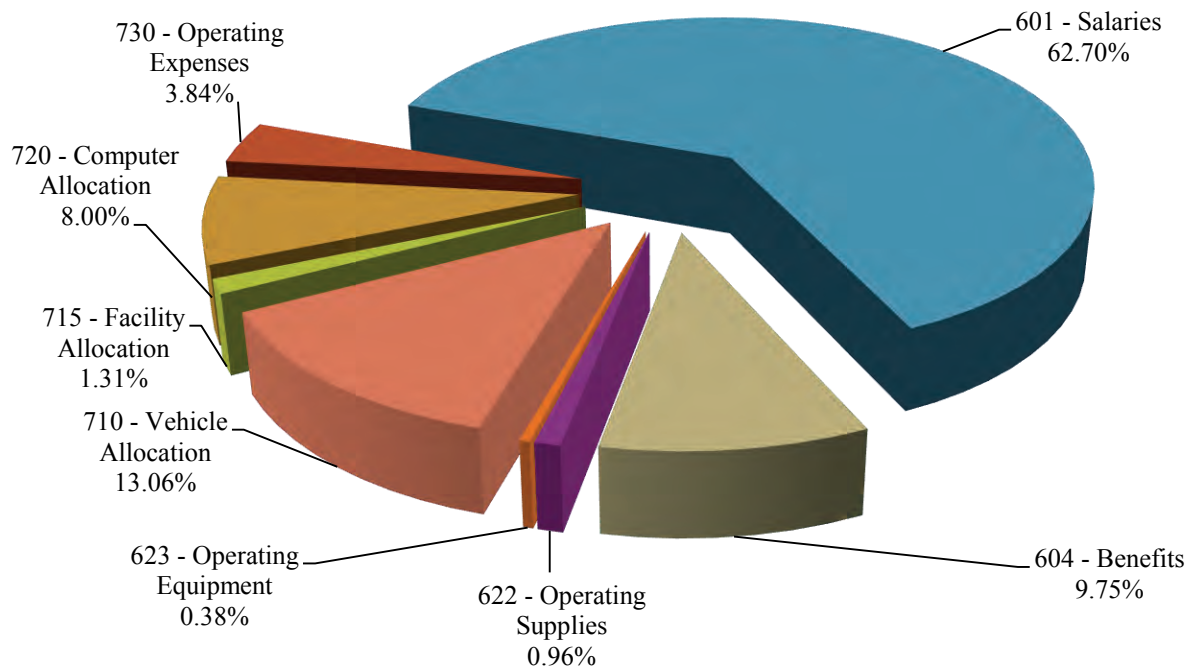
PUBLIC SAFETY

PATROL OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 5,735,210	\$ 5,325,523	\$ 6,496,422	\$ 8,889,840	\$ 6,429,436	\$ 6,341,890
604 - Benefits	694,895	686,570	4,186,739	5,729,221	999,726	1,009,445
<u>Materials and Supplies</u>						
621 - Office Supplies	5,537	-	516,972	516,972	-	-
622 - Operating Supplies	76,751	207,497	139,854	207,497	97,991	100,398
623 - Operating Equipment	6,905	31,485	9,326	31,485	39,000	39,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	1,071,477	1,143,288	857,466	1,143,288	1,339,002	-
715 - Facility Allocation	132,081	129,592	97,194	129,592	134,596	130,417
720 - Computer Allocation	296,645	603,250	452,437	603,250	819,942	808,585
730 - Operating Expenses	395,817	479,607	236,433	479,607	394,065	401,061
Total	\$8,415,319	\$8,606,812	\$12,992,843	\$17,730,753	\$10,253,759	\$8,830,796

2018 PATROL OPERATIONS EXPENDITURES



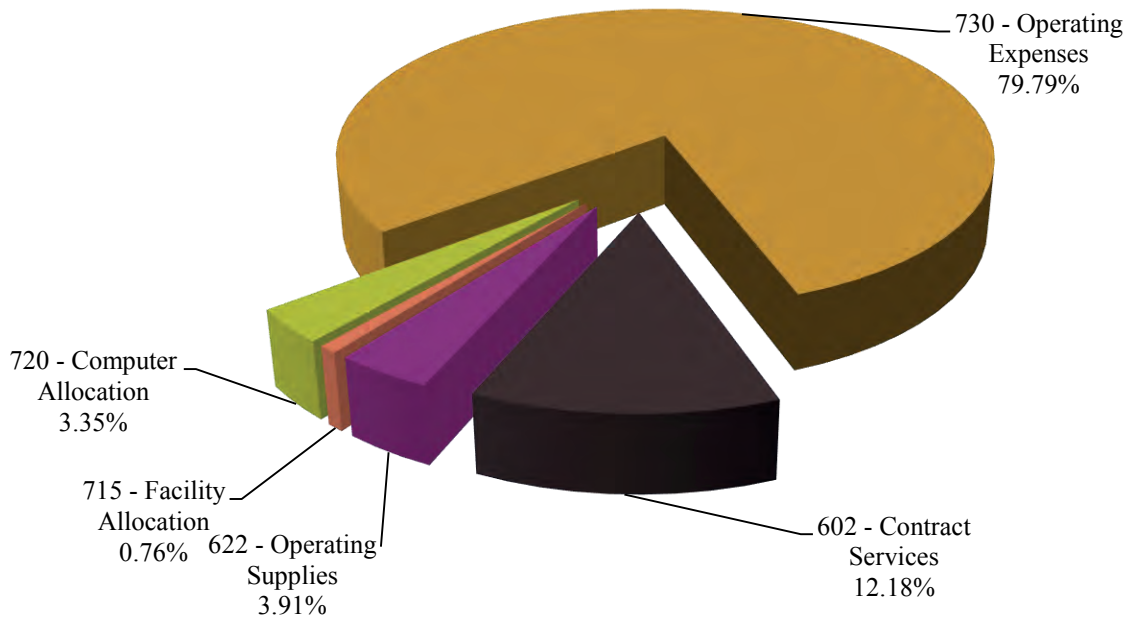
PUBLIC SAFETY

COMMUNITY JUSTICE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
602 - Contract Services	\$ 37,339	\$ 53,000	\$ 311,585	\$ 311,585	\$ 44,000	\$ 44,000
<u>Materials and Supplies</u>						
621 - Office Supplies	63	-	22,260	22,260	-	-
622 - Operating Supplies	7,282	15,147	6,069	15,147	14,147	14,147
<u>Services and Charges</u>						
710 - Vehicle Allocation	6,120	-	1,971	1,971	-	-
715 - Facility Allocation	2,708	2,628	9,565	9,565	2,760	2,645
720 - Computer Allocation	11,997	12,753	271,720	271,720	12,116	11,998
730 - Operating Expenses	261,414	260,125	263,519	263,519	288,335	301,134
Total	\$ 326,923	\$ 343,653	\$ 886,689	\$ 895,766	\$ 361,358	\$ 373,924

2018 COMMUNITY JUSTICE EXPENDITURES



PUBLIC SAFETY

EMERGENCY MANAGEMENT

DESCRIPTION

The mission of the Commerce City Office of Emergency Management (OEM) is to build a resilient community, and to create and maintain the ability to bring all needed resources to bear during a crisis, in minimum time and with maximum effectiveness. In order to accomplish this mission, the Office of Emergency Management oversees and manages several different programs and resources.

Northeast Metro Incident Management Team

A group of personnel specially trained and equipped to manage significant incidents in Commerce City, and as a resource assist public safety agencies in the Adams County / Northeast Metro region. The Team is composed of the Emergency Manager as the team leader, a police Sergeant, and six police officers. Members are trained and experienced in the National Incident Management System, hazardous materials response, mass casualty incidents, logistics, communications, and major incident planning. IMT members provide training in their areas of expertise.

Emergency Operations Center

OEM also maintains the City's Emergency Operations Center (EOC). The EOC is the nerve center of City during an emergency or crisis. All information flows through the EOC, so that City administration and elected officials can receive current, accurate, and actionable information from which to make the critical decisions needed during a crisis.

During non-emergency periods, the EOC serves as a technology training room for all other City departments, and as a safe environment for testing new hardware and software without jeopardizing the citywide IT systems.

Mobile Command Center

A custom-built vehicle designed to respond to and support public safety operations. The Mobile Command Center provides secure workspace, broadband data communications, and critical supplies for Incident Command staff and responders, as well as hazardous materials response and safety equipment.

The Mobile Command Center deploys frequently to support the Police Department in major law enforcement operations, the South Adams County Fire Department for fire and hazardous materials operations, and the Special Services Unit for tactical operations and crisis negotiations. The Mobile Command Center was 100% funded by a US Department of Justice grant.

Warning Tower Program

OEM oversees a series of 20 warning towers dispersed across the City. These towers warn citizens of actual or impending threats, such as tornadoes, severe storms, etc. The warning tower system can also be used to inform citizens of man-made hazards or to issue evacuation orders.

Hazardous Materials / Weapons of Mass Destruction Program

OEM manages the City's Hazardous Materials Program, ensuring the City is capable of responding to and managing hazardous materials incidents, supporting the South Adams County Fire Department's Hazardous Materials Team, providing appropriate training and protective equipment to City employees, and performing criminal investigations of hazardous materials spills when requested. All Commerce City police officers are trained to operate in hazardous materials environments and equipped with appropriate protective gear.

PUBLIC SAFETY

The Hazardous Materials program also includes performing cost recovery for hazardous materials spills, collating and then billing the responsible party for the City's expenses in responding to hazardous materials events.

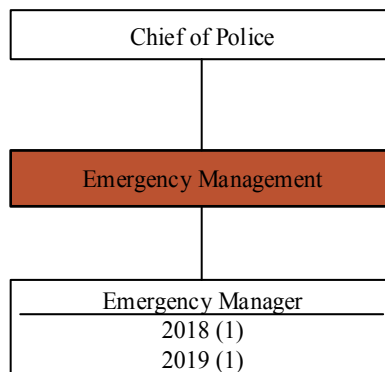
Additionally, OEM provides counter-terrorism and anti-terrorism planning, preparedness, training, and equipment, including chemical, biological, radiological, nuclear, or explosive devices.

The Emergency Manager works across organizational boundaries and closely with all departments to achieve OEM's mission. OEM is responsible for planning, training, equipment, interagency cooperation and coordination, public education, and using the full resources of the City (and any partner agencies or organizations) to protect the citizens of Commerce City during an emergency.

OEM also represents the City on various homeland security working groups and grant programs, including the Urban Area Security Initiative Board of Directors, the North Central Region Board of Directors, the Front Range Emergency Managers' Group, the Colorado Emergency Management Association, and to the Colorado Division of Emergency Management and the Federal Emergency Management Agency.

CORE BUSINESS SERVICES

- Respond to and manage major incidents in the City, both planned and unplanned
- Maintain the City's Emergency Management program, policies, plans, and ordinance
- Manage, train, equip, and operate the Incident Management Team
- Manage and maintain the Warning Tower System
- Manage and maintain the Police Department's Respiratory Protection Program in compliance with standards from the Environmental Protection Agency, Occupational Health and Safety Administration, the National Institute for Occupational Safety and Health, and the Department of Homeland Security
- Manage, maintain, and replace hazardous material personal protective equipment for the entire Police Department
- Manage the City's reimbursement process for hazardous materials response costs
- Identify and apply for Homeland Security grants to support public safety operations
- Manage the Emergency Management program so as to maintain compliance with DHS standards and eligibility for future Homeland Security or FEMA grant funding



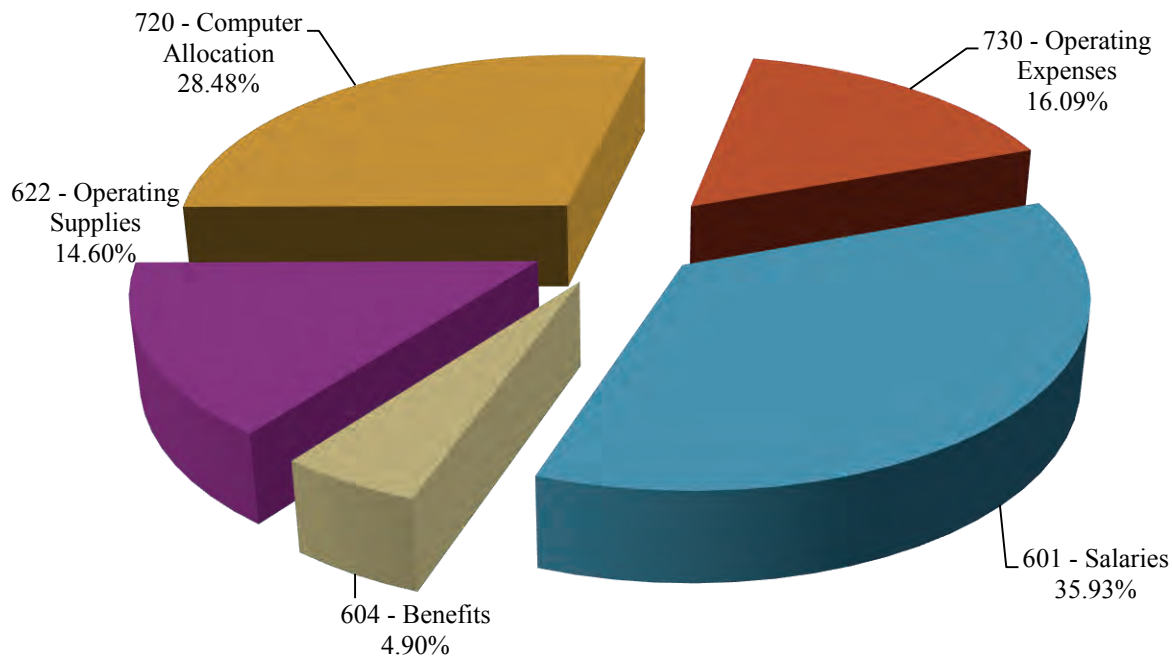
PUBLIC SAFETY

EMERGENCY MANAGEMENT

DIVISION EXPENDITURES DETAILED SUMMARY

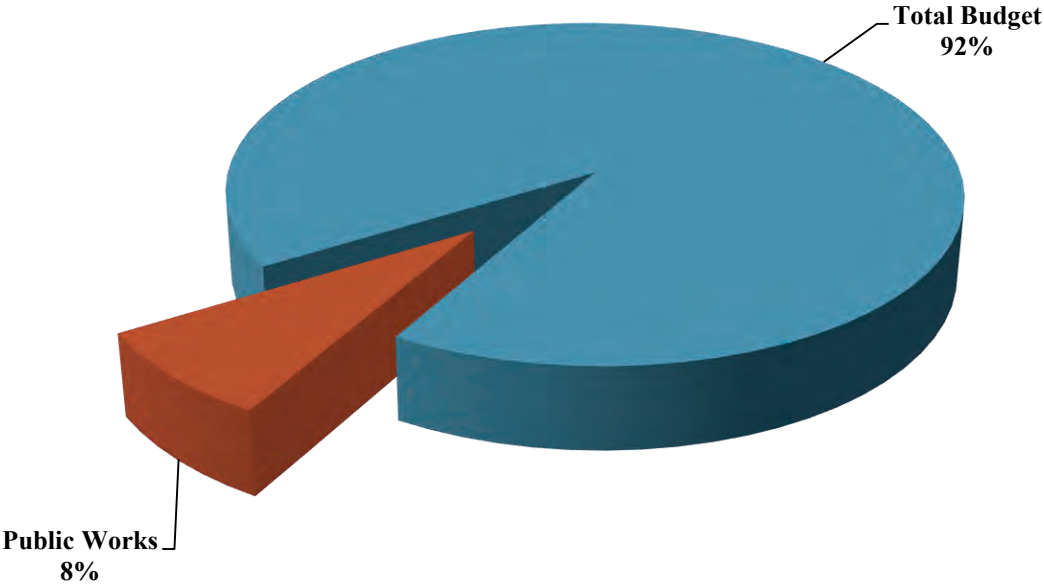
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 84,767	\$ 79,500	\$ -	\$ -	\$ 80,701	\$ 82,153
604 - Benefits	11,246	10,852	13,479	18,444	11,017	11,215
<u>Materials and Supplies</u>						
621 - Office Supplies	758	-	54,365	54,365	-	-
622 - Operating Supplies	19,780	32,753	54,530	54,530	32,800	32,800
<u>Services and Charges</u>						
720 - Computer Allocation	71,089	72,487	1,272	72,487	63,969	63,365
730 - Operating Expenses	17,242	22,611	11,592,238	11,592,238	36,133	36,133
Total	\$ 204,882	\$ 218,203	\$ 11,715,884	\$ 11,792,065	\$ 224,620	\$ 225,666

2018 EMERGENCY MANAGEMENT EXPENDITURES



PUBLIC WORKS

PUBLIC WORKS



	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 507,488	\$ 538,092
Street and Traffic Maintenance	3,029,147	3,305,492
Engineering	1,991,220	2,427,282
Refuse Collection	1,805,200	1,879,860
CIPP Projects	799,915	813,690
Total	\$ 8,132,970	\$ 8,964,416

PUBLIC WORKS

PUBLIC WORKS

DESCRIPTION

The Public Works Department is responsible for maintaining all public infrastructure located within the City's rights-of-way including: the public street network and the public storm water drainage system. The department also develops and manages capital improvement projects from initial planning through construction. Other services include: traffic management & maintenance, snow & ice control, street sweeping, residential garbage & recycling, and public rights-of-way management & inspection. Facilities management & maintenance and Fleet management also reside within this department.



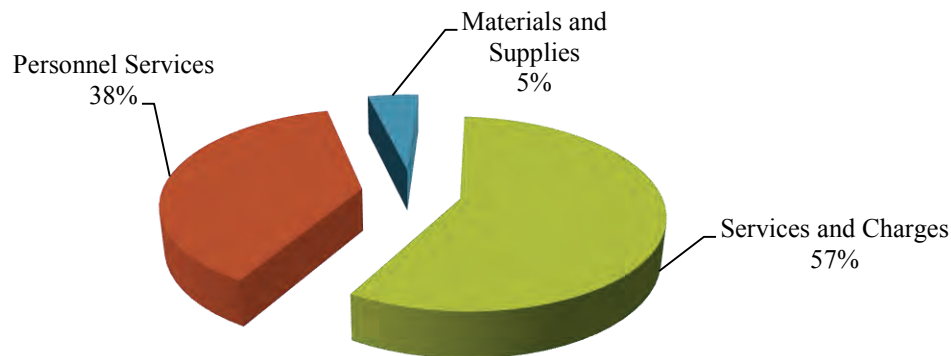
PUBLIC WORKS

PUBLIC WORKS

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 2,208,412	\$ 2,861,818	\$ 3,080,603	\$ 3,552,272
Materials and Supplies	409,740	396,798	390,300	404,300
Services and Charges	5,010,593	4,716,332	4,662,067	5,008,344
Capital Outlay	-	-	-	-
Total	\$ 7,628,745	\$ 7,974,948	\$ 8,132,970	\$ 8,964,916

2018 PUBLIC WORKS DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 7,628,745	\$ 7,974,948	\$ 8,132,970	\$ 8,964,916
Total	\$ 7,628,745	\$ 7,974,948	\$ 8,132,970	\$ 8,964,916

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
43.00	40.00	40.00	40.00

PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

DESCRIPTION

Public Works Administration provides administrative and management support for all activities of the Public Works Department including street maintenance, garbage & recycling collection, engineering, capital projects, facility operations and maintenance, and fleet maintenance.

OBJECTIVES

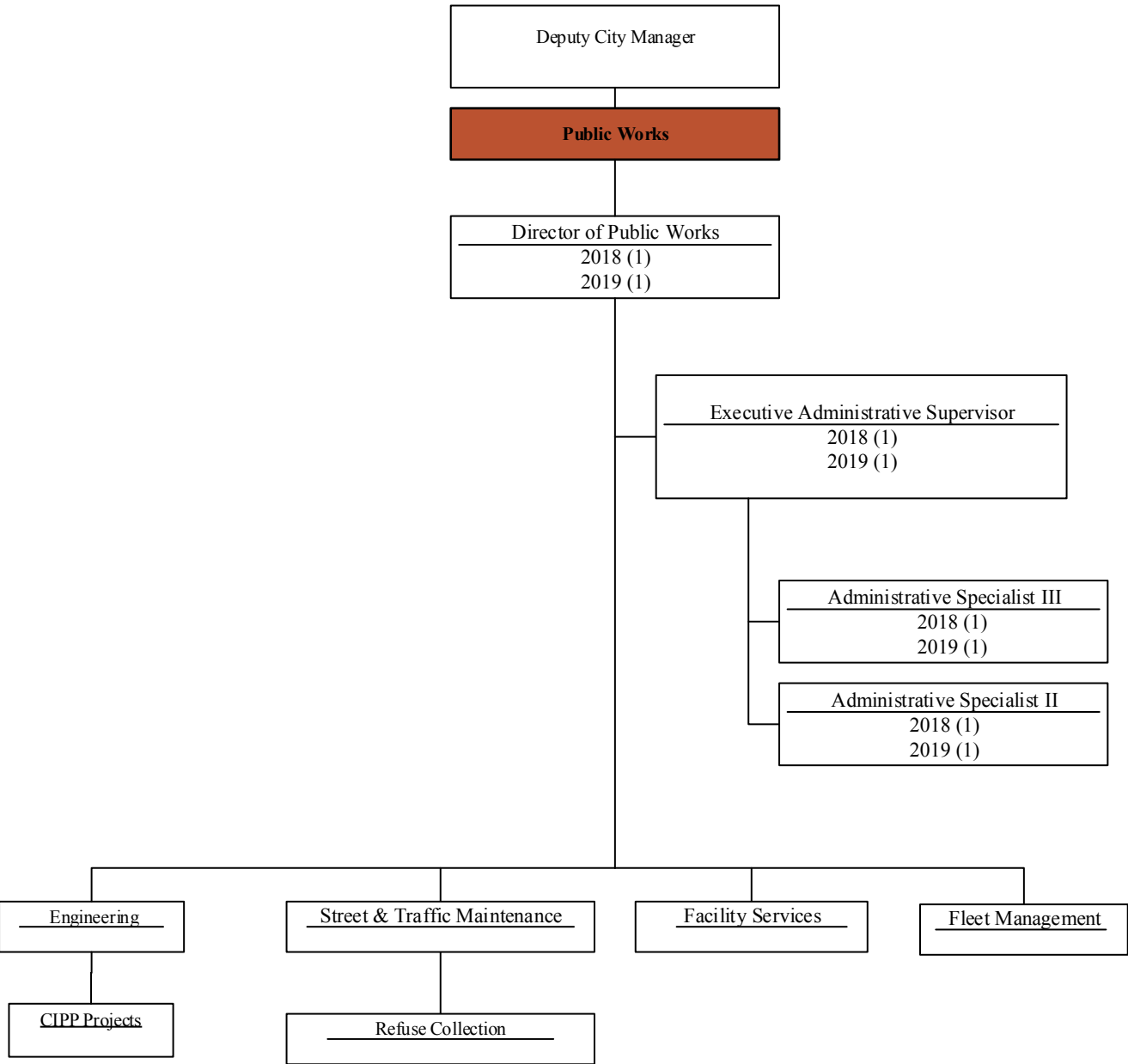
- Provide effective and efficient customer service to internal and external customers in a timely manner.
- Perform administrative processes with a solid understanding of City policies, procedures, regulations, ordinances, and resolutions.

CORE BUSINESS SERVICES

- Administrative support for all Divisions.
- Immediately enter all service requests into the City's Citizen Response Management System at the time the request is submitted (i.e. telephone, email, or in person). All services deemed an emergency will be submitted in writing and the appropriate division will be notified.
- Enter payment requests into the City Financial Software Management System at least twice weekly for each division by assigned deadline.
- Review, enter, and process time sheets and related reports on employee work activity on a bi-weekly basis.
- Edit, file, and distribute correspondence and memoranda submitted by department staff within one business day.
- Edit and return supervisor and employee self-evaluations for review by the author within four business days of the first submission.
- Prepare and distribute for signature employee personnel action forms within one business day of submission.
- Issue permits, obtain approvals, and collect payments or submit billing during application process.
- Monitor and distribute utility notifications from the Utility Notification Center of Colorado each morning by 8:15 a.m. and every two hours throughout the work day. Upon receiving an emergency locate request, personal notification is to be made immediately to the Inspector.
- Mail is to be opened, date stamped, and distributed no later than 3:00 p.m. each work day.

PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION



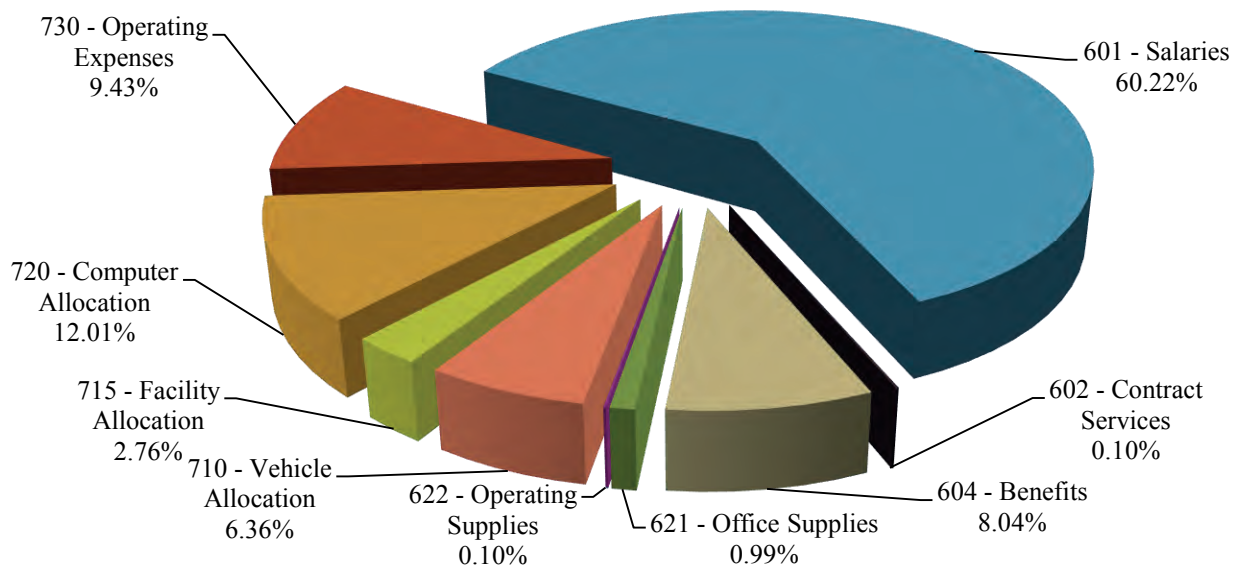
PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 313,747	\$ 335,073	\$ 205,146	\$ 280,726	\$ 305,589	\$ 343,881
602 - Contract Services	2,544	1,000	55,119	55,119	500	1,000
604 - Benefits	40,277	41,655	27,313	37,375	40,823	42,746
<u>Materials and Supplies</u>						
621 - Office Supplies	4,636	4,050	5,759	5,759	5,000	4,050
622 - Operating Supplies	380	800	1,231	1,231	500	800
<u>Services and Charges</u>						
710 - Vehicle Allocation	18,016	21,520	16,140	21,520	32,287	28,041
715 - Facility Allocation	13,935	13,012	9,759	13,012	14,004	13,175
720 - Computer Allocation	40,357	46,410	34,808	46,410	60,935	60,449
730 - Operating Expenses	32,796	33,150	24,273	33,150	47,850	43,950
Total	\$ 466,688	\$ 496,670	\$ 379,547	\$ 494,302	\$ 507,488	\$ 538,092

2018 PUBLIC WORKS ADMINISTRATION EXPENDITURES



PUBLIC WORKS

STREET & TRAFFIC MAINTENANCE

DESCRIPTION

The Street Operations Division provides street sweeping services on City streets and City facility parking lots

OBJECTIVES

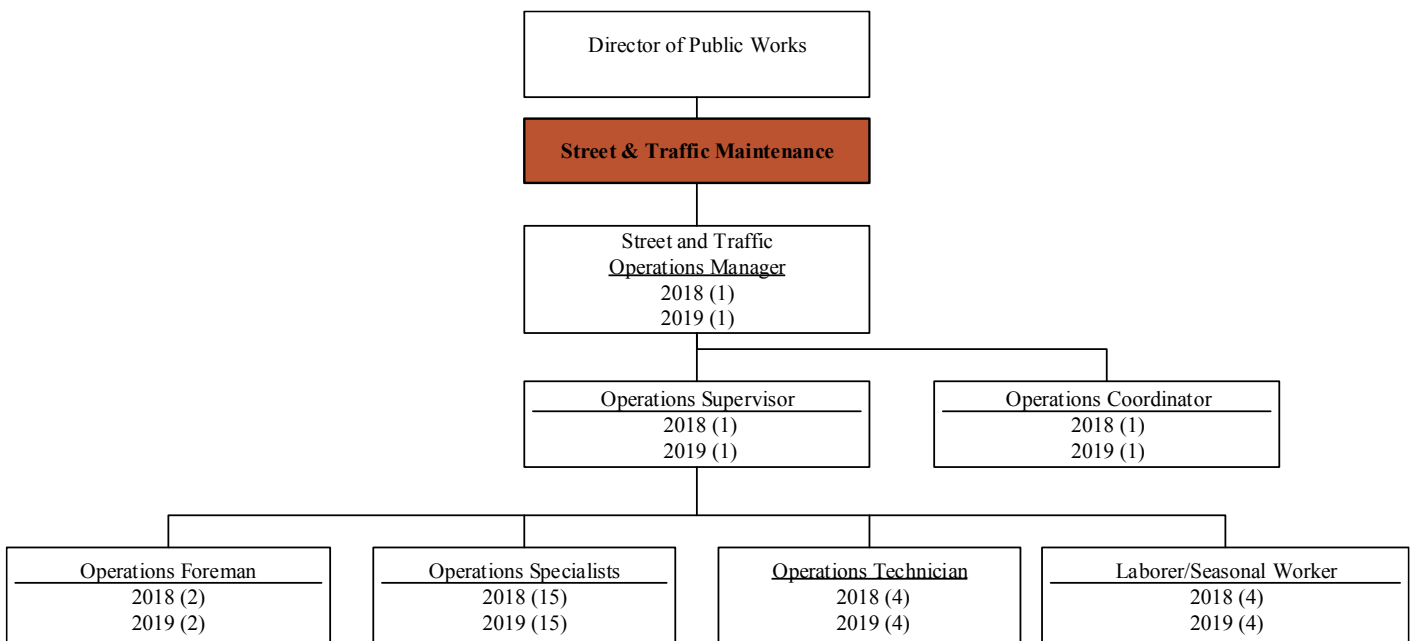
- Asphalt failure and pothole repair:
 - Patch potholes within one working day of notification or inspection
- Gravel road and ditch maintenance:
 - Blade all gravel roads maintained by the City on, at least, a monthly basis
 - Apply dust suppressant/soil stabilizer on gravel roads twice annually
 - Maintain open ditches and culverts as needed to facilitate drainage
- Crack sealing:
 - Crack seal at least 20 lane miles of roadway on an annual basis
- Weed maintenance:
 - Mow roadside weeds and pick up trash in accordance with the revised 2015 weed mowing program
- Storm sewer and drainage maintenance:
 - Inspect all drop inlet structures once per year and maintain as needed
 - Respond to requests for service within one working day
- Traffic maintenance:
 - Maintain or repair traffic signs within three working days after the request for service (Exception: stop signs will be repaired or replaced within one working day of the request for service)
 - Complete annual street striping as needed by November 1st
 - Inspect and re-stripe railroad crossings twice annually and City owned parking lots and pedestrian crossings once annually
 - Complete traffic counts and reports within 30 days of request for service
 - Maintain pedestrian crosswalks as needed
- Bridge maintenance:
 - Plan, organize, and coordinate any work to be done on bridges maintained by the City as per the State Bridge Report
- Mosquito Control:
 - Manage contract for mosquito control and inspection services
- Special Events:
 - Provide necessary service and support for special events

PUBLIC WORKS

STREET & TRAFFIC MAINTENANCE

CORE BUSINESS SERVICES

- Maintain all public infrastructure within the public rights-of-way
- Pavement repair and pothole filling
- Gravel road grading and ditch maintenance
- Routine pavement maintenance (crack sealing)
- Weed mowing & management
- Storm sewer and drainage maintenance
- Traffic sign, striping and marking maintenance
- Bridge maintenance
- Mosquito control



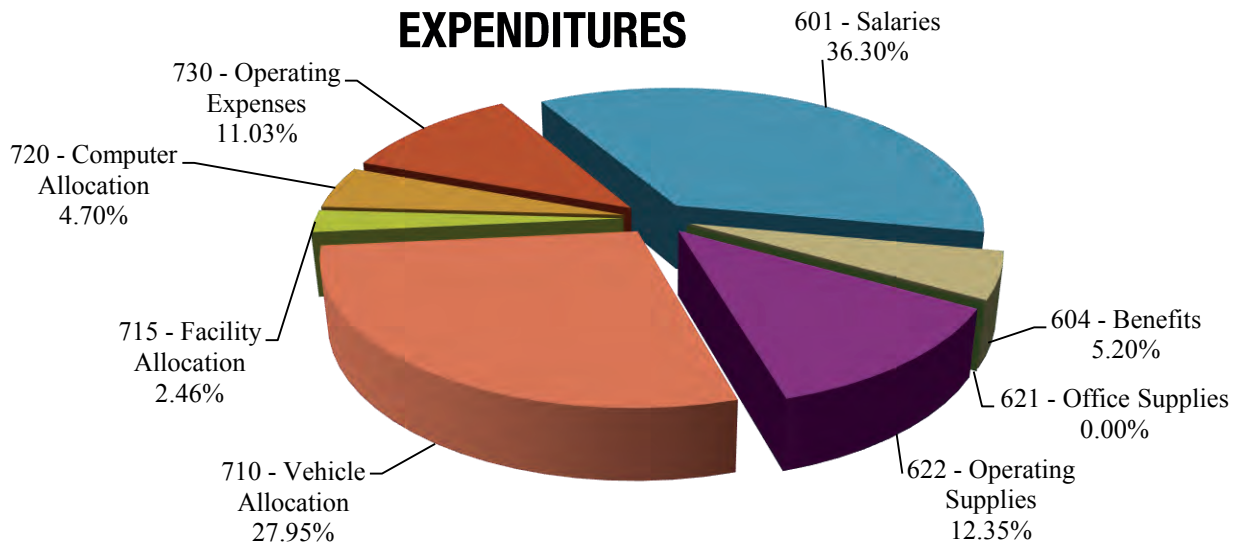
PUBLIC WORKS

STREET & TRAFFIC MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 976,806	\$ 1,313,687	\$ 839,335	\$ 1,148,563	\$ 1,097,236	\$ 1,351,196
604 - Benefits	144,507	169,541	105,012	143,701	157,136	174,366
<u>Materials and Supplies</u>						
621 - Office Supplies	2,488	150	934	934	-	150
622 - Operating Supplies	202,768	198,000	129,763	198,000	373,400	384,500
623 - Operating Equipment	9,552	3,098	-	3,098	6,600	6,600
<u>Services and Charges</u>						
710 - Vehicle Allocation	425,579	503,237	377,428	503,237	844,926	816,550
715 - Facility Allocation	73,872	68,979	51,734	68,979	74,235	69,844
720 - Computer Allocation	108,781	125,194	93,895	125,194	142,115	141,186
730 - Operating Expenses	264,596	328,700	231,780	328,700	333,500	361,100
<u>Capital Outlay</u>						
801 - Capital Outlay	-	-	-	-	-	-
Total	<u>\$ 2,208,949</u>	<u>\$ 2,710,586</u>	<u>\$ 1,829,881</u>	<u>\$ 2,520,406</u>	<u>\$ 3,029,147</u>	<u>\$ 3,305,492</u>

2018 STREET & TRAFFIC MAINTENANCE EXPENDITURES



PUBLIC WORKS

SNOW & ICE CONTROL

DESCRIPTION

The Street Operations Division provides snow and ice control services on City streets and on roadways designated in the Maintenance Agreement with Adams County. **The Snow and Ice Control Division is being moved into the Streets and Traffic Maintenance Division in 2018.**

OBJECTIVES

- Snow and Ice Control:
- Crews and equipment will be engaged in snow and ice removal operations within one hour after a request for service is received from the Police Department
- At least one pass in each direction will be plowed and sanded on all #1 and #2 priority streets, a width of 8 feet, within twelve hours
- Plowing and sanding will continue to keep the initial passes on #1 and #2 priority streets open, and provide at least one treated travel lane on #3 priority streets

CORE BUSINESS SERVICES

- Snow and Ice Control

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 145,659	\$ -	\$ 160	\$ 219	\$ -	\$ -
604 - Benefits	-	-	-	-	-	-
<u>Materials and Supplies</u>						
622 - Operating Supplies	186,195	185,000	67,278	185,000	-	-
<u>Services and Charges</u>						
730 - Operating Expenses	2,250	4,800	3,450	4,800	-	-
Total	\$ 334,104	\$ 189,800	\$ 70,888	\$ 190,019	\$ -	\$ -

*snow and ice control and street cleaning have been moved into the street and traffic maintenance division

PUBLIC WORKS

STREET CLEANING

DESCRIPTION

The Street Operations Division provides street sweeping services on City streets and City facility parking lots. The Street Cleaning Division is being moved into the Streets and Traffic Maintenance Division in 2018.

OBJECTIVES

- Street Sweeping:
- Class “1” streets are to be swept a total of two times during the months of January, February, March and December
- Class “1 & 2” streets are to be swept once every ten weeks during the months of April, May, June, July, August, September, October and November
- Class “3” streets are to be swept twice annually
- Derby Business Area is to be swept on the first Friday of each month by 8:00 a.m.
- City facility parking lots (Civic Center, Recreation Center, Municipal Service Center, Fairfax Park, Pioneer Park, and Service Center) to be swept twice annually



CORE BUSINESS SERVICES

- Street sweeping

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016</u> <u>Actual</u>	<u>2017</u> <u>Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018</u> <u>Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 32,259	\$ -	\$ -	\$ -	\$ -	\$ -
604 - Benefits	-	-	-	-	-	-
<u>Materials and Supplies</u>						
623 - Operating Equipment	-	500	-	500	-	-
<u>Services and Charges</u>						
710 - Vehicle Allocation	287,488	291,707	218,780	291,707	-	-
730 - Operating Expenses	19,928	7,900	24,240	24,240	-	-
Total	\$ 339,675	\$ 300,107	\$ 243,020	\$ 316,447	\$ -	\$ -

PUBLIC WORKS

ENGINEERING

DESCRIPTION

Engineering services include development review & coordination and inspection; traffic & transportation engineering, administration of the Municipal Separate Storm Sewer System (MS4) permit, grading & erosion control, and right-of-way research and mapping.

OBJECTIVES

Development Reviews

- Review and approve annexations, planning documents, subdivision plats, agreements, drainage and traffic studies, and construction plans for residential and commercial development, including roadway and storm drainage improvements.
- Prepare public improvement agreements. Coordinate development reviews with other City departments, outside agencies, developers and their consultants.
- Issue right-of-way construction permits and perform inspections.
- Provide drafting and mapping services. Prepare legal descriptions and right-of-way dedication deeds. Administer right-of-way research and mapping projects.

Capital Projects

- Develop and manage capital improvement projects.
- Administer grant programs for bridge, railroad crossing, and roadway projects.

Traffic Engineering

- Administer traffic-calming program.
- Manage the City's Master Transportation Plan.
- Provide traffic and transportation engineering services:
- Conduct studies for justification of signs or signals or other traffic related improvements or requirements
- Administer signal maintenance contract
- Attend DRCOG, Urban Drainage, RTD, and CDOT meetings to participate in regional drainage and transportation system planning

Colorado Discharge Permit System

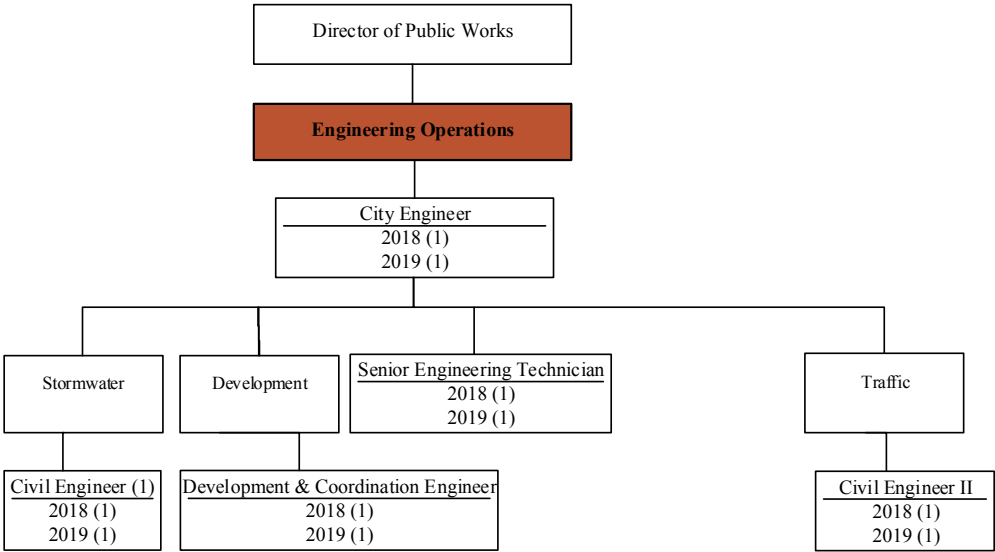
- Plan and implement the Colorado Discharge Permit System Program to control the environmental discharges from the storm drainage

PUBLIC WORKS

ENGINEERING

CORE BUSINESS SERVICES

- Oversee the design and construction of street, bridge, drainage and traffic capital improvements
- Provide traffic and transportation engineering and coordination services:
- Conduct studies for justification of signs or signals or other traffic related improvements or requirements.
- Administer signal maintenance contract
- Plan and implement the Colorado Discharge Permit System program for the City to control the environmental discharges from the storm drainage
- Coordinate with utility companies for street lighting
- Complete review of development plans within 10 business days.
- Complete review of building permits within 10 business days.
- Inspect street cut permits within one business day.



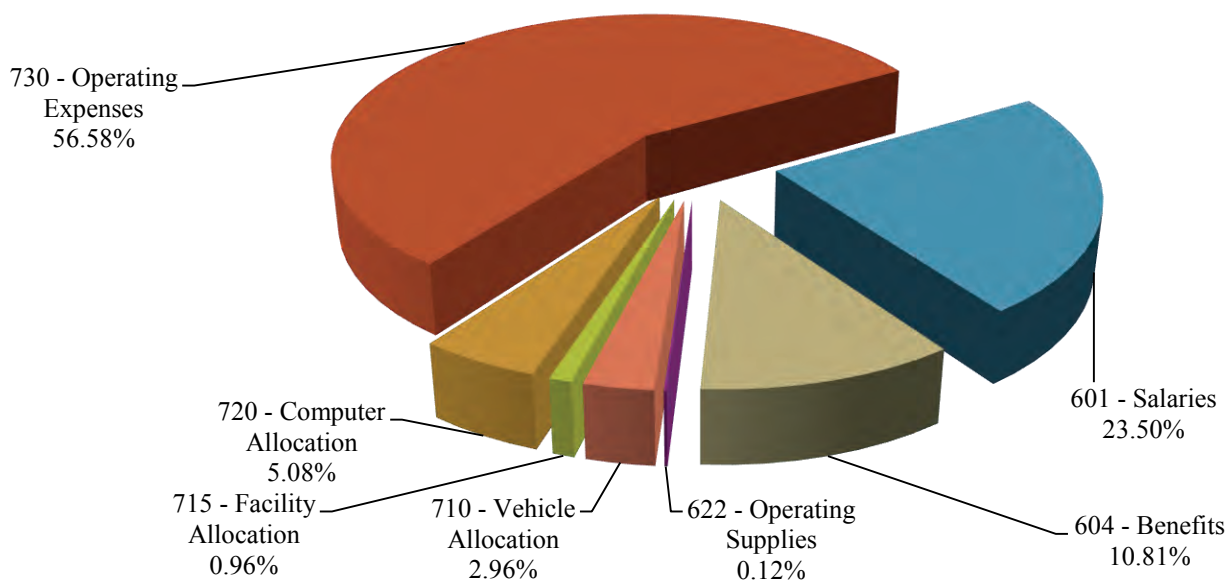
PUBLIC WORKS

ENGINEERING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 488,061	\$ 893,111	\$ 501,554	\$ 686,337	\$ 440,798	\$ 852,812
602 - Contract Services	-	-	-	-	120,650	-
604 - Benefits	64,552	107,751	65,654	89,842	202,280	59,835
<u>Materials and Supplies</u>						
622 - Operating Supplies	3,720	5,200	5,175	5,200	2,300	5,200
<u>Services and Charges</u>						
710 - Vehicle Allocation	40,347	55,705	41,779	55,705	55,237	43,364
715 - Facility Allocation	24,906	23,256	17,442	23,256	17,889	23,548
720 - Computer Allocation	95,623	118,738	89,053	118,738	94,916	121,073
730 - Operating Expenses	1,926,911	1,321,850	1,108,981	1,321,850	1,057,150	1,321,450
Total	\$2,644,121	\$2,525,611	\$1,829,637	\$2,300,928	\$1,991,220	\$2,427,282

2018 ENGINEERING DIVISION EXPENDITURES



PUBLIC WORKS

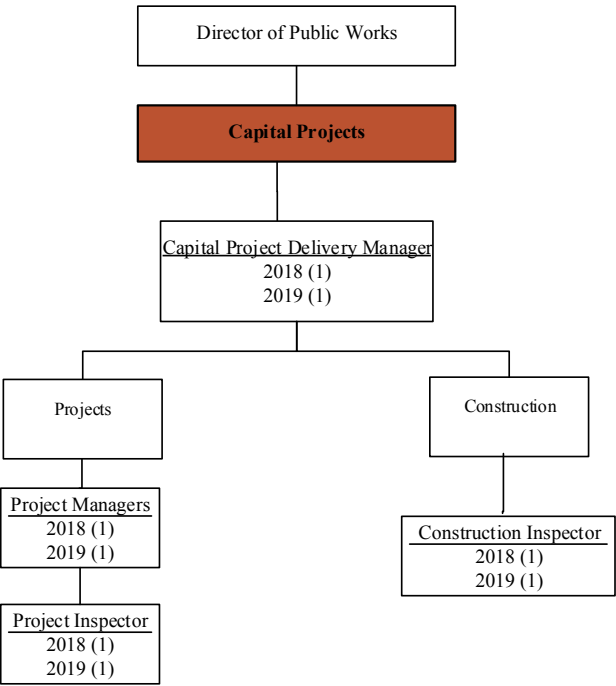
CIPP PROJECTS

DESCRIPTION

The Capital Projects Division services include planning, design, inspection and construction management of capital projects throughout the City as well as right-of-way permitting & management.

CORE BUSINESS SERVICES

- Oversee the design and construction of street, bridge, drainage and traffic capital improvements
- Develop and manage capital improvement projects.
- Administer grant programs for bridge, railroad crossing, and roadway projects.

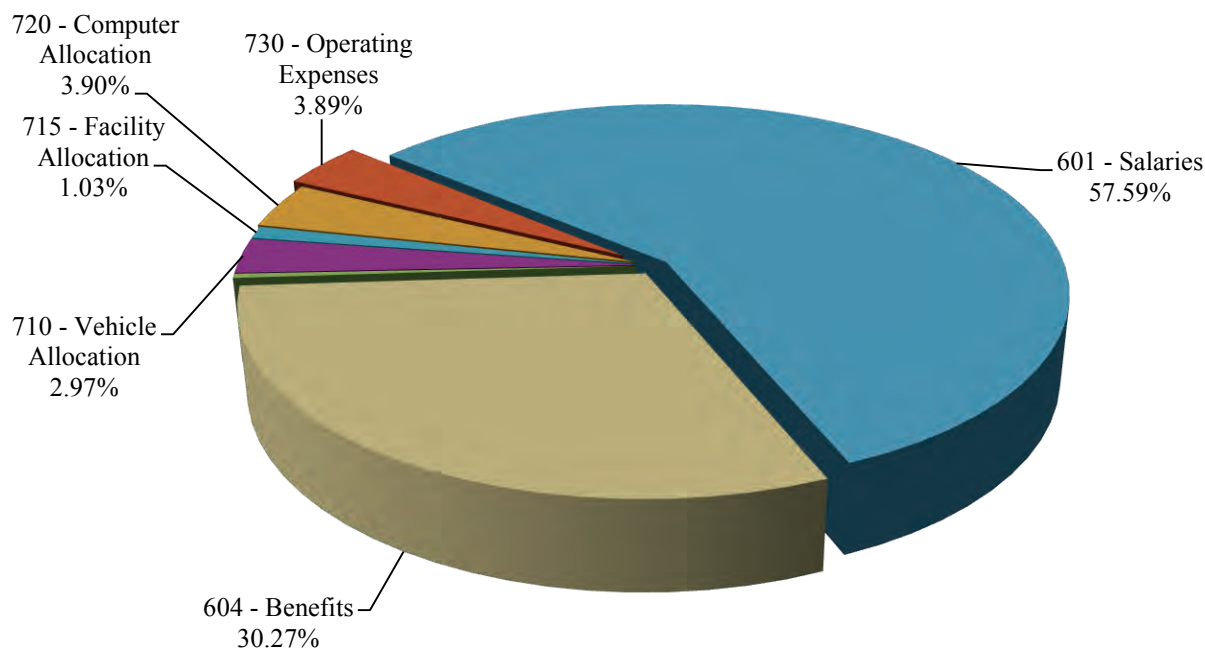


PUBLIC WORKS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 400,212	\$ 407,272
602 - Contract Services	-	-	-	-	105,000	105,000
604 - Benefits	-	-	-	-	210,380	214,164
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	2,500	2,500
<u>Services and Charges</u>						
710 - Vehicle Allocation	-	-	-	-	20,608	22,438
715 - Facility Allocation	-	-	-	-	7,139	7,268
720 - Computer Allocation	-	-	-	-	27,076	27,563
730 - Operating Expenses	-	-	-	-	27,000	27,485
Total	\$ -	\$ -	\$ -	\$ -	\$ 799,915	\$ 813,690

2018 CIPP PROJECTS DIVISION EXPENDITURES



PUBLIC WORKS

REFUSE COLLECTION

DESCRIPTION

A garbage and recycling service contract is administered within the department which includes all qualifying residential units in the City. Service is also provided to all City buildings, as well as parks, and the Buffalo Run Golf Course.

CORE BUSINESS SERVICES

- Provide weekly trash service for eligible single and multi-family residents including; duplexes, triplexes, quad-plexes, town homes, and condominiums (not to include apartments or mobile homes);
- Provide bi-weekly curbside or alley commingled recycling service for the same single and multi-family residents
- Provide large item pick-ups as requested 24 hours in advance by resident
- Provide trash and recycling services for City facilities

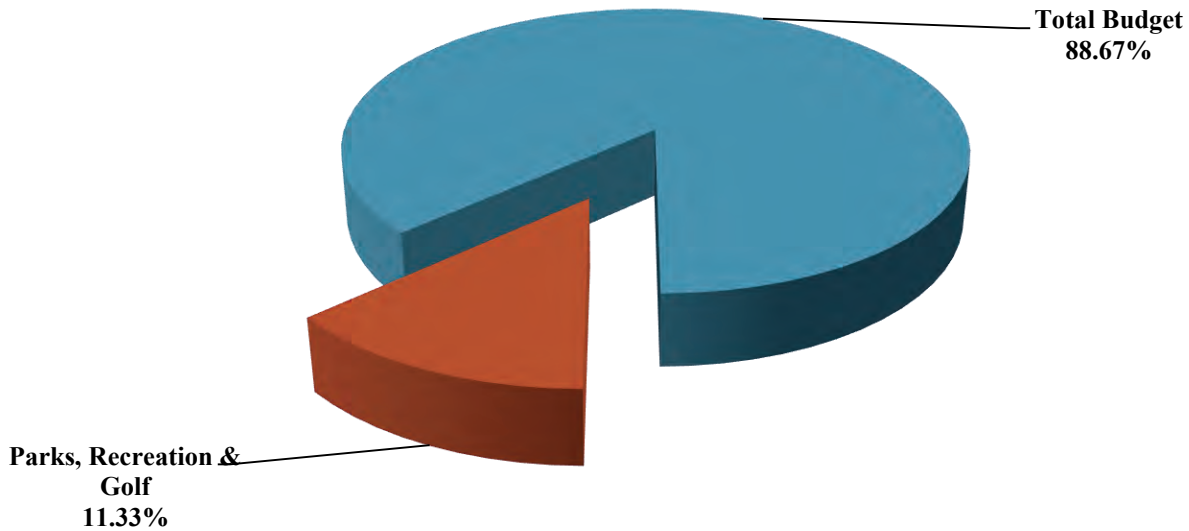
DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 1,635,208	\$ 1,752,174	\$ 1,126,599	1,752,174	\$ 1,805,200	\$ 1,879,860
Total	<u>\$1,635,208</u>	<u>\$1,752,174</u>	<u>\$1,126,599</u>	<u>\$1,752,174</u>	<u>\$1,805,200</u>	<u>\$1,879,860</u>



PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF



	<u>2018 Budget</u>	<u>2019 Plan</u>
Adminsitration	\$ 828,550	\$ 795,589
Parks Maintenance	3,930,371	3,928,822
Eagle Pointe Recreation Programs	2,328,641	2,526,872
Bison Ridge Administration	1,033,920	1,044,413
Bison Ridge Recreation Center	648,686	811,303
Bison Ridge Aquatics	473,759	616,581
Bison Ridge Programs	446,428	603,054
Outdoor Leisure Pool	727,422	764,386
Golf Course Maintenance	967,914	982,961
Golf Course Operations	1,048,426	1,008,144
Golf Course Restaurant	1,294,416	1,336,693
Community Events	146,919	150,958
Total	\$ 13,875,452	\$ 14,569,776

PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF

DESCRIPTION

The Parks, Recreation and Golf Department plans and directs recreation programs and services for individuals of all ages and diverse abilities; operates and maintains the Eagle Pointe Recreation Center, the Bison Ridge Recreation Center, and Paradise Island Pool. Acquires, develops, and maintains all parks, trails and open space within the City

boundary, and oversees Buffalo Run Golf Course and the Bison Grill full service restaurant.

The Department plans, implements and evaluates programs to meet the needs of citizens of all age groups; prepares the departmental annual budget and capital project plan; plans for and prioritizes development in accordance with the Prairie ways Action Plan, Recreation Strategic Plan, and Service Sustainability Model and Golf Strategic Plan; and assures that high standards of customer service are exhibited by all staff.



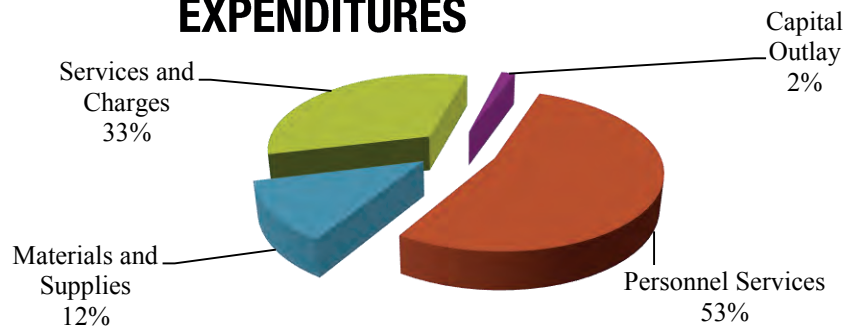
PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF

DEPARTMENT EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 5,796,835	\$ 6,116,256	\$ 7,393,368	\$ 7,912,571
Materials and Supplies	1,335,086	1,467,934	1,710,551	1,767,812
Services and Charges	3,297,479	3,646,554	4,551,908	4,588,123
Capital Outlay	371,354	227,625	219,625	301,270
Total	\$ 10,800,754	\$ 11,458,369	\$ 13,875,452	\$ 14,569,776

2018 PARKS & RECREATION DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
General Fund Revenues	\$ 10,800,754	\$ 11,458,369	\$ 13,875,452	\$ 14,569,776
Total	\$ 10,800,754	\$ 11,458,369	\$ 13,875,452	\$ 14,569,776

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
48.00	54.00	68.00	68.00

PARKS, RECREATION & GOLF

DESCRIPTION

Under general administrative direction of the Deputy City Manager the Director of Parks, Recreation and Golf oversees, plans and directs the activities and staff of the City's Parks, Recreation and Golf Department including general recreation programs and services for all ages, the Recreation Center, Paradise Island, the Parks Maintenance programs, services and activities, and Buffalo Run Golf Course and The Bison Grill full service restaurant.

The department plans, develops, evaluates and implements programs to meet the needs of citizens of all age groups and ability levels; prepares the departmental annual budget and five year capital project plan; plans for and monitors progress in accordance with the Parks and Recreation Master Plan; and assures that high standards of customer service are exhibited by all staff.

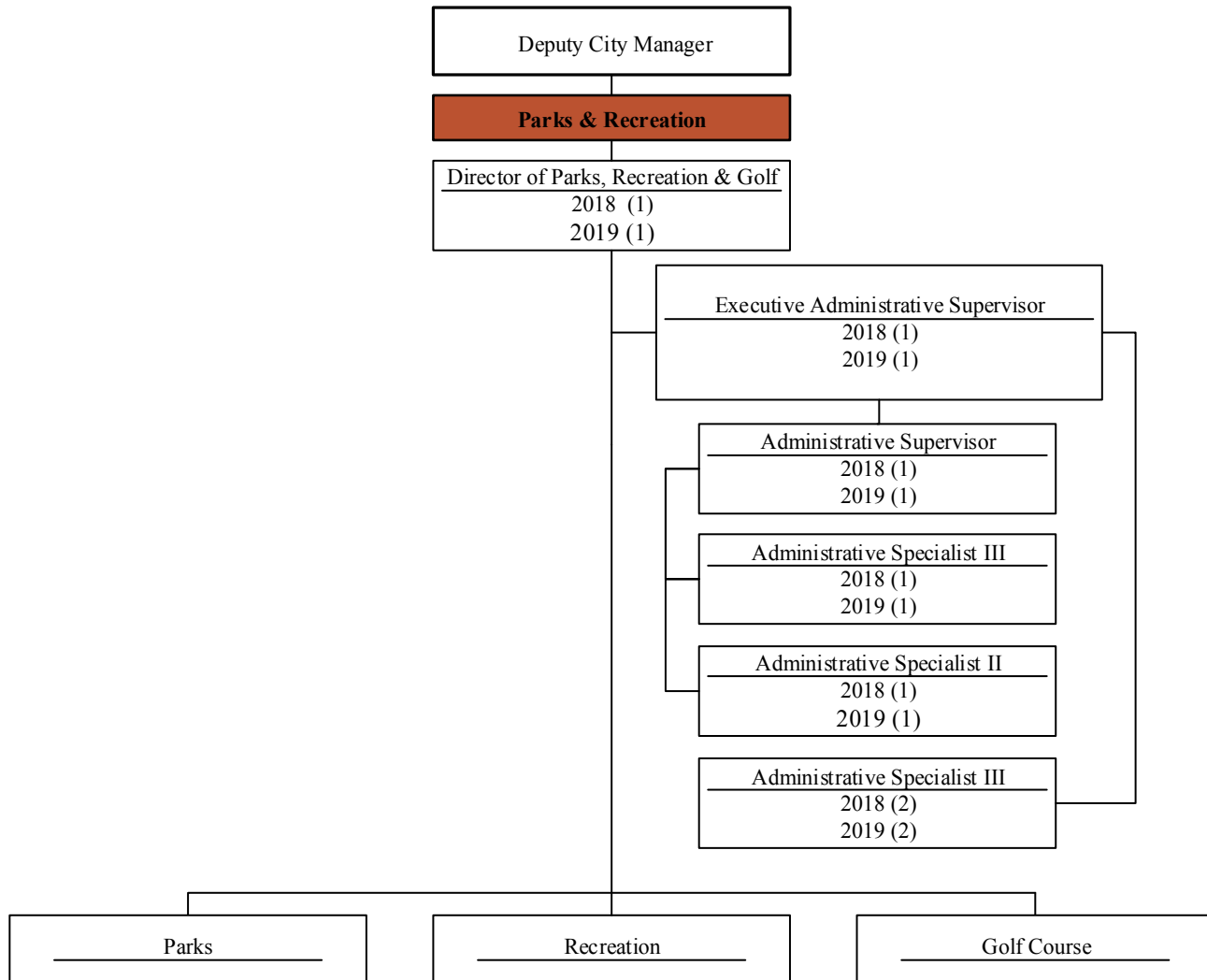
OBJECTIVES

Develop and implement strategies that promote fiscal responsibility, maintain current levels of service and address future needs:

- Evaluate and plan all programs and facilities to enhance and maximize accessibility for all citizens in compliance with the American Disabilities Act
- Promote community awareness concerning Recreation Center, Golf and Parks activities and special events
- Monitor trends in the field of parks, recreation and golf; integrate new programs using existing resources and/or by developing new revenue sources
- Interpret, coordinate and assure compliance with the intergovernmental agreement between the City and School District 14, and School District 27J
- Evaluate the need for recreation programs and facilities throughout the city in order to best serve the City as a whole
- Provide program variety and recreation facilities to service all ages in strategic locations to provide the best accessibility and in accordance with recommended standards (parks, open space and active use facilities)
- Parks and recreation facilities shall integrate with and enhance the quality of neighborhoods

CORE BUSINESS SERVICES

- Support Services (both internal and external) – Registration Systems, Park/Alcohol Permits, Facility Rentals, Public Information, etc.
- Facilities – Recreation Center, Paradise Island, Park Maintenance Center (MSC), Golf Course, Pioneer Park



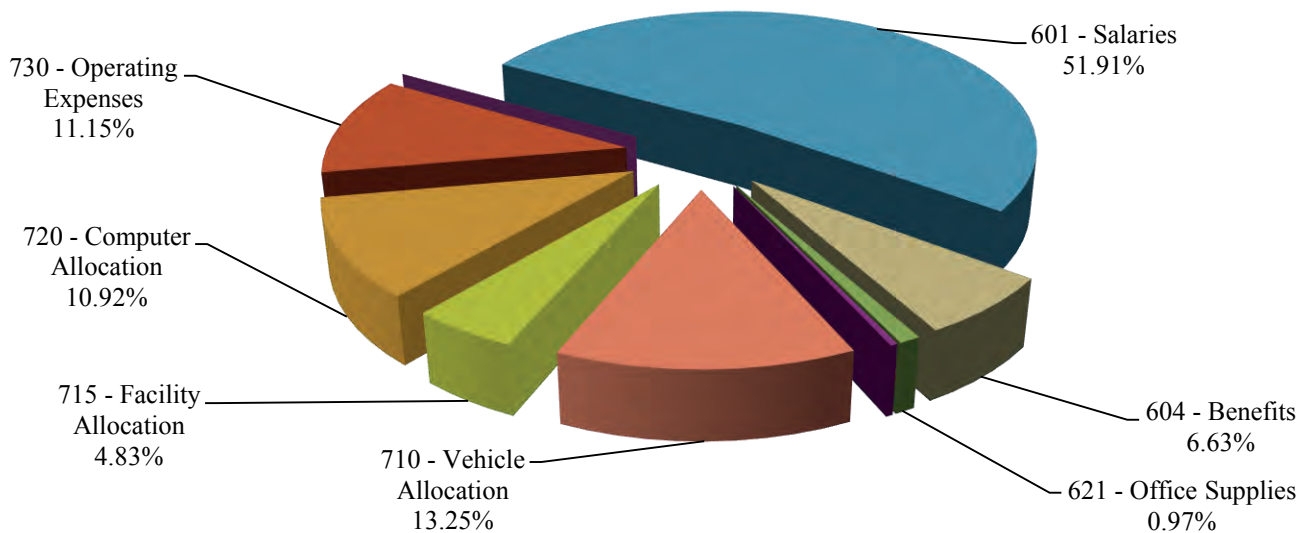
PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 854,780	\$ 874,280	\$ 617,195	\$ 844,582	\$ 430,063	\$ 431,121
604 - Benefits	113,523	113,329	81,415	111,410	54,966	55,952
<u>Materials and Supplies</u>						
621 - Office Supplies	1,741	3,100	686	3,100	8,053	8,295
622 - Operating Supplies	6,208	6,438	3,864	6,438	2,788	2,861
623 - Operating Equipment	100	-	6,104	6,104	-	-
<u>Services and Charges</u>						
710 - Vehicle Allocation	38,964	81,063	60,797	81,063	109,762	96,975
715 - Facility Allocation	41,176	42,381	31,786	42,381	40,049	10,479
720 - Computer Allocation	69,530	81,888	61,416	81,888	90,517	95,474
730 - Operating Expenses	128,204	158,364	103,336	158,364	92,352	94,432
<u>Capital Outlay</u>						
801 - Capital Outlay	140,742	77,625	-	77,625	-	-
Total	\$ 1,394,968	\$ 1,438,468	\$ 966,599	\$ 1,412,955	\$ 828,550	\$ 795,589

2018 PARKS, RECREATIONS & GOLF ADMINISTRATION



PARKS, RECREATION & GOLF

PARKS MAINTENANCE

DESCRIPTION

The Parks Division is comprised of three primary functions, Parks Planning, Parks Development/Construction, and Parks Maintenance and Operations. The core business services portion of this document further identifies the primary activities of the Division.

OBJECTIVES

- Provide sufficient and orderly planning of new parks, trails, and open space amenities, in accordance with adopted park, trail, and open space master planning documents.
- Provide sufficient and orderly development of new park, trail and open space amenities and the renovation of existing facilities in accordance with internal and general industry development and construction standards.
- Provide sufficient maintenance of all park, trail and open space facilities in accordance with internally adopted standards, and maintenance levels of service that are established by available funding resources and general industry best management practices.

CORE BUSINESS SERVICES

Parks Planning

- Provide development review services in conjunction with the Community Development Department to ensure all development projects within the city are in accordance with and provide for all provisions outlined in various parks and recreation master plans (Prairie-ways Action Plan, Parks and Recreation Master Plan, Recreation Strategic Master Plan)
- Plan and coordinate design of all new Park, Trail or Open Space facilities and or major renovations to existing facilities
- Grant writing and administration related to Capital Improvement and Preservation Plan (CIPP) projects, open space acquisitions, maintain Parks and Recreation Geographic Information System mapping and data

Park Development/Construction

- Construction and contract management of Park Trail and Open Space Capital Improvements and Preservation Projects (new and existing facilities)
- Development and implementation of related development/construction standards
- Develop, implement and maintain standardized Park Trail and Open Space component/fixture/infrastructure replacement schedules
- Maintain comprehensive Park Trail and Open Space property inventory
- Administration of contracted maintenance activities

Park Maintenance and Operations

- Maintain all parks, trails and developed open spaces
- Maintain all City building grounds and landscaping
- Maintain all City owned right-of-way landscaping
- Snow and ice control operations (City-wide Integrated Snow and Ice Control Program)

PARKS, RECREATION & GOLF

- Provide set-up, break-down and logistical support to Park and Recreation special events, community special events, City Department events and requests, and outside agency events
- Facility preparation for athletic usages/tournaments, and shelter and park facility rentals

MAINTENANCE LEVELS OF SERVICE

Based on current available funding and staff resources, the Parks Division has developed programmed maintenance levels of service that outline three distinct categories of maintenance activities differentiated by the frequency, intensity, and/or omission of certain maintenance activities. Currently 10% of all properties maintained are in the highest level of service (level I), this category is reserved for facilities with the highest visibility and most frequent use by citizens such as Pioneer Park, the Civic Center and the Recreation Center. 40% of all properties are prescribed to level II and the remaining 50% are prescribed to the lowest level of service (level III).

It should be noted that the accumulative effect of reduced levels of service over time will result in the deterioration of the general appearance and condition of properties, as well as the functionality of key infrastructure components necessary for the maintenance of properties. The repair and/or reconditioning of deteriorated properties and their key infrastructure components will increase budgetary demand in the future.

NEW DEVELOPMENT AND RENOVATION FUNDING

The funding for new facility construction and existing facility renovations is not contained within the operating budget. The City-wide Capital Improvement and Preservation Plan (CIPP) provide information related to the sources of funding for these projects.



PARKS, RECREATION & GOLF

The 3 neighborhood parks are the voter-approved projects in the \$137 million capital improvement program, Fronterra Park, Turnberry Park and Villages at Buffalo Run East Park.

Fronterra Park

Located at 10020 Joplin Street, adjacent to Second Creek Elementary and Stuart Middle Schools, Fronterra Park is a great asset to local residents and the surrounding neighborhoods and opened in 2015. The nearly 20-acre park features:

- Hillside slide
- Small skate area
- Tortoise and hare theme walking/jogging trails
- Two graded play fields
- Playground
- Climbing boulders
- Picnic area with shelter
- Multi-use hard court
- Three fitness stations
- Sustainable landscaping
- Low-level lighting for safety
- ADA accessible
- Restroom



Turnberry

The 9.5 acre site located at 10725 Wheeling Street which opened in August 2016 serves residents of the Turnberry neighborhood and surrounding community. The park is located next to Turnberry Elementary School and borders existing school playfield and basketball courts. The park features:

- Multi-use hard court for informal/drop-in basketball, hopscotch, roller hockey, etc.
- Two graded playfields
- Open plaza area with large shelter, tables and grills
- Playground
- Walking/Jogging trail
- Sustainable landscaping
- Low-level lighting for safety
- Plumbed restroom
- ADA accessible

PARKS, RECREATION & GOLF

Villages at Buffalo Run East

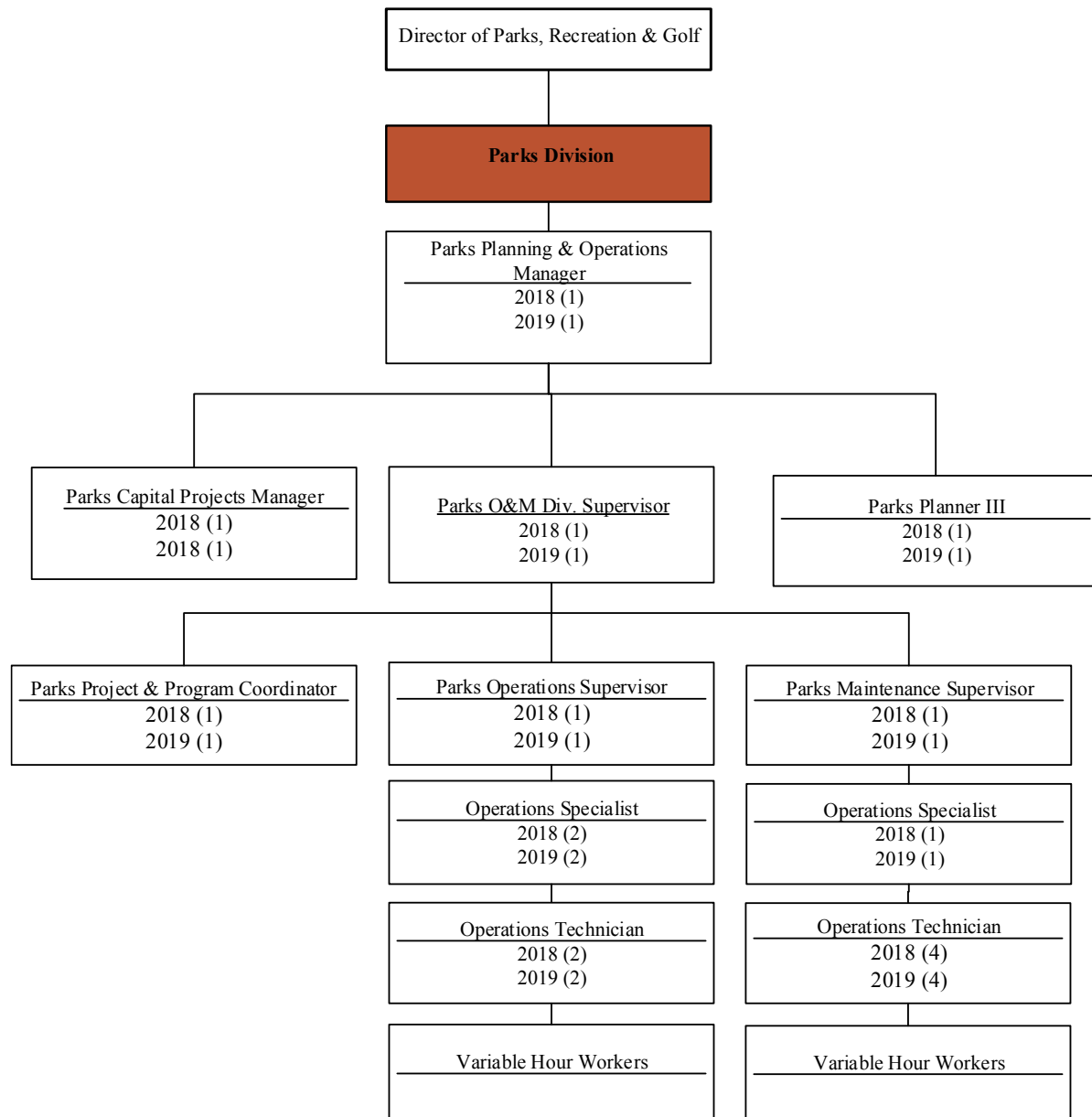
The 9-acre site located at 11698 Chambers Road serves residents in the Villages at Buffalo Run East neighborhood and surrounding community. This park opening fall 2016 features:

- Multi-use hard court for informal/drop-in basketball, hopscotch, roller hockey, etc.
- Graded playfield
- Open plaza area with large shelter, tables and grills
- Playground
- Ball field with skinned infield, backstop and dugouts
- Walking/Jogging trail
- Sustainable landscaping
- Low-level lighting for safety
- Plumbed restroom
- ADA accessible



PARKS, RECREATION & GOLF

PARKS MAINTENANCE



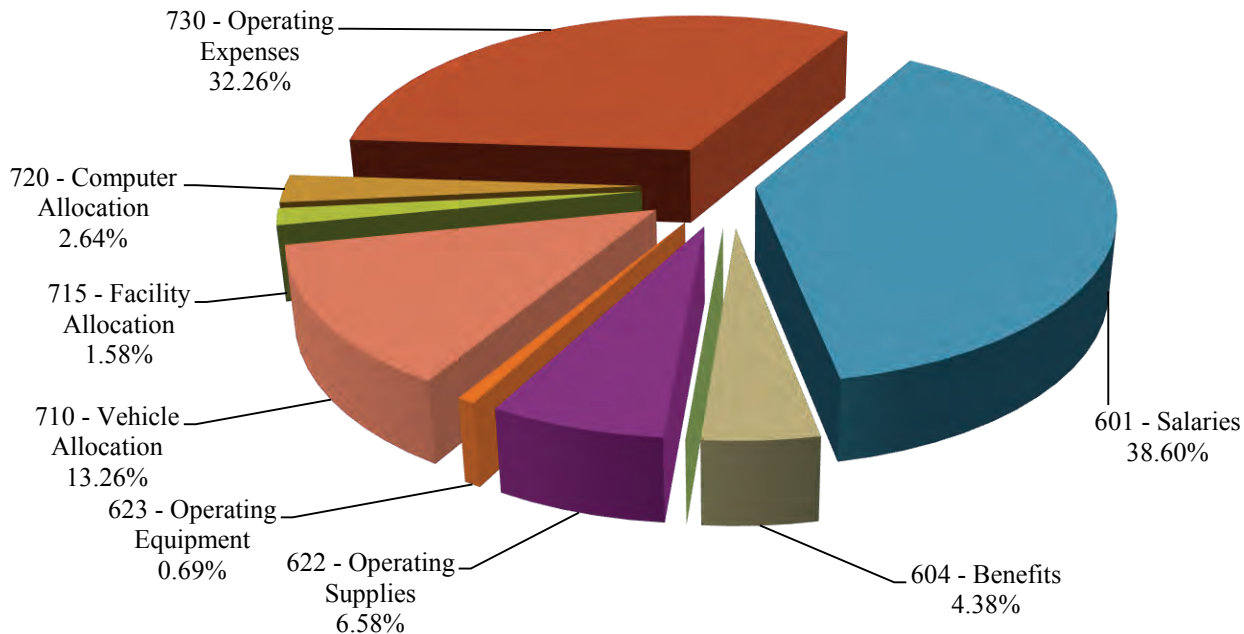
PARKS, RECREATION & GOLF

PARKS MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 1,249,464	\$ 1,413,063	\$ 929,928	\$ 1,272,533	\$ 1,582,392	\$ 1,705,652
604 - Benefits	145,409	160,358	105,561	144,452	179,463	181,047
<u>Materials and Supplies</u>						
621 - Office Supplies	787	1,075	365	1,075	-	-
622 - Operating Supplies	201,181	205,849	174,114	205,849	250,159	257,665
623 - Operating Equipment	12,830	21,580	10,097	21,580	26,405	27,197
<u>Services and Charges</u>						
710 - Vehicle Allocation	325,086	294,116	220,587	294,116	504,322	337,092
715 - Facility Allocation	60,071	56,170	42,127	56,170	60,256	56,869
720 - Computer Allocation	81,161	100,040	75,030	100,040	100,512	99,634
730 - Operating Expenses	970,785	960,183	583,885	960,183	1,226,862	1,263,666
Total	\$ 3,046,774	\$ 3,212,434	\$ 2,141,695	\$ 3,055,998	\$ 3,930,371	\$ 3,928,822

2018 PARKS MAINTENANCE EXPENDITURES



PARKS, RECREATION & GOLF

PARKS MAINTENANCE – 2K PARKS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 79,791	\$ 179,745	\$ 98,276	\$ 134,483	\$ -	\$ -
604 - Benefits	10,663	17,334	12,522	\$ 17,135	-	-
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	1,933	1,933	-	-
623 - Operating Equipment	95,157	76,834	-	76,834	-	-
<u>Services and Charges</u>						
720 - Computer Allocation	-	-	650	650	-	-
730 - Operating Expenses	97,182	149,301	120,703	149,301	-	-
Total	\$ 282,794	\$ 423,214	\$ 234,085	\$ 380,337	\$ -	\$ -

*Parks maintenance – 2k parks has been moved into the parks maintenance division



PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS

DESCRIPTION

The Recreation Division plans, develops and implements a variety of recreation programs and services for participants of all ages. The Recreation Division contributes to the quality of life in our community, promotes lifelong learning and helps unify the City through our cultural, recreational and wellness programs. The Recreation Division provides safe leisure opportunities, contributes to economic vitality and enhances the quality of our physical environment through our outstanding facilities.

OBJECTIVES

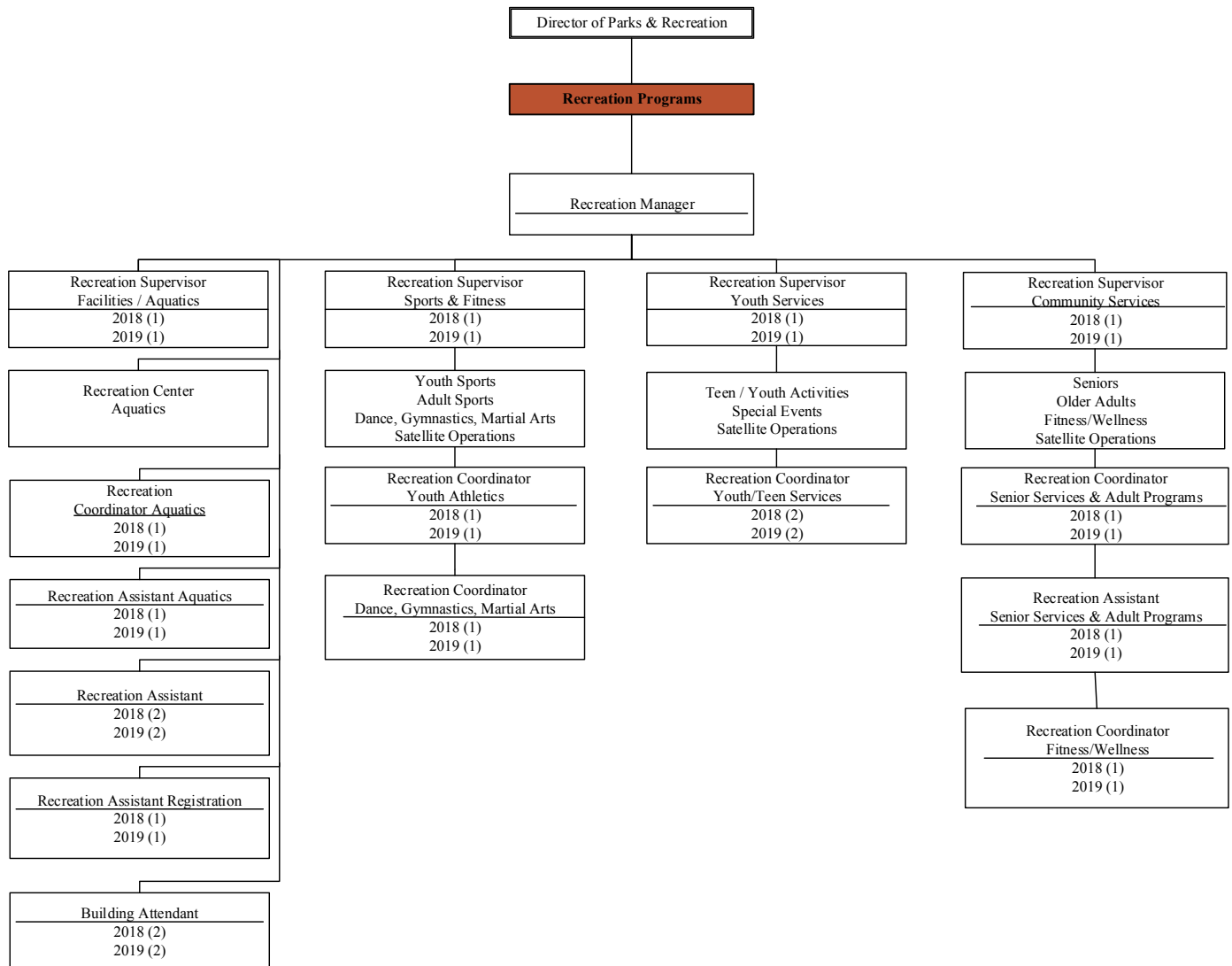
- Quality of Life – The Recreation division creates a healthy community by seeking out and providing programs, services and infrastructure to promote the health and well-being of Commerce City residents
- Emotional and Physical Health – The Recreation division develops a sound body and mind through wholesome, vigorous and creative life-long wellness and leisure activities
- Self Esteem – The Recreation division builds character through rich, satisfying and creative leisure-living patterns focused toward the attainment of socially desirable attitudes, habits and values
- Active Alternatives – The Recreation division inspires new interests that provide satisfying outlets for individual development and creativity
- Citizen Involvement – The Recreation division develops, through participation in recreation programs, services and volunteer opportunities, a respect for the worth and dignity of individuals, and a demonstration of the democratic process
- Self-Mastery – The Recreation division develops skills in lifetime wellness activities, athletics, general recreation activities, and the arts that raise the level of the health, culture and happiness of people
- Social Interaction – The Recreation division develops and strengthens social relationships within the family and the community through close group associations, activity participation and volunteer opportunities
- Economic Vitality – The Recreation division strengthens the morale and economic efficiency of Commerce City through expanding leisure and wellness interests, improving social living conditions, maintaining quality community facilities and providing employment opportunities
- Community Stability – The Recreation division develops longevity and stability by providing facilities and environments that are conducive to wholesome family living and community life, and offer inclusion of individuals of all ages and diverse abilities

CORE BUSINESS SERVICES

- Programming for preschool, youth, teens, adults and senior populations
- Instructional programming in aquatics, sports, performing arts, cultural arts, fitness/wellness, gymnastics, martial arts, preschool, early childhood education, trips, tours, excursions and special interests
- Public session for swim, gym, fitness, indoor track, cardiovascular conditioning, weight lifting, steam room, billiards, etc., as well as drop-in use for our community residents, businesses, etc.
- Special events (Parks, Recreation and Golf Department, City and community events)

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS



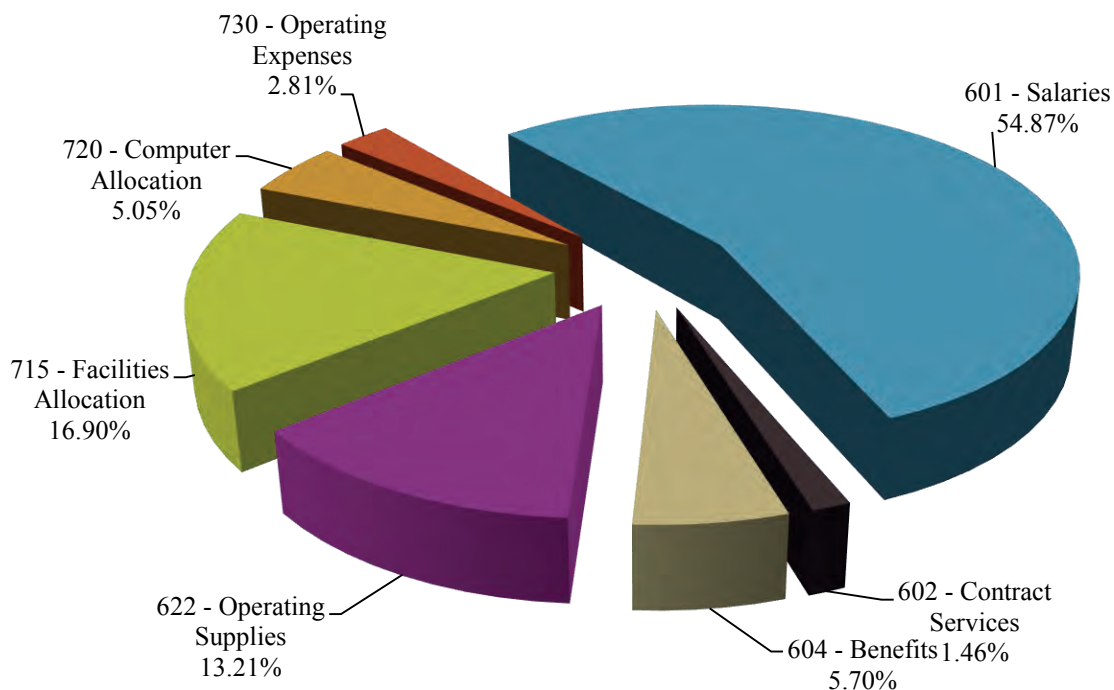
PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 1,162,794	\$ 1,262,798	\$ 907,283	\$ 1,241,545	\$ 1,277,825	\$ 1,254,332
602 - Contract Services	166,123	31,997	21,760	31,997	34,080	31,930
604 - Benefits	124,532	115,548	91,875	125,723	132,830	118,847
<u>Materials and Supplies</u>						
621 - Office Supplies	617	1,178	383	1,178	-	-
622 - Operating Supplies	252,338	306,097	190,007	306,097	307,515	289,464
<u>Services and Charges</u>						
715 - Facilities Allocation	525,969	625,701	469,276	625,701	393,452	641,987
720 - Computer Allocation	92,309	124,017	93,013	124,017	117,566	120,949
730 - Operating Expenses	43,968	61,134	46,207	61,134	65,373	69,363
Total	\$ 2,368,649	\$ 2,528,470	\$ 1,819,804	\$ 2,517,392	\$ 2,328,641	\$ 2,526,872

2018 RECREATION PROGRAMS EXPENDITURES



PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

AQUATICS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 273,055	\$ 294,776	\$ 245,508	\$ 335,958	\$ 316,624	\$ 317,515
604 - Benefits	25,742	22,961	22,443	30,711	29,542	22,267
<u>Materials and Supplies</u>						
622 - Operating Supplies	33,177	33,135	22,795	33,135	34,393	35,380
<u>Services and Charges</u>						
715 - Facility Allocation	84,465	107,308	80,481	107,308	66,050	110,212
720 - Computer Allocation	8,134	10,647	7,985	10,647	11,761	11,670
730 - Operating Expenses	5,023	6,380	8,606	8,606	7,804	7,804
Total	\$ 429,596	\$ 475,207	\$ 387,817	\$ 526,364	\$ 466,174	\$ 504,848

YOUTH SPORTS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 61,270	\$ 64,200	\$ 48,346	\$ 66,158	\$ 51,107	\$ 64,156
602 - Contract Services	19,350	16,312	17,287	17,287	16,312	15,662
604 - Benefits	7,897	7,314	5,795	7,930	7,572	7,710
<u>Materials and Supplies</u>						
622 - Operating Supplies	45,677	44,332	47,319	47,319	45,476	31,438
<u>Services and Charges</u>						
715 - Facility Allocation	1,237	1,571	1,178	1,571	967	1,614
720 - Computer Allocation	3,932	5,038	3,778	5,038	4,812	4,771
730 - Operating Expenses	3,247	7,850	1,648	7,850	7,850	7,850
Total	\$ 142,610	\$ 146,617	\$ 125,352	\$ 153,153	\$ 134,096	\$ 133,201

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

ADULT SPORTS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 3,090	\$ 8,021	\$ 2,355	\$ 3,222	\$ 8,562	\$ 6,956
602 - Contract Services	2,918	9,720	3,216	9,720	10,140	8,640
604 - Benefits	236	520	180	246	1,431	1,193
<u>Materials and Supplies</u>						
622 - Operating Supplies	1,720	4,025	1,847	4,025	4,025	3,095
Total	\$ 7,964	\$ 22,286	\$ 7,597	\$ 17,214	\$ 24,158	\$ 19,884

DANCE & GYMNASTICS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 130,912	\$ 151,721	\$ 97,301	\$ 133,149	\$ 99,524	\$ 65,723
604 - Benefits	13,599	14,043	9,775	13,376	10,993	14,097
<u>Materials and Supplies</u>						
622 - Operating Supplies	7,201	25,946	14,863	25,946	20,951	22,395
<u>Services and Charges</u>						
715 - Facility Allocation	44,196	56,148	42,111	56,148	34,560	57,667
720 - Computer Allocation	3,932	4,605	3,454	4,605	4,411	4,370
730 - Operating Expenses	1,234	5,310	2,149	5,310	130	195
Total	\$ 201,074	\$ 257,773	\$ 169,653	\$ 238,534	\$ 170,569	\$ 164,447

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

CULTURAL & VISUAL ARTS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 7,460	\$ 8,871	\$ 5,455	\$ 7,465	\$ 7,954	\$ 8,083
604 - Benefits	578	659	417	571	608	618
<u>Materials and Supplies</u>						
622 - Operating Supplies	1,674	2,715	948	2,715	2,515	2,715
<u>Services and Charges</u>						
715 - Facility Allocation	5,851	7,433	5,575	7,433	4,575	7,635
730 - Operating Expenses	75	300	234	300	300	300
Total	\$ 15,638	\$ 19,978	\$ 12,629	\$ 18,484	\$ 15,952	\$ 19,351

FITNESS & WELLNESS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 78,737	\$ 91,399	\$ 58,888	\$ 80,583	\$ 91,566	\$ 91,641
602 - Contract Services	-	2,715	-	2,715	4,378	4,378
604 - Benefits	9,059	10,111	6,596	9,026	10,241	10,101
<u>Materials and Supplies</u>						
622 - Operating Supplies	2,684	10,470	5,326	10,470	10,470	10,470
<u>Services and Charges</u>						
715 - Facility Allocation	12,230	15,538	11,653	15,538	9,564	15,899
720 - Computer Allocation	3,932	4,605	3,454	4,605	4,411	4,370
730 - Operating Expenses	1,580	3,007	2,322	3,007	3,007	3,007
Total	\$ 108,223	\$ 137,845	\$ 88,239	\$ 125,944	\$ 133,637	\$ 139,866

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

EAGLE POINTE CENTER

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 231,786	\$ 239,310	\$ 158,286	\$ 216,601	\$ 241,834	\$ 236,293
602 - Contract Services	-	-	15,374	15,374	-	-
604 - Benefits	24,762	16,157	12,179	16,666	22,895	15,223
<u>Materials and Supplies</u>						
622 - Operating Supplies	36,240	33,439	261,747	261,747	30,509	32,840
<u>Services and Charges</u>						
715 - Facility Allocation	281,234	348,996	41,605	348,996	219,022	358,143
720 - Computer Allocation	37,337	55,474	2,855	55,474	49,618	53,591
730 - Operating Expenses	3,773	3,738	1,790	3,738	5,803	5,803
Total	\$ 615,132	\$ 697,114	\$ 493,836	\$ 918,596	\$ 569,681	\$ 701,893

SENIOR CITIZENS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 109,306	\$ 99,550	\$ 77,580	\$ 106,162	\$ 114,942	\$ 114,595
604 - Benefits	13,714	12,083	9,626	13,172	14,145	12,926
<u>Materials and Supplies</u>						
621 - Office Supplies	617	1,178	383	1,178	-	-
622 - Operating Supplies	36,872	49,379	24,329	49,379	42,615	42,615
<u>Services and Charges</u>						
715 - Facility Allocation	46,253	58,761	44,071	58,761	36,168	60,351
720 - Computer Allocation	27,179	31,836	-	31,836	30,119	29,836
730 - Operating Expenses	17,731	19,051	18,994	19,051	26,074	29,999
Total	\$ 251,672	\$ 271,838	\$ 174,983	\$ 279,539	\$ 264,063	\$ 290,322

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

YOUTH & TEEN ACTIVITIES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 156,906	\$ 195,709	\$ 127,957	\$ 175,098	\$ 204,500	\$ 207,774
602 - Contract Services	(1,010)	3,250	1,257	3,250	3,250	3,250
604 - Benefits	16,501	20,096	12,492	17,094	20,745	20,225
<u>Materials and Supplies</u>						
622 - Operating Supplies	43,182	63,026	32,039	63,026	64,146	56,101
<u>Services and Charges</u>						
715 - Facility Allocation	15,149	19,246	14,434	19,246	11,846	19,766
720 - Computer Allocation	7,863	10,511	7,883	10,511	11,632	11,541
730 - Operating Expenses	9,122	11,198	6,810	11,198	9,905	9,905
Total	\$ 247,714	\$ 323,036	\$ 202,872	\$ 299,423	\$ 326,024	\$ 328,562

SATELLITE OPERATIONS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 13,863	\$ 13,864	\$ 9,831	\$ 13,453	\$ 45,410	\$ 45,660
604 - Benefits	1,077	1,030	752	1,029	3,473	3,473
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	10,000	10,000
Total	\$ 14,940	\$ 14,894	\$ 10,583	\$ 14,482	\$ 58,883	\$ 59,133

PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

PIONEER PARK

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 29,061	\$ 30,418	\$ 42,570	\$ 58,253	\$ 31,552	\$ 34,725
604 - Benefits	2,256	1,704	28,429	38,903	2,414	2,657
<u>Materials and Supplies</u>						
622 - Operating Supplies	5,401	6,630	2,169	6,630	7,275	7,275
<u>Services and Charges</u>						
715 - Facility Allocation	35,354	10,700	3,947	10,700	10,700	10,700
730 - Operating Expenses	-	1,300	8,025	8,025	1,500	1,500
Total	\$ 72,072	\$ 50,752	\$ 85,139	\$ 122,511	\$ 53,441	\$ 56,857

CUSTODIAL

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 67,348	\$ 64,959	\$ 47,348	\$ 64,793	\$ 64,250	\$ 61,211
602 - Contract Services	144,865	-	6,256	6,256	-	-
604 - Benefits	9,111	8,870	24,416	33,412	8,771	8,357
<u>Materials and Supplies</u>						
622 - Operating Supplies	38,508	33,000	976	33,000	35,140	35,140
<u>Services and Charges</u>						
720 - Computer Allocation	-	1,301	-	1,301	802	800
730 - Operating Expenses	2,182	3,000	800	3,000	3,000	3,000
Total	\$ 262,015	\$ 111,130	\$ 79,796	\$ 141,761	\$ 111,963	\$ 108,508

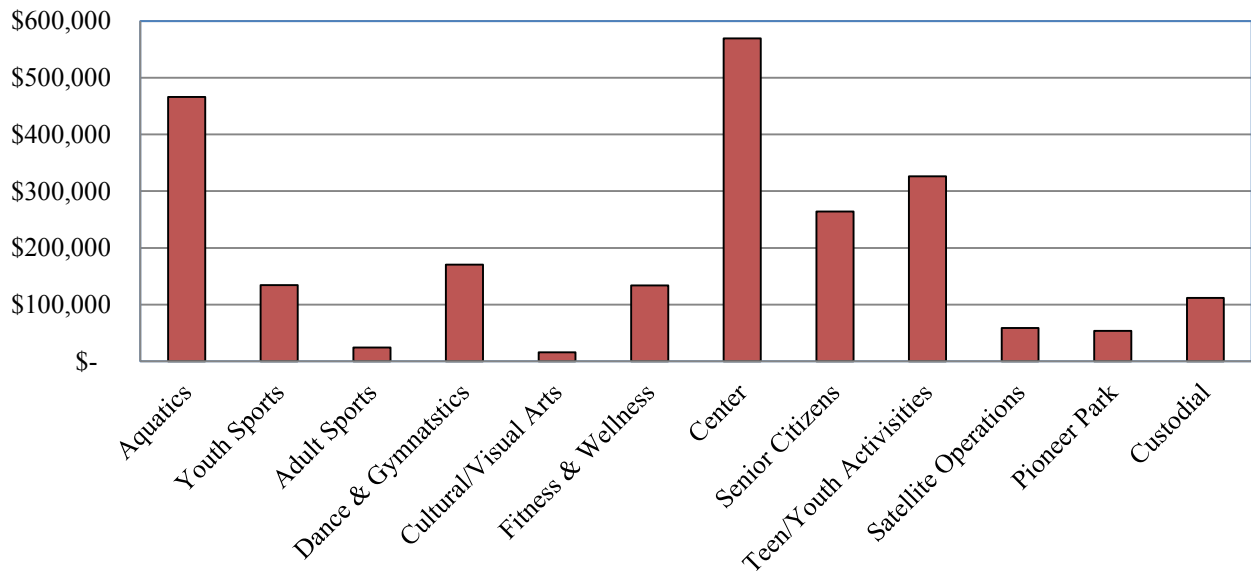
PARKS, RECREATION & GOLF

EAGLE POINTE RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

EAGLE POINTE RECREATION PROGRAM TOTALS

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Aquatics	\$ 429,596	\$ 475,207	\$ 387,817	\$ 526,364	\$ 466,174	\$ 504,848
Youth Sports	142,610	146,617	125,352	153,153	134,096	133,201
Adult Sports	7,964	22,286	7,597	17,214	24,158	19,884
Dance & Gymnastics	201,074	257,773	169,653	238,534	170,569	164,447
Cultural/Visual Arts	15,638	19,978	12,629	18,484	15,952	19,351
Fitness & Wellness	108,223	137,845	88,239	125,944	133,637	139,866
Center	615,132	697,114	493,836	918,596	569,681	701,893
Senior Citizens	251,672	271,838	174,983	279,539	264,063	290,322
Teen/Youth Activities	247,714	323,036	202,872	299,423	326,024	328,562
Satellite Operations	14,940	14,894	10,583	14,482	58,883	59,133
Pioneer Park	72,072	50,752	85,139	122,511	53,441	56,857
Custodial	262,015	111,130	79,796	141,761	111,963	108,508
Total	\$ 2,368,649	\$ 2,528,470	\$ 1,838,497	\$ 2,856,006	\$ 2,328,641	\$ 2,526,872

2018 EAGLE POINTE RECREATION PROGRAMS EXPENDITURE DETAIL



PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER



The new Bison Ridge Recreation Center opening in 2018 is one of five projects in Commerce City's 2013 voter-approved capital improvement plan and is approximately 108,000 sq.ft. The site is located at the northeast corner of E. 112th Avenue and Potomac Street in northern Commerce City and will feature:

- Indoor pool
- Pool party rooms
- Gymnasium with elevated walking/jogging track
- Group fitness rooms
- Self-directed fitness areas
- Gymnastics center
- Family locker rooms
- Child care
- Catering kitchen
- Community wing with event space for 300 people
- Technological commons area

PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER ADMINISTRATION

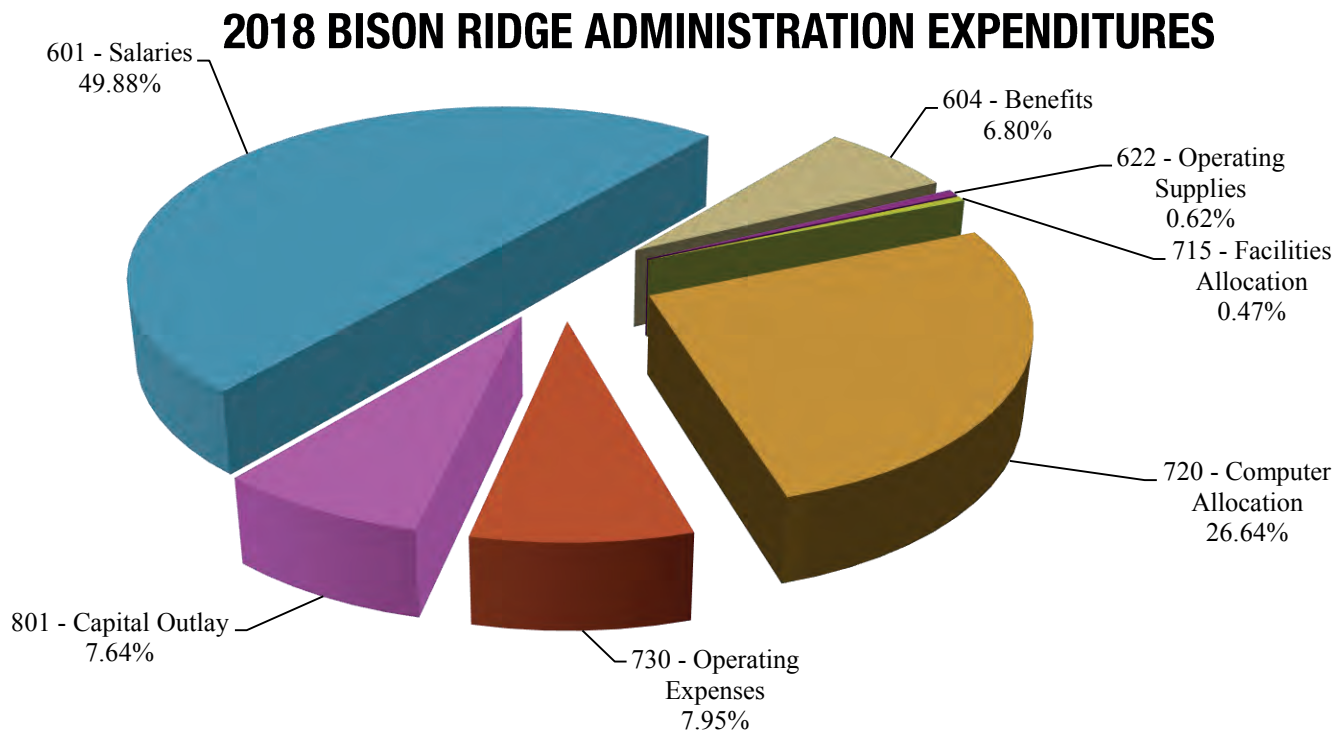


PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER ADMINISTRATION

DIVISION EXPENDITURES DETAIL SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 507,047	\$ 522,258
604 - Benefits	-	-	-	-	69,122	71,288
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	6,264	7,051
623 - Operating Equipment	-	-	-	-	17,450	2,675
<u>Services and Charges</u>						
715 - Facilities Allocation	-	-	-	-	4,793	4,879
720 - Computer Allocation	-	-	-	-	270,803	275,677
730 - Operating Expenses	-	-	-	-	80,816	82,960
<u>Capital Outlay</u>						
801 - Capital Outlay	-	-	-	-	77,625	77,625
Total	\$ -	\$ -	\$ -	\$ -	\$ 1,033,920	\$ 1,044,413



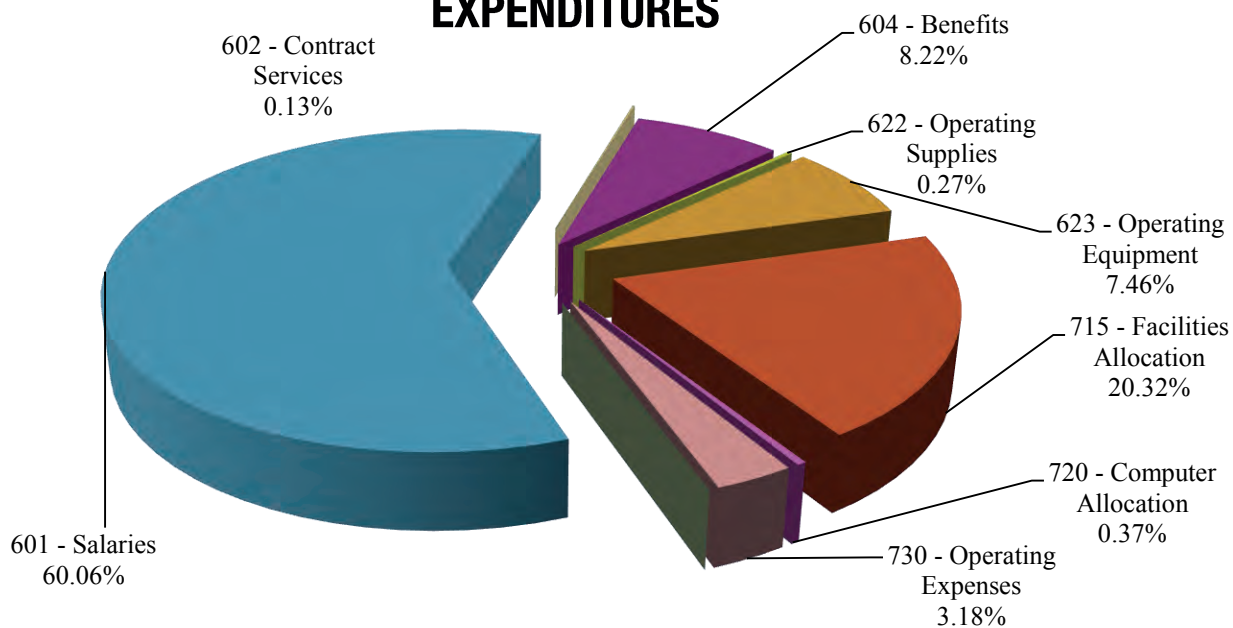
PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER

DIVISION EXPENDITURES DETAIL SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 389,588	\$ 450,951
602 - Contract Services	-	-	-	-	860	860
604 - Benefits	-	-	-	-	53,297	57,350
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	1,750	1,500
623 - Operating Equipment	-	-	-	-	48,361	65,361
<u>Services and Charges</u>						
715 - Facilities Allocation	-	-	-	-	131,793	134,165
720 - Computer Allocation	-	-	-	-	2,407	2,450
730 - Operating Expenses	-	-	-	-	20,630	21,041
<u>Capital Outlay</u>						
801 - Capital Outlay	-	-	-	-	-	77,625
Total	\$ -	\$ -	\$ -	\$ -	\$ 648,686	\$ 811,303

2018 BISON RIDGE RECREATION CENTER EXPENDITURES



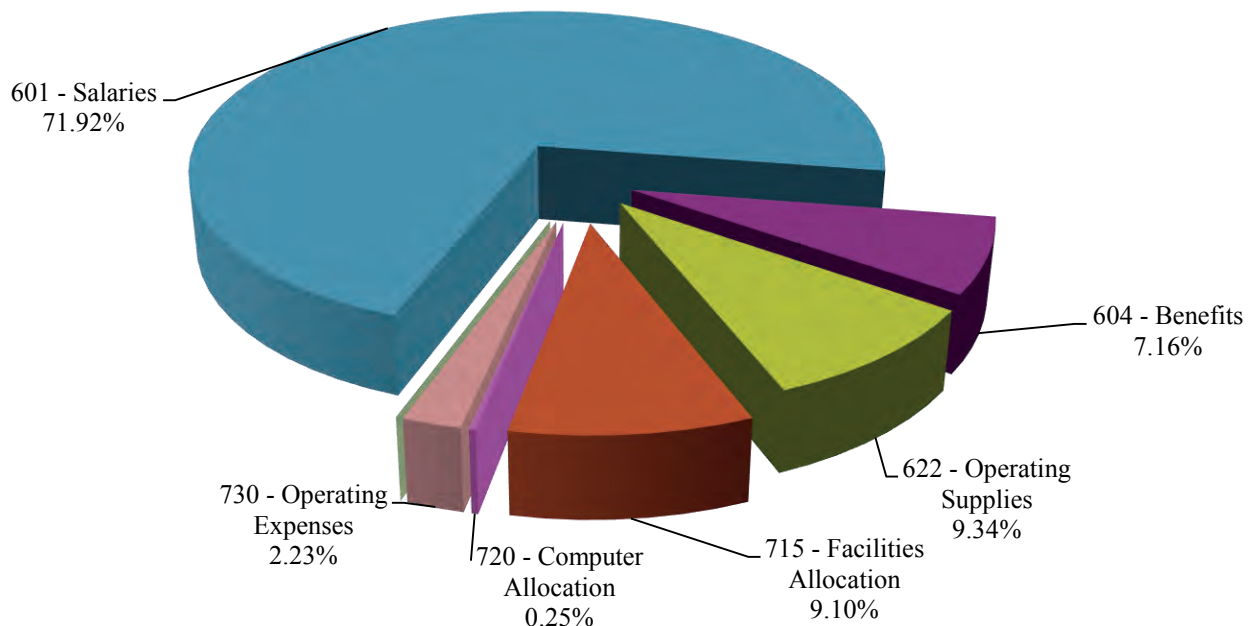
PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER AQUATICS

DIVISION EXPENDITURES DETAIL SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 340,727	\$ 481,411
602 - Contract Services	-	-	-	-	-	-
604 - Benefits	-	-	-	-	33,900	33,689
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	44,238	45,789
623 - Operating Equipment	-	-	-	-	-	-
<u>Services and Charges</u>						
715 - Facilities Allocation	-	-	-	-	43,133	43,909
720 - Computer Allocation	-	-	-	-	1,204	1,225
730 - Operating Expenses	-	-	-	-	10,557	10,558
<u>Capital Outlay</u>						
801 - Capital Outlay	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 473,759</u>	<u>\$ 616,581</u>

2018 BISON RIDGE AQUATICS EXPENDITURES



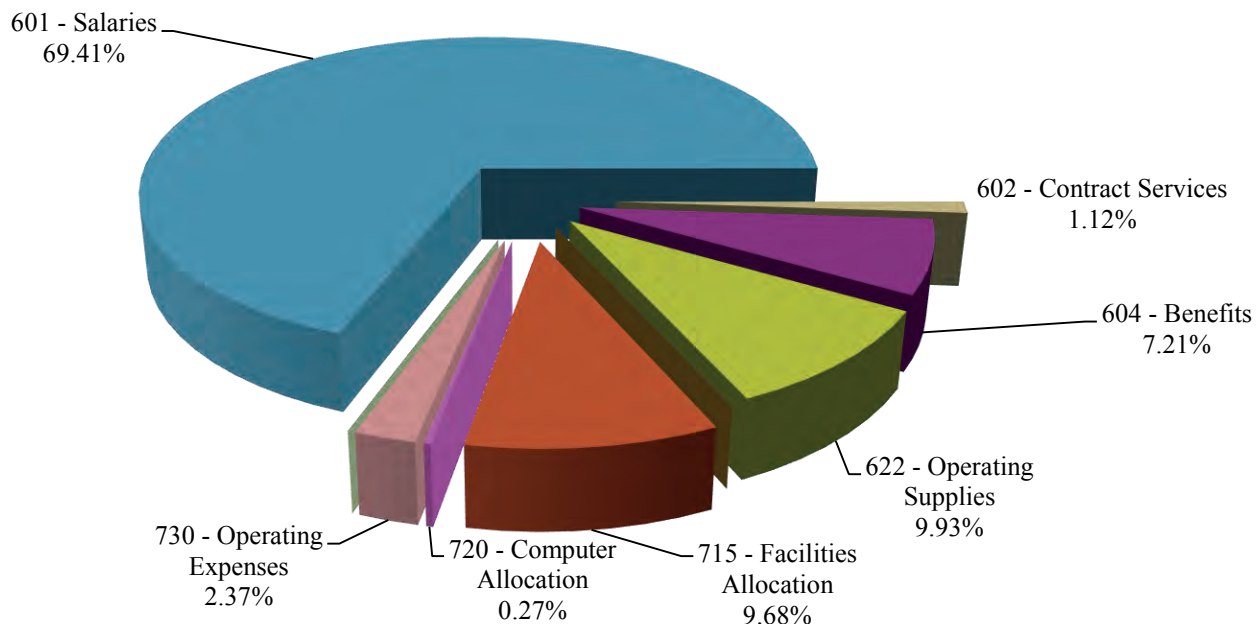
PARKS, RECREATION & GOLF

BISON RIDGE RECREATION CENTER PROGRAMS

DIVISION EXPENDITURES DETAIL SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 309,210	\$ 419,344
602 - Contract Services	-	-	-	-	4,996	15,280
604 - Benefits	-	-	-	-	32,118	29,642
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	28,545	64,427
623 - Operating Equipment	-	-	-	-	700	-
<u>Services and Charges</u>						
715 - Facilities Allocation	-	-	-	-	59,906	60,984
720 - Computer Allocation	-	-	-	-	802	816
730 - Operating Expenses	-	-	-	-	10,151	12,561
<u>Capital Outlay</u>						
801 - Capital Outlay	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ 446,428	\$ 603,054

2018 BISON RIDGE PROGRAMS EXPENDITURES



PARKS, RECREATION & GOLF

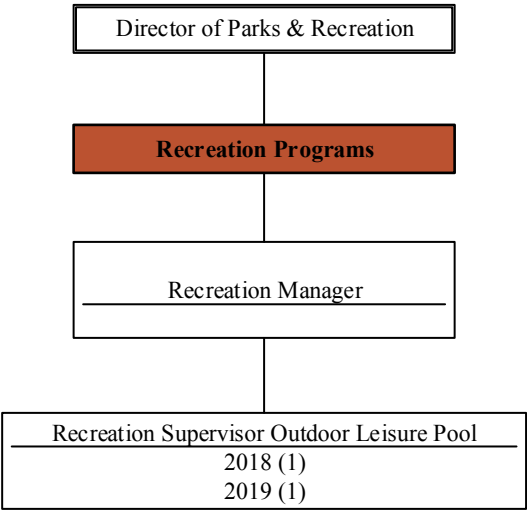
OUTDOOR LEISURE POOL – 2K

DESCRIPTION

Paradise Island opened July 2015 and is the city’s outdoor game-themed leisure pool located at the east end of Pioneer Park.

The first of its kind in Commerce City and a state-of-the-art aquatic facility, the 2-acre center features:

- A 5,000-square-foot zero-depth leisure pool
- Three water slides (speed, body flume and inner tube)
- A 250-foot lazy river with a variety of sprays and geysers
- A 1,700-square-foot toddler pool with interactive water features
- An activities pool for lap lanes, swim lessons and volleyball
- Shaded areas
- Play structures



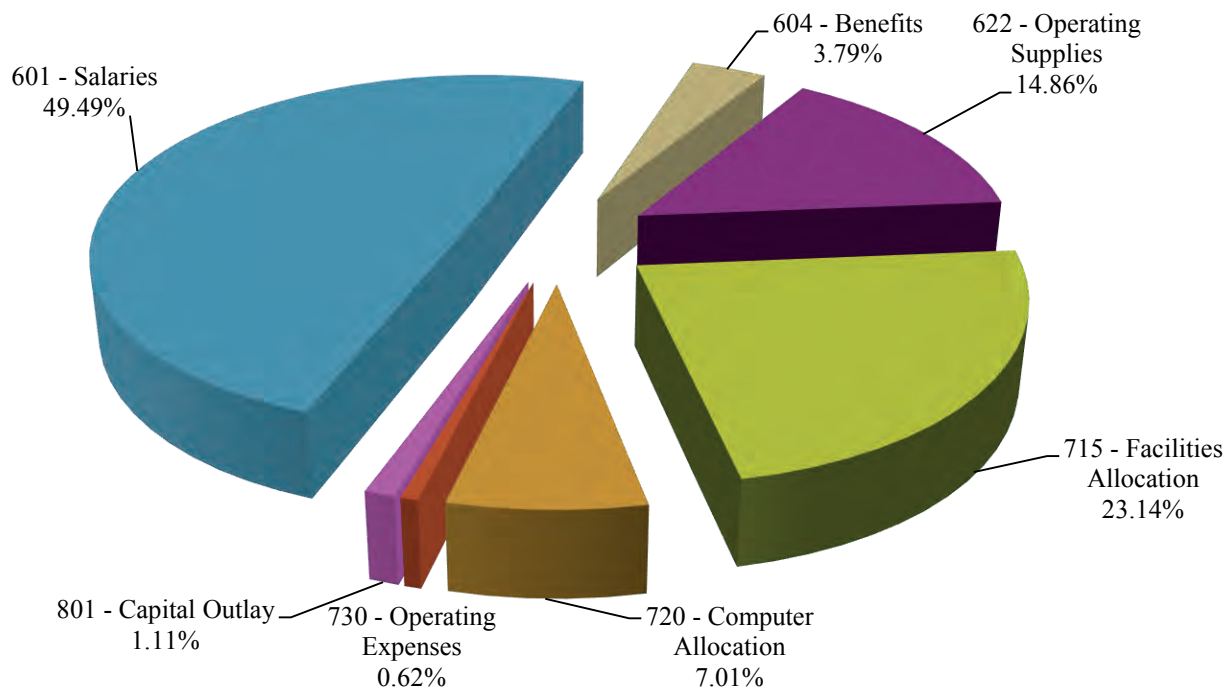
PARKS, RECREATION & GOLF

OUTDOOR LEISURE POOL – 2K

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 415,916	\$ 403,996	\$ 344,308	\$ 471,158	\$ 358,273	\$ 387,335
604 - Benefits	35,422	8,440	28,878	39,518	27,408	27,408
<u>Materials and Supplies</u>						
622 - Operating Supplies	95,157	76,834	98,235	98,235	107,539	108,919
623 - Operating Equipment	3,321	-	1,678	1,678	3,500	3,605
<u>Services and Charges</u>						
715 - Facilities Allocation	95,000	145,000	108,750	145,000	167,500	170,000
720 - Computer Allocation	38,920	57,464	43,098	57,464	50,727	54,644
730 - Operating Expenses	4,224	875	3,023	3,023	4,475	4,475
<u>Capital Outlay</u>						
801 - Capital Outlay	-	8,000	-	8,000	8,000	8,000
Total	\$ 687,959	\$ 700,609	\$ 627,969	\$ 824,075	\$ 727,422	\$ 764,386

2018 OUTDOOR LEISURE POOL - 2K EXPENDITURES



PARKS, RECREATION & GOLF

GOLF COURSE MAINTENANCE

DESCRIPTION

The Golf Course Maintenance Division performs all course maintenance for Buffalo Run, the City's championship 18-hole golf course.

The Maintenance Division has, since 1996, made small, but important, improvements to cart paths and course drainage to improve and expedite play.

All golf course maintenance equipment and golf carts are maintained in the maintenance shop.

Course maintenance consists of all routine and non-routine mowing, trimming, and specific maintenance practices for all turf areas, irrigation system maintenance, and maintenance of buildings, pavilion and parking areas.

OBJECTIVES

- Maintain the existing standard of maintenance practices for general turf, tees, greens, fairways, landscaped areas, parking lot, buildings, and bronze sculpture
- Maintain an awareness and priority program to implement long and short-term goals for course improvements for irrigation, playing conditions, and general aesthetics

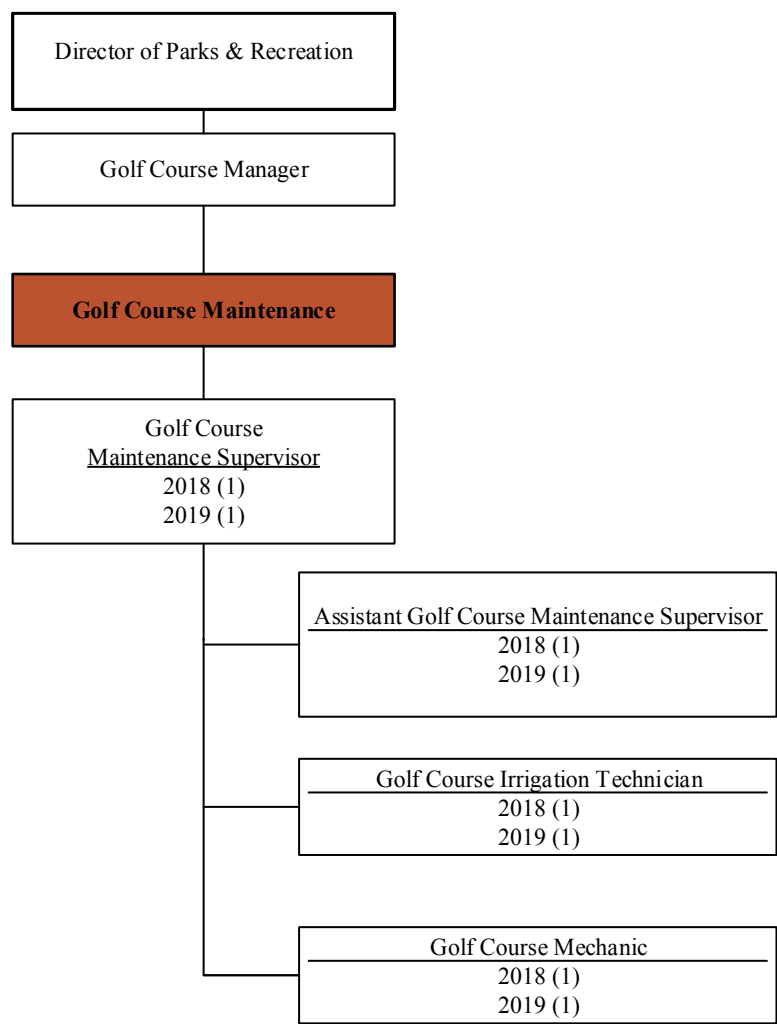
CORE BUSINESS SERVICES

- Provide for safety in the golf experience
- Management of golf maintenance
- Enhance the golf experience by optimal maintenance of the golf course and its support functions
- Maximize the efficient use of maintenance dollars



PARKS, RECREATION & GOLF

GOLF COURSE MAINTENANCE



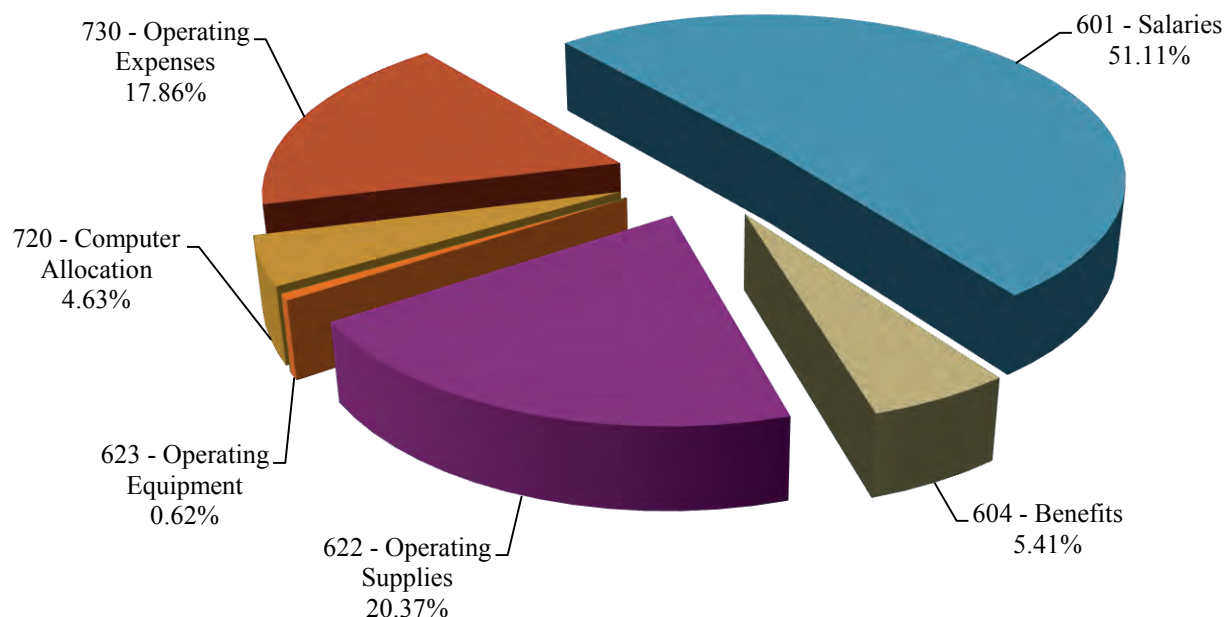
PARKS, RECREATION & GOLF

GOLF COURSE MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 479,311	\$ 491,843	\$ 363,164	\$ 496,961	\$ 494,706	\$ 499,854
602 - Contract Services	-	-	-	-	-	-
604 - Benefits	51,182	51,903	37,538	51,367	52,341	52,587
<u>Materials and Supplies</u>						
621 - Office Supplies	297	700	467	700	-	-
622 - Operating Supplies	178,457	194,073	173,196	194,073	197,174	203,089
623 - Operating Equipment	5,411	4,000	6,124	6,124	6,000	6,180
<u>Services and Charges</u>						
715 - Facility Allocation	-	-	32,371	32,371	-	-
720 - Computer Allocation	47,120	43,162	11,390	43,162	44,800	43,723
730 - Operating Expenses	157,244	169,807	119,970	169,807	172,893	177,528
Total	\$ 919,022	\$ 955,488	\$ 744,219	\$ 994,565	\$ 967,914	\$ 982,961

2018 GOLF COURSE MAINTENANCE EXPENDITURES



PARKS, RECREATION & GOLF

GOLF COURSE OPERATIONS

DESCRIPTION

Since opening on August 9, 1996, Buffalo Run Golf Course has added a new dimension in the availability and variety of recreational opportunities through the City's Parks, Recreation and Golf Department.

Buffalo Run Golf Course offers a number of programs designed to promote active living and healthy lifestyles through the sport of golf. A Men's Club of approximately 100 members participates in competitive golf events throughout the season. A Junior Academy has been established to introduce children to the sport of golf and help players develop their skills. Buffalo Run Golf Course is also the home site to four high school golf teams. Adams City High School and Prairie View High School each have a boys and girls team that use Buffalo Run as a practice facility and site for competition. PGA staff members assist with learning the sport of golf through lessons and clinics for players of all abilities.

AWARDS & HONORS

- Best Golf Course in the Denver Metro Area, 2004, Denver's Mile-High Magazine 5280 Top of the Town
- Rated by Golf Digest as Top public golf courses near America's busiest Airports; Rated Best Value, 2005
- Rated by Golf Digest as the US & Canada's 6th Best New Affordable Golf Course for 1997
- Voted in Colorado as the 5th Best Public Course, 1997
- Voted in Colorado as the 7th Best Public Course, 1998
- Top honors for Clubhouse Design, Critenden Magazine, 1997
- Fodor's "Golf Digest Places to Play" 1998-2004
- "Golf for Women" Fifth Annual Top 100 for 2000 – Top 100 Course for Women
- Best Public Golf Course for Colorado, The Denver Post 2001, Ranked #3
- Rocky Mountain News 2002 "Best Back Porch"
- Travel Leisure, Top 100 Courses under \$100 in America
- 2003 & 2004 Colorado Avid Golfer Magazine – Readers Choice Awards:
- 2nd Best Golf Course (under \$50)
- 2nd Best on Course Beverage Servers
- 4th Best Front Range Golf Course
- 4th Best Value Golf Course
- 4th Most Underrated Golf Course
- 4th Best 19th Hole (restaurant)
- 3rd Best Pace of Play
- 3rd Best Finishing Hole
- 5th Best Pro Shop
- 3rd Best Golf Course Food

Host Site

- 1997, 98, 99 & 2000 Colorado Open – Qualifying Rounds
- 1997 & 2000 Colorado Golf Association Men's State Amateur Championship
- 1997, 98, 99, 2000 & 2001 Colorado Section PGA Pro-Pro-Pro
- 1998 & 2008 Colorado Women's Stroke Play Championship
- 1999 Colorado Section PGA Championship

PARKS, RECREATION & GOLF

GOLF COURSE OPERATIONS

- 1999 & 2000 Gatorade World Junior Golf Cup
- 2000 Colorado Senior Open – Qualifying Rounds
- 2000, 01, 02, 03 & 2004 United States Open Championship – Local Qualifying
- 2004, 2005 & 2006 Denver Open Golf Championship
- 2007 & 2008 Colorado Section PGA Assistant's Championship
- 2015 Colorado Golf Association Junior Match Play Championship

OBJECTIVES

- Provide and maintain the high standard for customer relations and to serve the golfing public in the areas of administration, concessions, merchandising, driving range, cart rentals and general operations
- Promote the lifelong sport of golf
- Positive impact on economic development
- Promote healthy lifestyles/active living
- Create identity and positive image for Commerce City
- Environmental benefits: open/green space, wildlife habitat, beneficial use of flood plains as amenity
- Opportunity for community gathering place

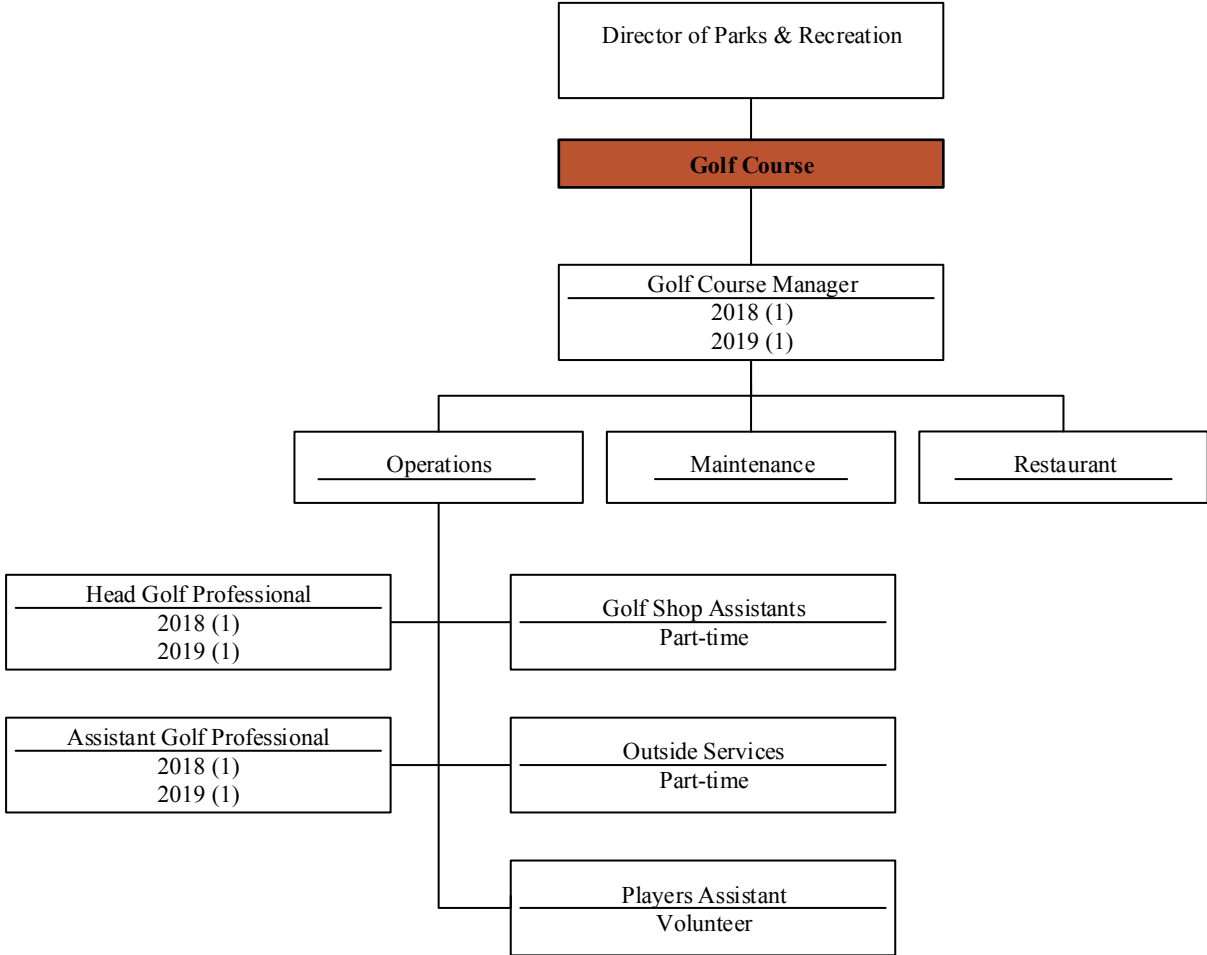
CORE BUSINESS SERVICES

- Management of golf operations
- Manage golf course business
- Educate about golf
- Train golfers how to improve their golf experience
- Mentor junior golf
- Set up and manage golf tournaments
- Provide quality golf equipment through operation of the golf shop
- Provide golf rules authority
- Provide golf outing opportunities
- Market the golf course
- Provide golf handicapping service



PARKS, RECREATION & GOLF

GOLF COURSE OPERATIONS



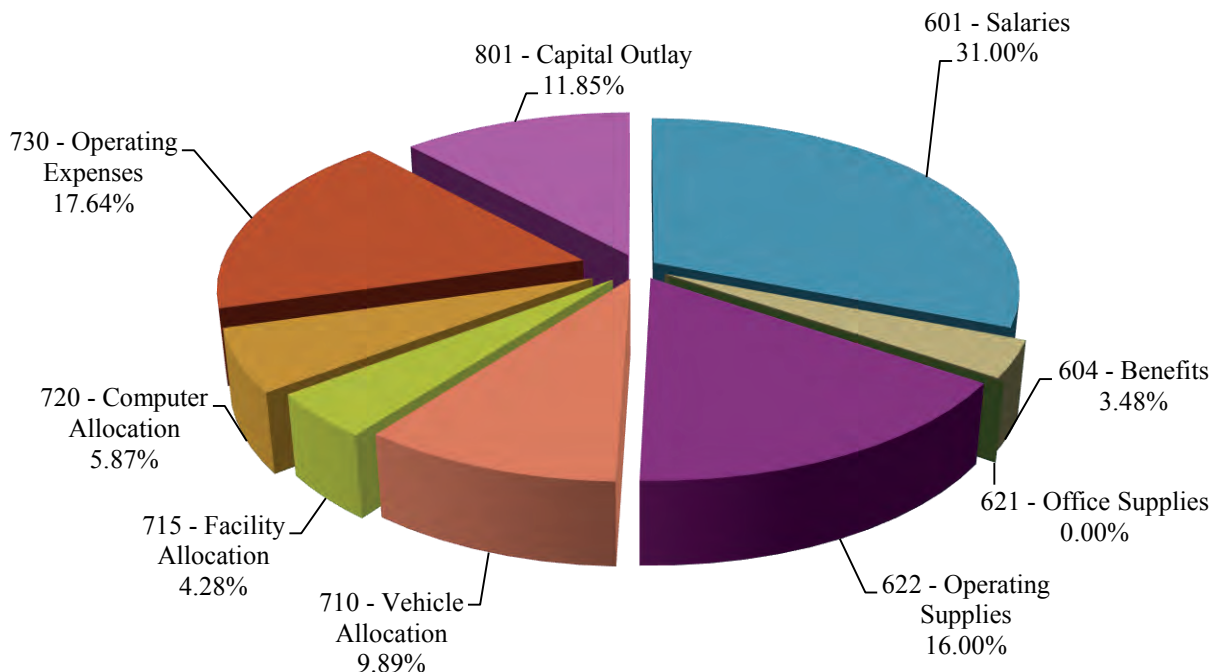
PARKS, RECREATION & GOLF

GOLF COURSE OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 308,609	\$ 321,796	\$ 243,447	\$ 333,138	\$ 324,392	\$ 366,983
604 - Benefits	34,875	34,134	26,307	36,000	36,394	38,249
<u>Materials and Supplies</u>						
621 - Office Supplies	939	1,500	546	1,500	-	-
622 - Operating Supplies	154,999	140,500	265,291	265,291	167,420	172,443
623 - Operating Equipment	-	2,000	-	-	2,000	2,060
<u>Services and Charges</u>						
710 - Vehicle Allocation	15,828	61,517	46,138	61,517	103,441	104,000
715 - Facility Allocation	47,120	43,162	32,371	43,162	44,800	43,723
720 - Computer Allocation	29,593	32,596	24,447	32,596	61,429	61,049
730 - Operating Expenses	79,675	86,050	67,497	86,050	184,550	91,917
<u>Capital Outlay</u>						
801 - Capital Outlay	214,970	124,000	-	124,000	124,000	127,720
Total	\$ 886,609	\$ 847,255	\$ 706,045	\$ 983,254	\$ 1,048,426	\$ 1,008,144

2018 GOLF COURSE OPERATIONS EXPENDITURES



PARKS, RECREATION & GOLF

GOLF COURSE RESTAURANT

DESCRIPTION

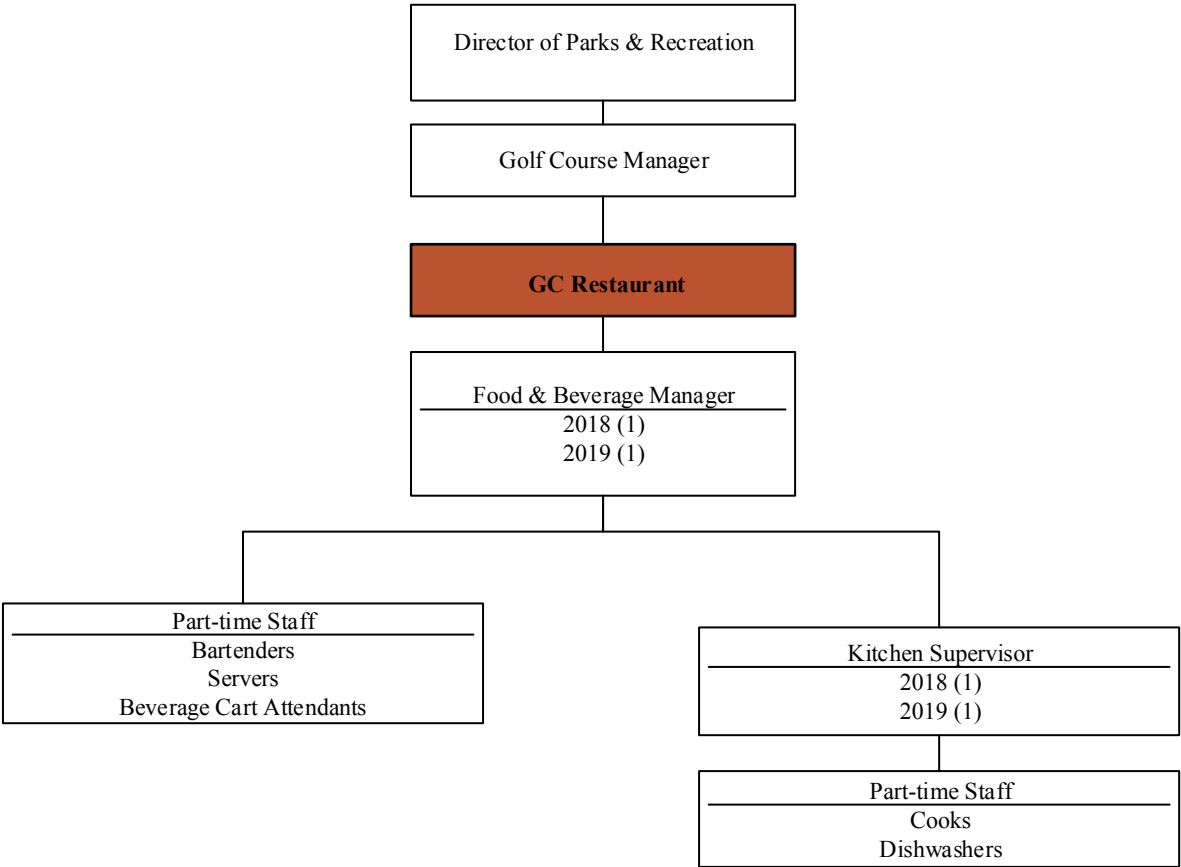
Since acquiring restaurant operations in January 2010, Buffalo Run Golf Course has added a new dimension in the community services provided through the Bison Grill’s daily full service restaurant operations and banquet/catering services.

OBJECTIVES

- Provide and maintain an exceptional level of customer service
- Offering an enjoyable dining experience for customers
- Offering a meeting place for organizations
- Providing food and beverages for golfers of Buffalo Run Golf Course
- Offering banquet services for special events

CORE BUSINESS SERVICES

- Manage food and beverage operations
- Provide quality services and products for daily customers, tournaments, and banquets
- Market the Bison Grill as a full service restaurant
- Provide meeting space for community groups



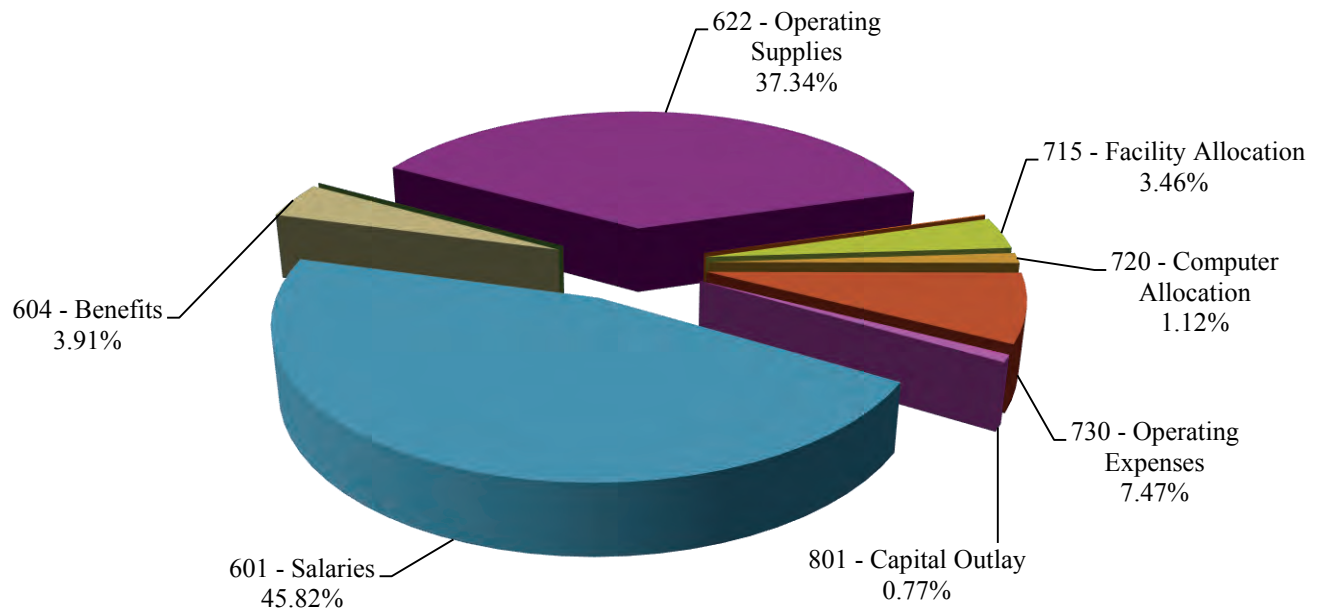
PARKS, RECREATION & GOLF

GOLF COURSE RESTAURANT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 499,201	\$ 565,354	\$ 465,860	\$ 637,492	\$ 593,155	\$ 606,524
604 - Benefits	46,558	48,255	41,774	57,165	50,646	48,439
<u>Materials and Supplies</u>						
621 - Office Supplies	624	500	464	500	-	-
622 - Operating Supplies	401,937	457,831	374,683	457,831	483,340	497,840
623 - Operating Equipment	15,416	-	7,653	7,653	1,350	1,391
<u>Services and Charges</u>						
715 - Facility Allocation	47,124	43,165	32,374	43,165	44,804	43,727
720 - Computer Allocation	19,943	14,172	10,629	14,172	14,474	14,349
730 - Operating Expenses	87,346	65,700	88,324	88,324	96,647	114,123
<u>Capital Outlay</u>						
801 - Capital Outlay	-	18,000	-	18,000	10,000	10,300
Total	\$ 1,118,149	\$ 1,212,977	\$ 1,021,760	\$ 1,324,302	\$ 1,294,416	\$ 1,336,693

2018 GOLF COURSE RESTAURANT EXPENDITURES



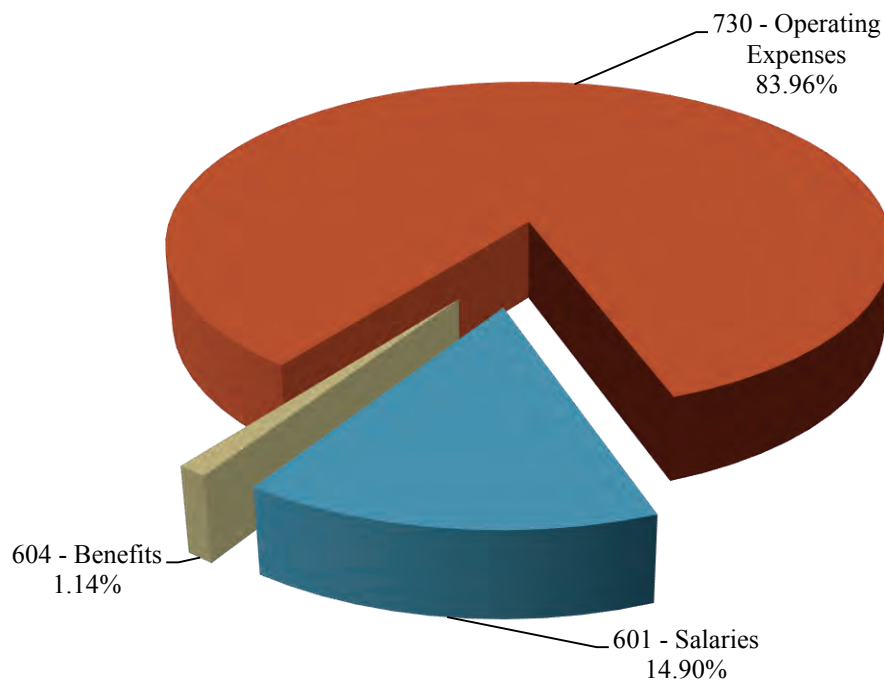
PARKS, RECREATION & GOLF

COMMUNITY EVENTS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 18,683	\$ 20,514	\$ 12,398	\$ 16,966	\$ 21,895	\$ 22,669
604 - Benefits	-	1,569	-	-	1,674	1,569
<u>Services and Charges</u>						
730 - Operating Expenses	89,919	123,650	66,714	123,650	123,350	126,720
Total	\$ 108,603	\$ 145,733	\$ 79,112	\$ 140,616	\$ 146,919	\$ 150,958

2018 COMMUNITY EVENTS EXPENDITURES



INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND - FACILITY SERVICES

	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 1,876,504	\$ 1,910,255
Total	\$ 1,876,504	\$ 1,910,255

FUND DETAIL

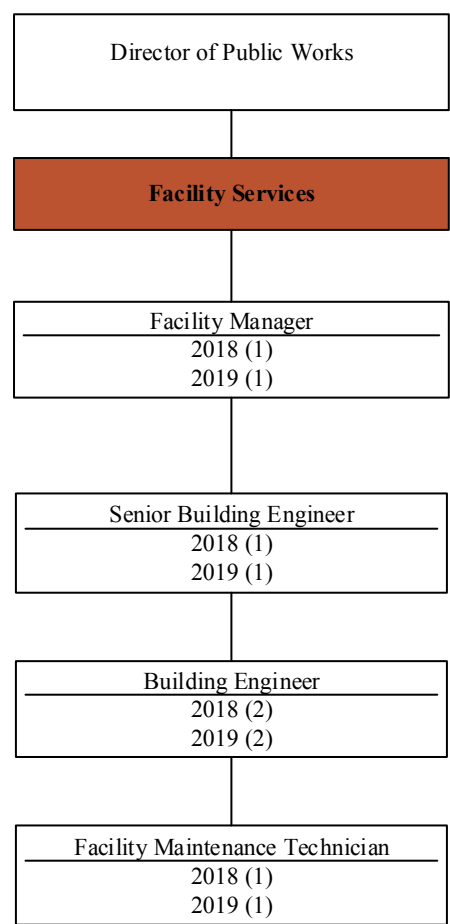
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 1,668,640	\$ 1,866,790	\$ 1,866,790	\$ 1,866,790
Revenues				
Charges for services	1,685,446	1,791,820	1,876,504	1,910,255
Investment earnings	9,773	-	-	-
Transfers In				
General fund	7,933	-	-	-
Retained earnings	-	182,000	-	-
Total Revenues	1,703,153	1,973,820	1,876,504	1,910,255
Expenditures				
Administration and operations	1,435,303	1,611,820	1,696,504	1,730,255
Improvements	-	180,000	180,000	180,000
Transfers Out				
Information Technology Fund	69,700	-	-	-
CIPP Fund	-	182,000	-	-
Total Expenditures	1,505,003	1,973,820	1,876,504	1,910,255
Total Ending Fund Balance	\$ 1,866,790	\$ 1,866,790	\$ 1,866,790	\$ 1,866,790

INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES

DESCRIPTION

The Facility Services Division provides maintenance, custodial services and construction services for various municipal buildings including the Civic Center, the Municipal Service Center, the Recreation Center, Buffalo Run Golf Course, and other City buildings.



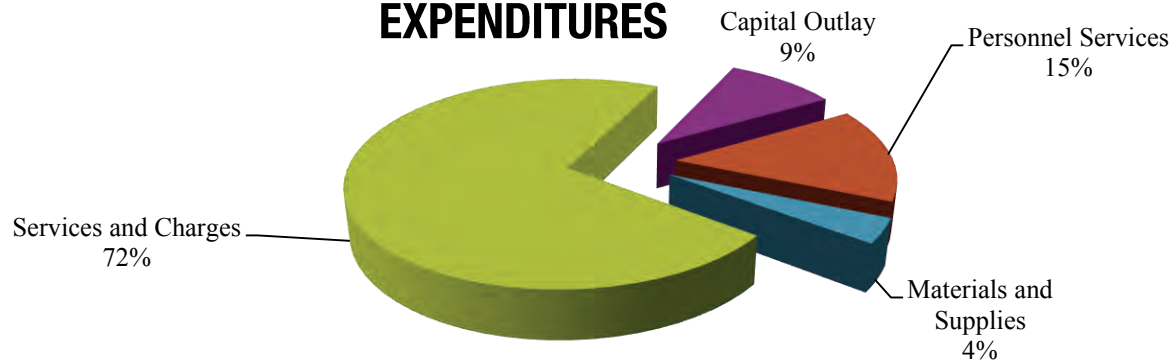
INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES

FUND EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 273,060	\$ 290,193	\$ 275,234	\$ 368,653
Materials and Supplies	59,072	79,900	72,100	79,900
Services and Charges	1,159,958	1,423,727	1,349,170	1,281,702
Capital Outlay	-	180,000	180,000	180,000
Total	\$ 1,492,090	\$ 1,973,820	\$ 1,876,504	\$ 1,910,255

2018 FACILITY SERVICES DEPARTMENT EXPENDITURES



FUNDING RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Allocations From Departments	\$ 1,685,446	\$ 1,791,820	\$ 1,876,504	\$ 1,910,255
Interest earnings	21,879			
Transfer From General Fund	7,933	182,000	-	-
Total	\$ 1,715,258	\$ 1,973,820	\$ 1,876,504	\$ 1,910,255

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
4.00	4.00	5.00	5.00

INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES ADMINISTRATION

DESCRIPTION

The Facility Services Division coordinates and oversees all interior and exterior facility repairs, remodeling and construction projects, preventative maintenance services, life/safety inspections, and cleaning contract services for City facilities.

OBJECTIVES

- To provide and maintain all services and repairs to all buildings in a timely and professional manner 24 hours per day 365 days per year.
- To respond to service requests within 24 hours of initial request and complete repairs with 48 hours when possible.



CORE BUSINESS SERVICES

Provide and maintain services for 26 buildings, approximately 250,000 square feet, including work orders and special requests for:

- Mechanical services
- Life/safety services
- Emergency services
- Preventive maintenance
- Remodeling and construction services

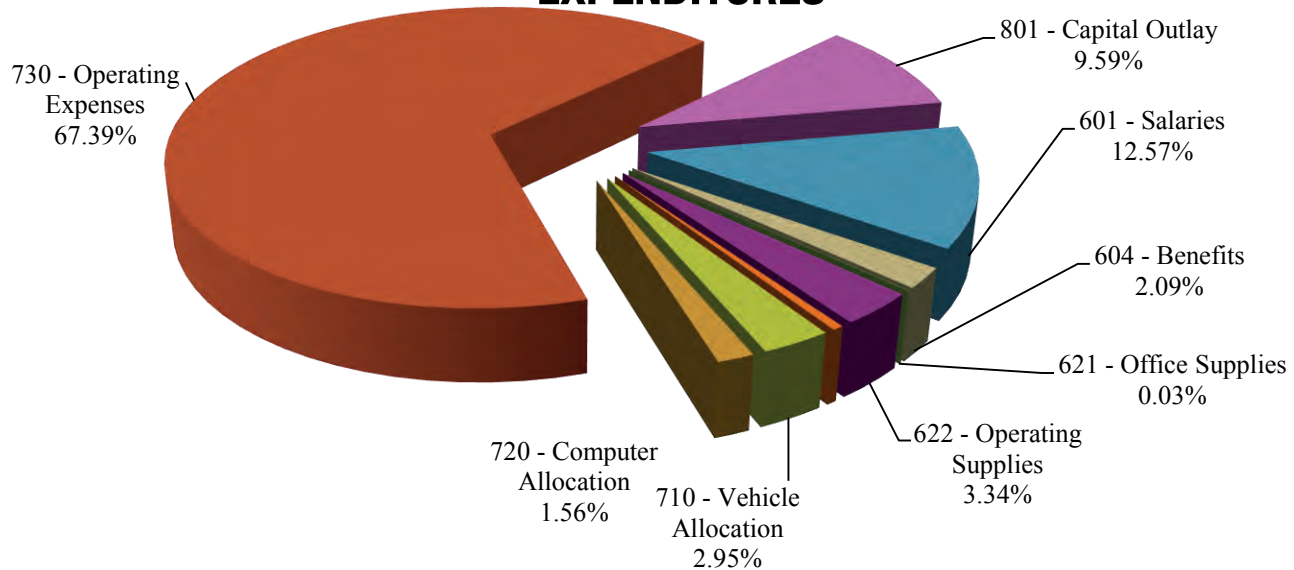
INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 241,858	\$ 258,247	\$ 196,092	\$ 268,336	\$ 235,927	\$ 335,749
604 - Benefits	31,201	31,946	24,540	33,581	39,307	32,904
<u>Materials and Supplies</u>						
621 - Office Supplies	-	500	1,012	1,012	500	500
622 - Operating Supplies	51,599	67,100	52,485	67,100	62,600	67,100
623 - Operating Equipment	7,473	12,300	3,490	12,300	9,000	12,300
<u>Services and Charges</u>						
710 - Vehicle Allocation	36,572	37,803	28,352	37,803	55,367	45,394
720 - Computer Allocation	28,644	28,724	21,543	28,724	29,252	26,808
730 - Operating Expenses	1,120,643	1,357,200	975,917	1,357,200	1,264,551	1,209,500
741 - Depreciation Expenses	44,731	-	-	-	-	-
<u>Capital Outlay</u>						
801 - Capital Outlay	-	180,000	-	180,000	180,000	180,000
Total	\$ 1,562,721	\$ 1,973,820	\$ 1,303,432	\$ 1,986,056	\$ 1,876,504	\$ 1,910,255

2018 FACILITY SERVICES ADMINISTRATION EXPENDITURES



INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT

	<u>2018 Budget</u>	<u>2019 Plan</u>
Administration	\$ 4,297,590	\$ 4,375,236
Total	\$ 4,297,590	\$ 4,375,236

FUND DETAIL

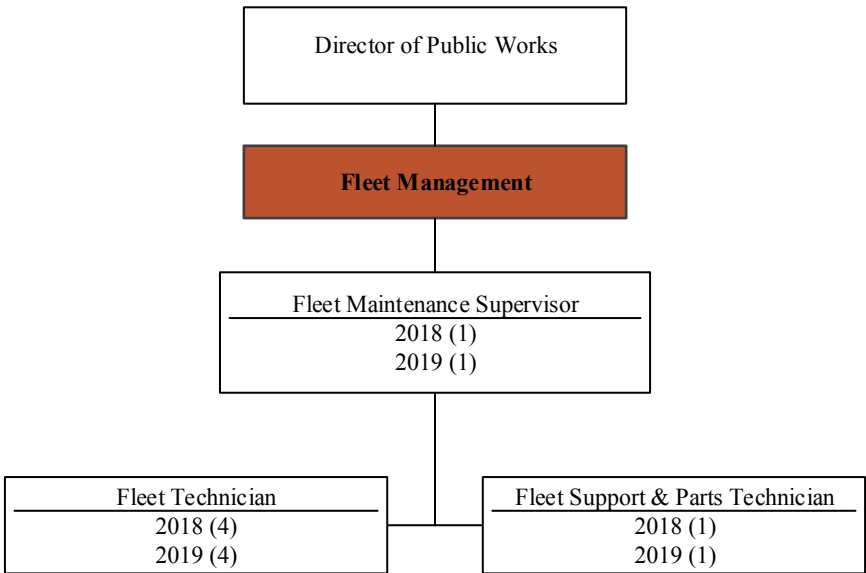
	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	<u>\$ 9,018,443</u>	<u>\$ 6,592,414</u>	<u>\$ 6,592,414</u>	<u>\$ 6,592,414</u>
Revenues				
Charges for services	2,726,561	2,947,974	4,297,590	4,375,236
Investment earnings	64,710	-	-	-
Sale of fixed asset	-	-	-	-
Contributions	15,642	-	-	-
Capitalized capital outlay	1,776,464	-	-	-
Miscellaneous	70,223	-	-	-
Transfer In				
General fund	101,934	-	-	-
Fund balance	-	-	-	-
Retained earnings	-	2,094,000	-	-
Total Revenues	<u>4,755,534</u>	<u>5,041,974</u>	<u>4,297,590</u>	<u>4,375,236</u>
Expenditures				
Administration and operations	2,805,099	2,947,974	3,658,590	3,613,618
Vehicles	1,776,464	2,094,000	639,000	761,619
Transfers Out				
CIPP Fund	2,600,000	-	-	-
Total Expenditures	<u>7,181,563</u>	<u>5,041,974</u>	<u>4,297,590</u>	<u>4,375,236</u>
Total Ending Fund Balance	<u>\$ 6,592,414</u>	<u>\$ 6,592,414</u>	<u>\$ 6,592,414</u>	<u>\$ 6,592,414</u>

INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT

DESCRIPTION

The Fleet Management Division is responsible for providing preventive maintenance and repair services on all City automobiles, trucks, and heavy equipment, as well as smaller equipment and motorized tools, excluding the Golf Course. This Division is also responsible for procuring all new vehicles and most motorized equipment.



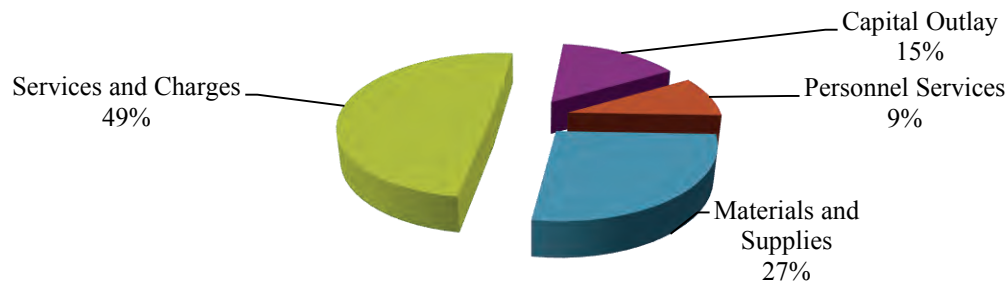
INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT

FUND EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 340,231	\$ 365,035	\$ 383,335	\$ 381,686
Materials and Supplies	1,008,527	945,800	1,156,000	945,800
Services and Charges	1,433,643	1,637,139	2,119,255	2,286,131
Capital Outlay	1,297,578	2,094,000	639,000	761,619
Total	\$ 4,079,980	\$ 5,041,974	\$ 4,297,590	\$ 4,375,236

2018 FLEET MANAGEMENT EXPENDITURES



FUNDING RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Allocation From Departments	\$ 2,726,561	\$ 2,947,974	\$ 4,297,590	\$ 4,375,236
Transfer From General Fund	101,934	-	-	-
Miscellaneous Revenue	1,694,322	-	-	-
Fund Balance	-	-	-	-
Retained Earnings	-	2,094,000	-	-
Total	\$ 4,522,817	\$ 5,041,974	\$ 4,297,590	\$ 4,375,236

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
6.00	6.00	6.00	6.00

INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT ADMINISTRATION

DESCRIPTION

The Fleet Division acquires all new vehicles and provides for preventive maintenance and repair services for all City vehicles and equipment, except that of the Buffalo Run Golf Course.

OBJECTIVES

- Perform preventive maintenance on vehicles and equipment
- Perform repairs on vehicles and equipment
- Procure new vehicles and equipment

CORE BUSINESS SERVICES

- Provide preventative maintenance and repair services for all City vehicles and equipment, including licensing and emissions testing
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals
- Provide preventative maintenance and repair services to all City-owned and operated vehicles and equipment:
 - Provide maintenance as scheduled for approximately 450 units
 - Complete in-house repairs within 3 working days once work has been started, 90% of the time
 - Complete sublet repairs within 5 working days, 90% of the time
 - Complete all repair work with less than a 5% return rate
 - Procure all budgeted units during the year, and complete turnover and disposal annually
 - Complete emissions tests on all vehicles, as required by State law



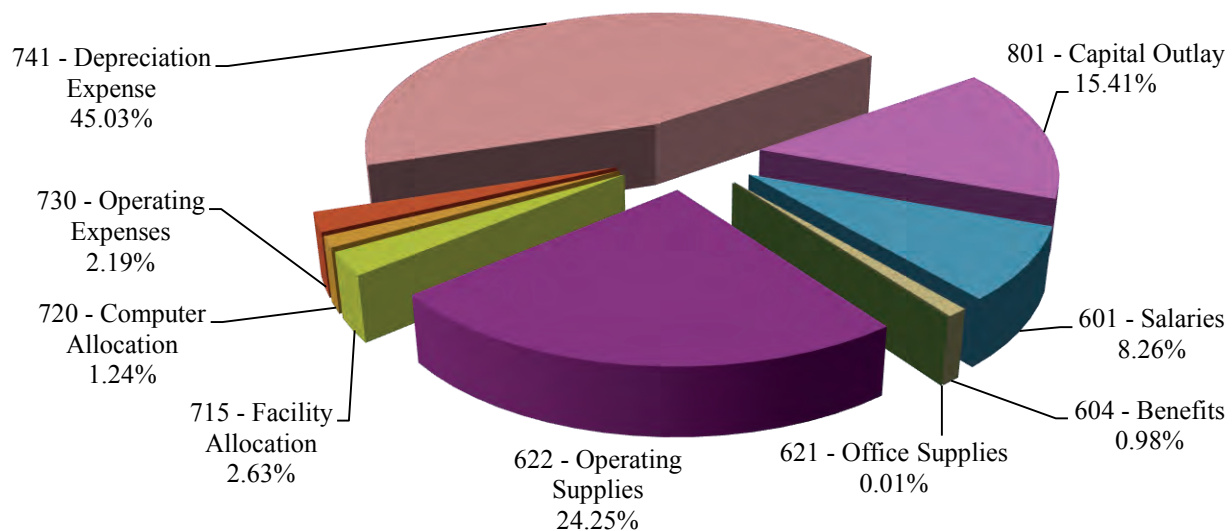
INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 300,790	\$ 325,420	\$ 216,239	\$ 295,906	\$ 342,507	\$ 337,598
604 - Benefits	39,441	39,615	28,056	38,392	40,828	44,088
<u>Materials and Supplies</u>						
621 - Office Supplies	695	300	586	586	300	300
622 - Operating Supplies	804,048	945,500	464,269	945,500	1,005,700	945,500
623 - Operating Equipment	203,784	-	61,634	61,634	150,000	-
<u>Services and Charges</u>						
715 - Facility Allocation	106,099	100,402	75,540	100,402	109,213	103,563
720 - Computer Allocation	48,776	51,003	38,252	51,003	51,505	50,983
730 - Operating Expenses	54,533	106,510	77,862	106,510	91,000	56,510
741 - Depreciation Expense	1,062,583	1,379,224	1,078,844	1,379,224	1,867,537	2,075,075
<u>Capital Outlay</u>						
801 - Capital Outlay	1,297,578	2,094,000	3,705	2,094,000	639,000	761,619
Total	\$3,918,328	\$5,041,974	\$2,044,986	\$5,073,157	\$4,297,590	\$4,375,236

2018 FLEET MANAGEMENT ADMINISTRATION EXPENDITURES



INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY

	2018 Budget	2019 Plan
Administration	\$ 227,455	\$ 233,281
Operations	2,752,120	2,736,427
Geographic Information Systems	382,782	391,178
Application and Business Service	501,869	515,404
Total	\$ 3,864,226	\$ 3,876,290

FUND DETAIL

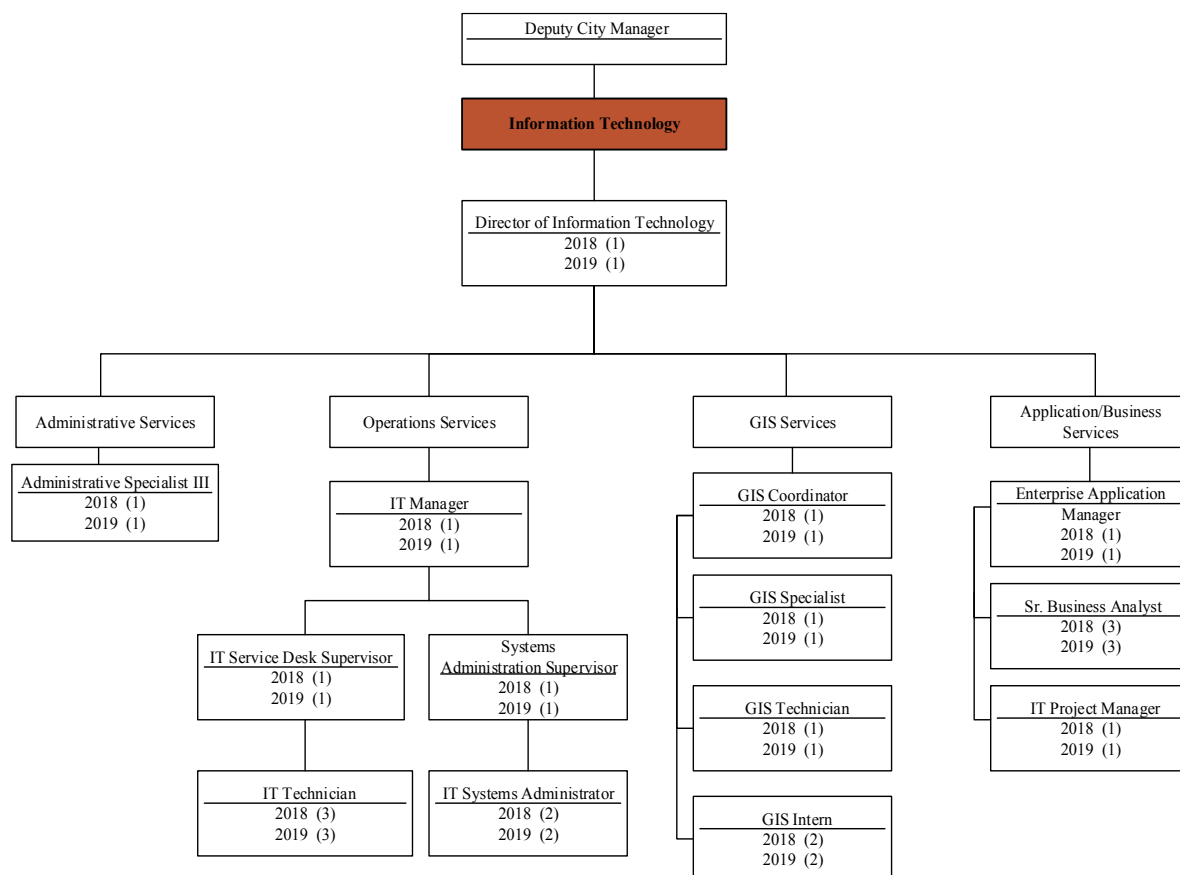
	2016 Actual	2017 Adopted	2018 Budget	2019 Plan
Beginning Fund Balance	\$ 3,829,892	\$ 3,532,446	\$ 3,532,446	\$ 3,532,446
Revenues				
User charges	2,525,402	3,237,003	3,864,226	3,876,290
Investment earnings	26,053	-	-	-
Sale of fixed asset	(1,660)	-	-	-
Capitalized capital outlay	-	-	-	-
Transfer In				
General Fund	69,700	-	-	-
Facilities Fund	19,625	-	-	-
Retained earnings	-	112,731	-	-
Total Revenues	2,639,120	3,349,734	3,864,226	3,876,290
Expenditures				
Administration	1,427,825	1,723,594	2,057,950	2,019,937
Capital outlay	1,220,852	1,513,409	1,806,276	1,856,353
Transfers Out				
General Fund	11,545	-	-	-
CIPP Fund	276,345	112,731	-	-
Total Expenditures	2,936,567	3,349,734	3,864,226	3,876,290
Total Ending Fund Balance	\$ 3,532,446	\$ 3,532,446	\$ 3,532,446	\$ 3,532,446

INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY

DESCRIPTION

The Information Technology Department provides leadership in the acquisition, implementation, support and ongoing maintenance of technology used by the City. The Information Technology Department is made up of four divisions: Administration, Operations, Geographic Information Systems, and Application/Business Services. Information Technology staff work closely with all City departments and staff in order to find operational efficiencies and increase the effectiveness of staff through the use of technology.



*The 2 GIS interns are not counted in the total FTE calculation

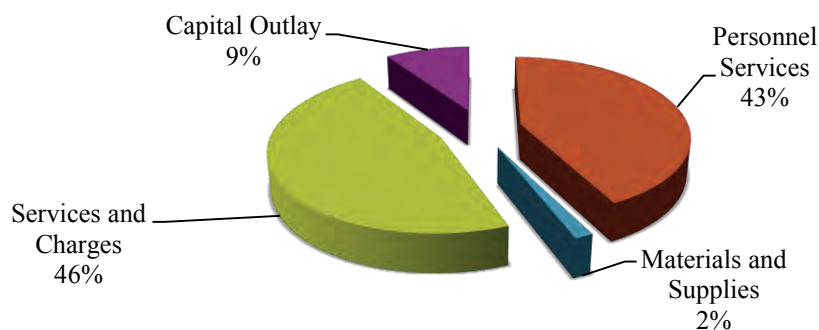
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY

FUND EXPENDITURES SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Personnel Services	\$ 1,093,261	\$ 1,437,262	\$ 1,642,792	\$ 1,608,311
Materials and Supplies	61,504	59,215	58,830	58,830
Services and Charges	1,041,677	151,057	356,328	352,796
Capital Outlay	3,435	1,489,699	1,806,276	1,856,353
Total	\$ 2,199,877	\$ 3,137,233	\$ 3,864,226	\$ 3,876,290

2018 INFORMATION TECHNOLOGY



FUNDING RESOURCES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Allocations Form Departments	\$ 2,525,402	\$ 3,237,003	\$ 3,864,226	\$ 3,876,290
Fund Balance	89,326	-	-	-
Miscellaneous Revenue	1,775	-	-	-
Retained Earnings	-	(112,731)	-	-
Total	\$ 2,616,503	\$ 3,124,272	\$ 3,864,226	\$ 3,876,290

TOTAL FTE

<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
14.00	17.00	18.00	18.00

INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY ADMINISTRATION

DESCRIPTION

The Information Technology Administration Division provides management and administrative support for the operations, geographic information systems and application/business services divisions of the department. This division is also responsible for leadership in the overall City IT strategic plan.

OBJECTIVES

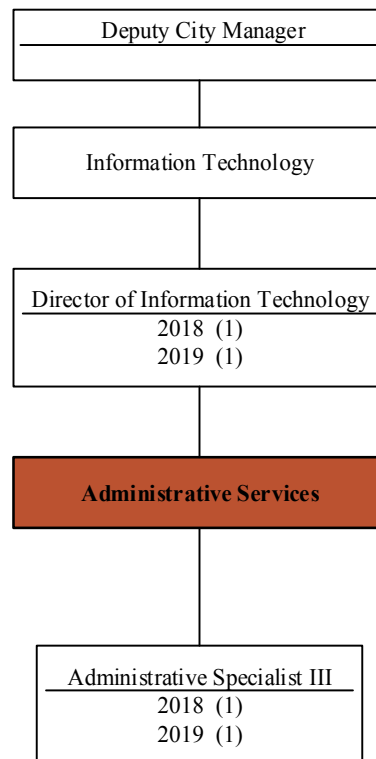
- Develop, update and communicate the IT strategic plan
- Provide administrative and management support to the entire department
- Develop, review and implement new IT policies, processes, procedures, security measures and standards
- Provide leadership in acquiring, deploying and maintaining the City's application services
- Develop and maintain Enterprise Applications including application administration, configuration, upgrades, testing, customizations and changes
- Provide reporting and dashboards of IT performance to departments
- Establish and monitor service level objectives with each department
- Ensure City staff receive superior training in the proper use of the City's technology hardware and software in order to increase productivity through the use of technology
- Provide business analyst services including analyzing business processes, identifying technology needs and gathering technical requirements of City departments in order to recommend and implement information technology solutions
- Provide technology project management for all technology projects

CORE BUSINESS SERVICES

- Application Administration
- Business Analyst Services
- Enterprise Applications Management
- Project Management
- Staff Technology Training
- Strategic Planning Services including IT strategic plan, department work plans, staffing plans and staff capacity management
- Technology Consultation and Technology R&D Services

INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY ADMINISTRATION



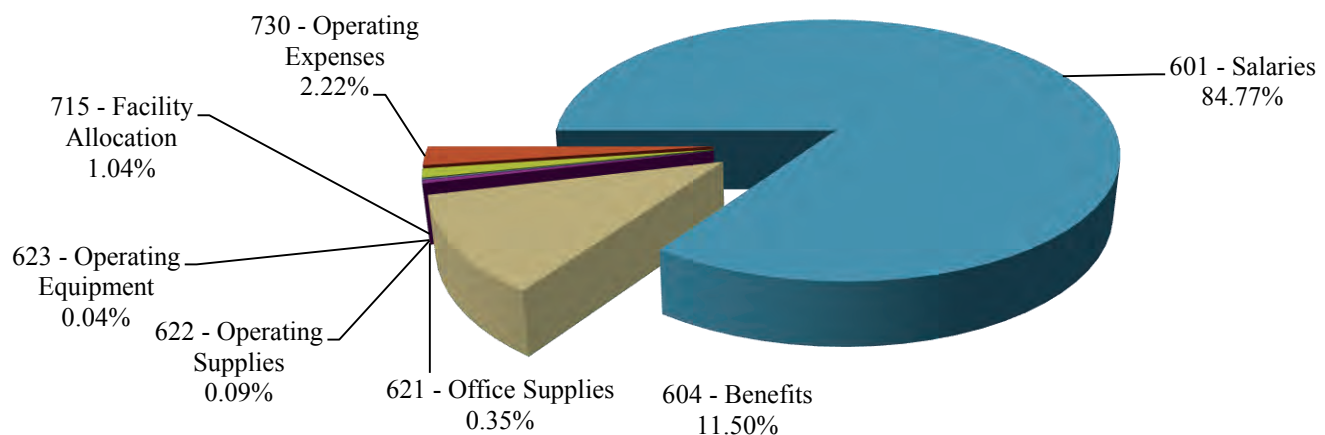
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 320,406	\$ 485,324	\$ 250,969	\$ 343,432	\$ 177,685	\$ 183,015
602-Contract Services	-	-	70,465	96,425	-	-
604 - Benefits	43,329	65,815	33,453	45,778	24,253	24,982
<u>Materials and Supplies</u>						
621 - Office Supplies	2,058	2,000	1,224	2,000	2,200	2,200
622 - Operating Supplies	170	500	141	500	500	500
623 - Operating Equipment	-	215	-	215	215	215
<u>Services and Charges</u>						
715 - Facility Allocation	6,096	5,980	-	5,980	4,220	3,987
730 - Operating Expenses	6,100	12,707	13,867	13,867	8,382	8,382
<u>Capital Outlay</u>						
800 - Contingency	-	10,000	-	10,000	10,000	10,000
Total	\$ 378,159	\$ 572,541	\$ 370,119	\$ 518,197	\$ 227,455	\$ 233,281

2018 INFORMATION TECHNOLOGY ADMINISTRATION EXPENDITURES



INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY OPERATIONS SERVICES

DESCRIPTION

The Information Technology Operations Division provides service desk support and infrastructure management for all City departments. This division is responsible for providing service desk support via email, phone and web-based request. In addition, this division manages the City's infrastructure services including voice and data services for all City departments.

OBJECTIVES

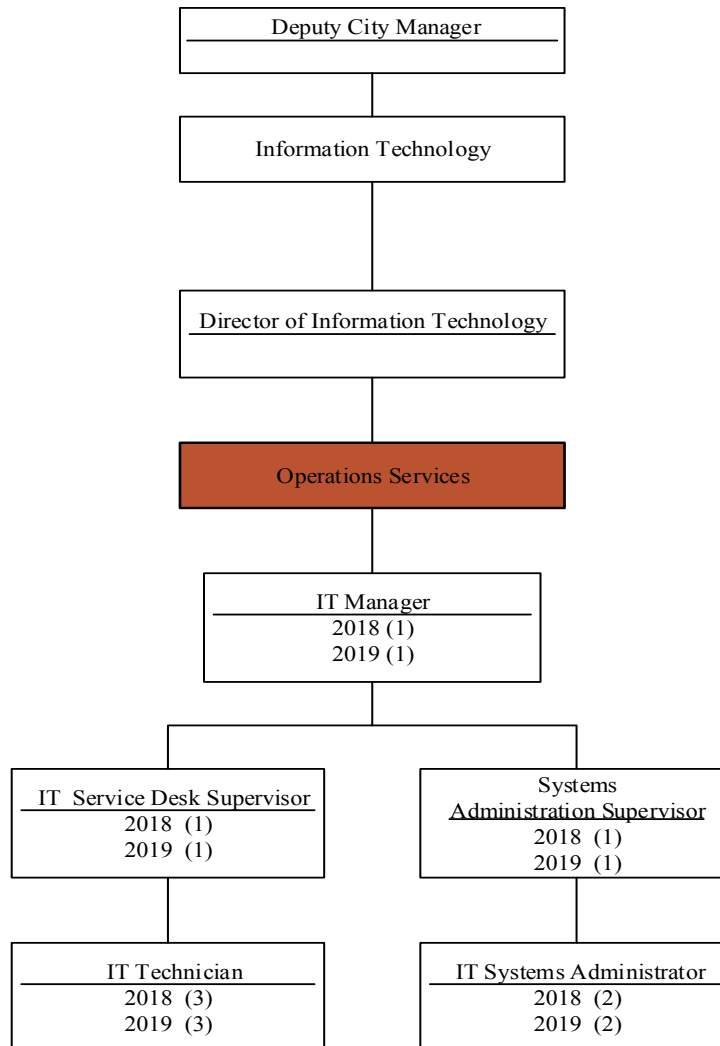
- Implement the IT strategic plan and division work plan
- Provide excellent service desk and customer support via phone, email and web-based request
- Overall management and administration of the City's voice and data infrastructure including servers, storage, networking, wireless, security, backup, disaster recovery, messaging/collaboration, phone system and databases
- Provide application and server administration to departments
- Maintain and enhance the organization's ability to collaborate, communicate and share data
- Maintain and provide systems that enable the organization to be more efficient and effective
- Develop, review and implement new IT policies, processes, procedures, security measures and standards
- Maintain and upgrade software applications and hardware systems to enhance the organization's ability to provide a high level of customer service

CORE BUSINESS SERVICES

- Management and support of Technology Infrastructure
 - Servers
 - Storage
 - Backups
 - Disaster Recovery
 - Network (Switches, Routers, Wireless)
 - Connectivity (Internal and External Connectivity, Cabling/Wiring)
 - Security (Firewalls, Web Filtering, Email Spam Protection)
 - A/V
 - Messaging and Collaboration (Email, File/Data Sharing)
 - File and Print Services
 - Phone System (Dialing, Faxing and Voicemail)
 - Server Databases
- Management and support of End-User Devices
 - Desktops/Laptops Hardware and Software
 - Printers/Scanners
 - Desk Phone
 - Mobile Devices
- Application/Software Administration

INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY OPERATIONS SERVICES



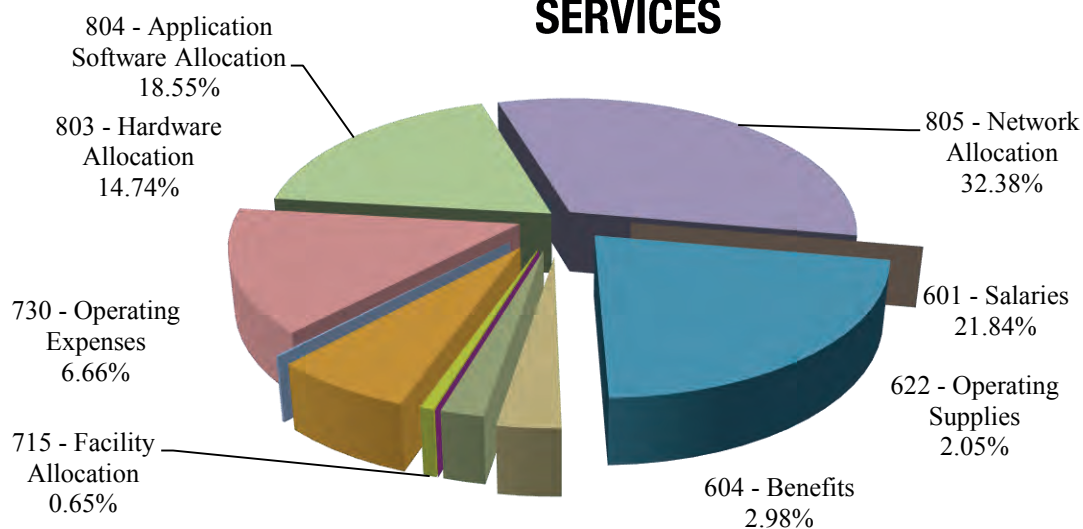
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY OPERATIONS SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 382,425	\$ 554,967	\$ 334,859	\$ 458,229	\$ 565,185	\$ 582,029
602 - Contract Services	69,338	-	28,942	28,942	80,000	-
604 - Benefits	52,200	75,536	44,988	61,562	77,149	79,463
<u>Materials and Supplies</u>						
622 - Operating Supplies	58,599	53,000	31,613	53,000	53,000	53,000
623 - Operating Equipment	-	300	43	300	215	215
<u>Services and Charges</u>						
715 - Facility Allocation	28,449	27,910	20,932	27,910	16,880	15,947
730 - Operating Expenses	169,645	129,240	50,027	129,240	172,280	172,280
741 - Depreciation Expense	38,773	-	29,228	29,228	-	-
777 - Lease	-	-	12,969	12,969	44,600	42,863
778 - Maintenance	-	-	7,779	7,779	39,641	40,176
<u>Capital Outlay</u>						
800 - Coningency	4,212	-	1,267	1,267	-	-
801 - Capital Outlay	-	9,140	-	9,140	3,700	-
803 - Hardware Allocation	191,902	352,896	141,530	352,896	381,454	392,898
804 - Application Software Allocation	246,233	401,177	234,183	401,177	480,092	494,495
805 - Network Allocation	720,095	644,776	801,674	801,674	837,924	863,061
806 - NCAP - New Positions	-	4,570	-	4,570	-	-
Total	\$ 1,961,871	\$ 2,253,512	\$ 1,740,034	\$ 2,379,882	\$ 2,752,120	\$ 2,736,427

2018 INFORMATION TECHNOLOGY OPERATIONS SERVICES



INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY GEOGRAPHIC INFORMATION SERVICES

DESCRIPTION

The Information Technology Geographic Information Services (GIS) Division provides mapping technologies to improve the city's planning and decision-making process as well as provide public information. This division is responsible for maintaining all GIS services and providing staff training and technical support on GIS technologies.

OBJECTIVES

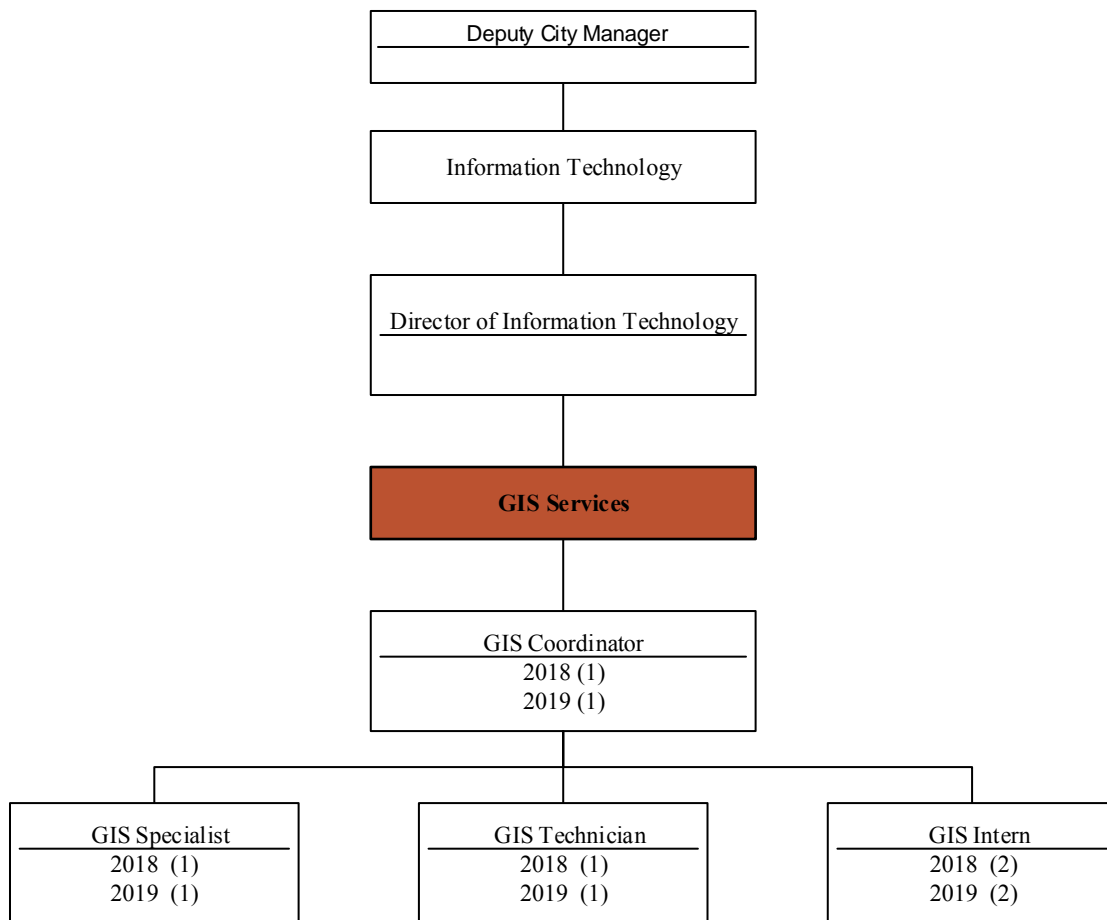
- Implement the IT strategic plan and division work plan
- Maintain and enhance the City's Geographic Information System (GIS)
- Maintain and provide systems that enable the organization to be more efficient and effective through the use of GIS
- Develop, review and implement new IT policies, processes, procedures and standards
- Maintain and enhance the organization's ability to share mapping data
- Provide staff training on GIS technologies
- Provide technical support to staff on GIS services

CORE BUSINESS SERVICES

- GIS Application Services including base data, web site, map production, data analysis, map library and data sharing
- Staff Technical Support for GIS services via phone, email and web-based request
- Technical Training on GIS for City staff

INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY GEOGRAPHIC INFORMATION SERVICES



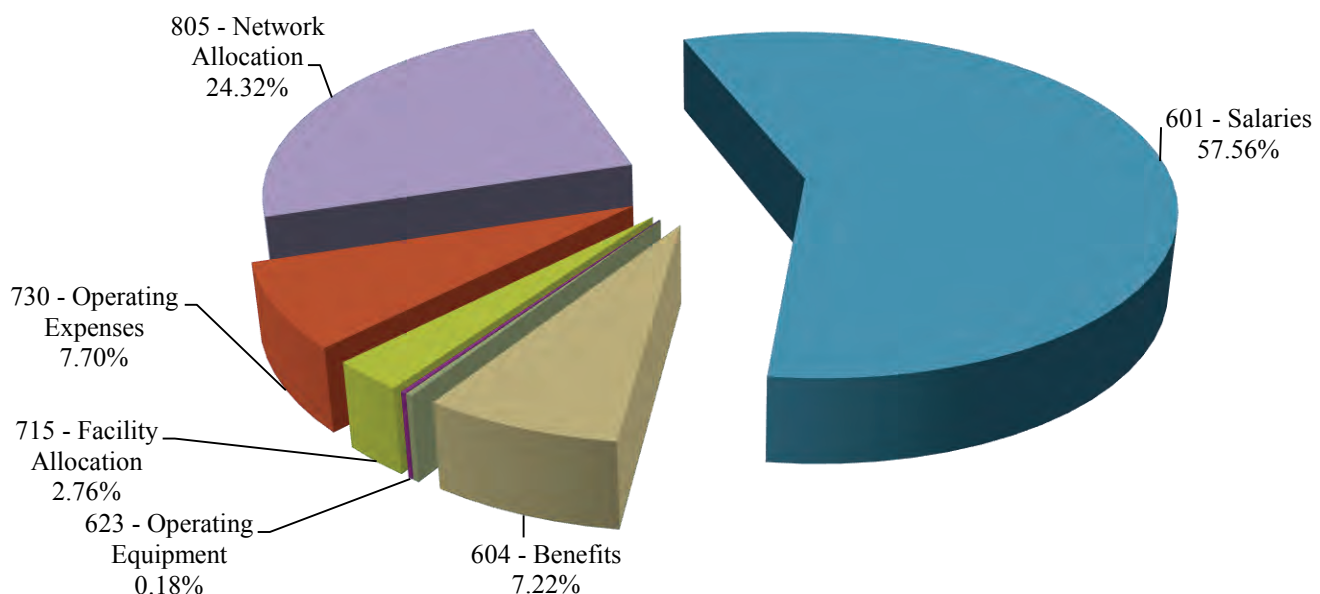
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY GEOGRAPHIC INFORMATION SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 202,893	\$ 227,072	\$ 156,833	\$ 214,614	\$ 220,325	\$ 225,680
604 - Benefits	22,669	28,548	18,272	25,003	27,626	28,456
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	11	11	1,000	1,000
623 - Operating Equipment	-	-	65	65	700	700
<u>Services and Charges</u>						
715 - Facility Allocation	6,096	5,980	4,485	5,980	10,550	9,968
730 - Operating Expenses	17,900	45,300	11,476	45,300	29,475	29,475
<u>Capital Outlay</u>						
805 - Network Allocation	58,410	90,850	58,007	90,850	93,106	95,899
Total	\$ 307,968	\$ 397,750	\$ 249,149	\$ 381,823	\$ 382,782	\$ 391,178

2018 Geographic Information Services Expenditures

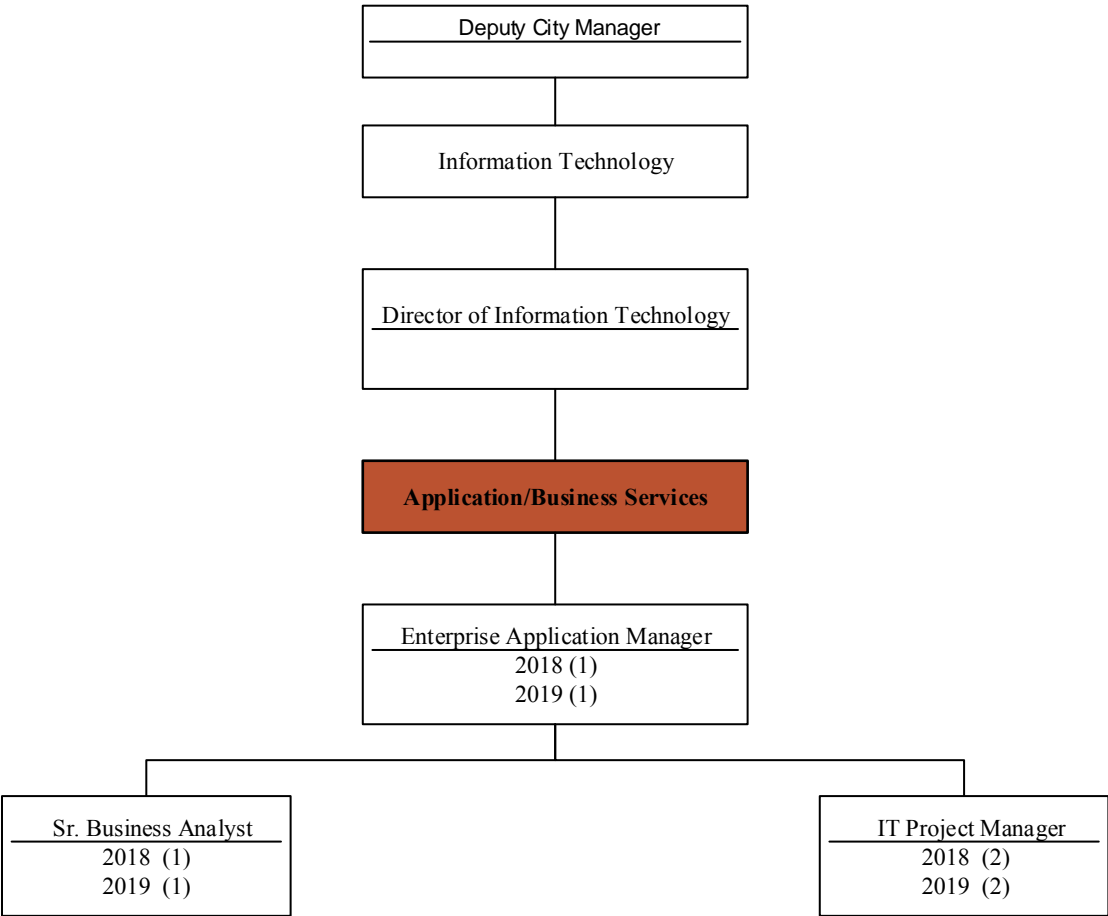


INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY APPLICATION AND BUSINESS SERVICES

DESCRIPTION

The Information Technology Application and Business Services Division provides application and business analyst support to City departments. This division is responsible for providing leadership in acquiring, deploying and maintaining the City’s application services. The division is also responsible for business analyst services, enterprise application management, training and technical project management.

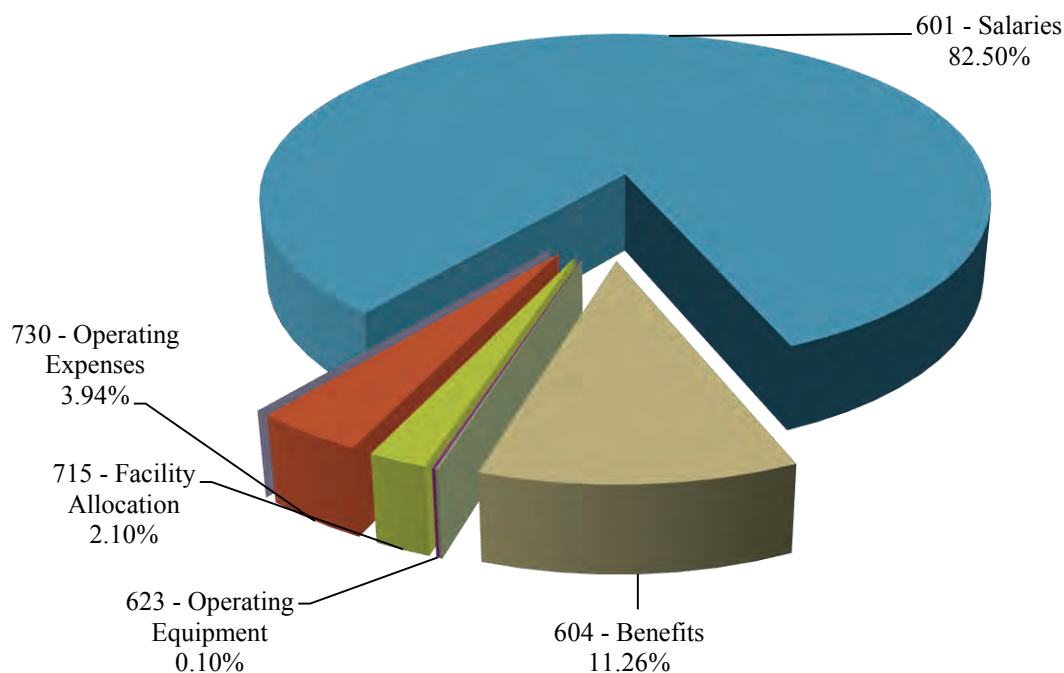


INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY APPLICATION AND BUSINESS SERVICES

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>To 9/29</u>	<u>Est. Total</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ -	\$ -	\$ -	\$ -	\$ 414,051	\$ 426,473
604 - Benefits	-	-	-	-	56,518	58,213
<u>Materials and Supplies</u>						
622 - Operating Supplies	-	-	-	-	500	500
623 - Operating Equipment	-	-	-	-	500	500
<u>Services and Charges</u>						
715 - Facility Allocation	-	-	-	-	10,550	9,968
730 - Operating Expenses	-	-	-	-	19,750	19,750
<u>Capital Outlay</u>						
805 - Network Allocation	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 501,869</u>	<u>\$ 515,404</u>

2018 Application & Business Services Expenditures



ENTERPRISE FUND SOLID WASTE MANAGEMENT

SOLID WASTE MANAGEMENT FUND

FUND DETAILS

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 464,680	\$ 150,798	\$ 150,798	\$ 150,798
Revenues				
Solid waste fee	753,333	750,000	772,500	786,405
Investment earnings	11,631	-	-	-
Transfers In				
Fund balance	-	-	-	-
Total Revenues	764,964	750,000	772,500	786,405
Expenditures				
Transfers Out				
CIPP fund	-	-	-	-
Fund balance	1,078,846	750,000	772,500	750,000
Total Expenditures	1,078,846	750,000	772,500	750,000
Total Ending Fund Balance	\$ 150,798	\$ 150,798	\$ 150,798	\$ 187,203

DESCRIPTION

As part of the BFI PUD Zone Document approval, two service charges were established to mitigate various impacts created by the landfill operations.

Landfill Operations' Charge (Tipping Fee) - BFI agreed to pay the City 5% of disposal revenues from the landfill operation. These funds are to be used for financing solid waste management projects and services within the City. Specifically, they can be used for a wide range of projects to mitigate impacts of the landfill operation including roadway infrastructure, beautification, traffic control, facilities construction and other projects. These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

The City must report to BFI on the use of the revenues each year and submit a plan for the use of the service charge for the current fiscal year.

OTHER FUNDS

SPECIAL IMPROVEMENT DISTRICTS

FUND DETAILS

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 47,994	\$ 54,304	\$ 54,304	\$ 54,304
Revenues				
Assessments	6,157	-	-	-
Investment earnings	186	-	-	-
Total Revenues	6,343	-	-	-
Expenditures				
Administrative Fees	33	-	-	-
Total Expenditures	33	-	-	-
Total Ending Fund Balance	\$ 54,304	\$ 54,304	\$ 54,304	\$ 54,304

DESCRIPTION

One June 1, 1992, the City authorized the issue of \$2,270,000 of special assessment bonds for the purpose of financing the street paving and providing for the storm drainage improvements within a defined area of the City limits.

The City Council has determined that the project will result in a general benefit to the City at large and therefore, will provide 50% of the costs (approximately \$1,135,000). The funding source for the City contribution is the Sales and Use Tax Fund revenues.

All Bonds were called as of December 1, 2001.

In 2009, all Special Improvement District Funds were combined into one Special Improvement Districts Fund.

OTHER FUNDS

POLICE DONATION FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 47,701	\$ 46,641	\$ 46,641	\$ 46,641
Revenues				
Donations	20,932	10,000	10,000	10,000
Total Revenues	<u>20,932</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Expenditures				
Explorer Program	21,993	10,000	10,000	10,000
Total Expenditures	<u>21,993</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Ending Fund Balance	<u>\$ 46,641</u>	<u>\$ 46,641</u>	<u>\$ 46,641</u>	<u>\$ 46,641</u>

OTHER FUNDS

CONSERVATION TRUST FUND

FUND DETAILS

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 178,797	\$ 215,144	\$ 215,144	\$ 215,144
Revenues				
State of Colorado	538,705	425,000	415,000	422,470
Investment earnings	12,642	10,000	5,000	5,090
Transfers In				
Fund balance	-	-	-	-
Total Revenues	551,347	435,000	420,000	427,560
Expenditures				
Transfers Out				
CIPP fund	515,000	435,000	420,000	427,560
Total Expenditures	515,000	435,000	420,000	427,560
Total Ending Fund Balance	\$ 215,144	\$ 215,144	\$ 215,144	\$ 215,144

DESCRIPTION

The Conservation Trust Fund accounts for revenues received from the Colorado State Lottery Fund designated for the development and improvement of parks, recreation, and open-space development. All appropriated Lottery money is transferred to the CIPP Fund.

OTHER FUNDS

CHEMICAL ROUNDUP FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 299,387	\$ 304,704	\$ 304,704	\$ 304,704
Revenues				
Service charge fee	25,000	25,000	25,700	26,162
Investment earnings	1,969	-	-	-
Total Revenues	<u>26,969</u>	<u>25,000</u>	<u>25,700</u>	<u>26,162</u>
Expenditures				
Transfers Out				
Project expense	21,652	25,000	25,700	26,162
Total Expenditures	<u>21,652</u>	<u>25,000</u>	<u>25,700</u>	<u>26,162</u>
Total Ending Fund Balance	<u>\$ 304,704</u>	<u>\$ 304,704</u>	<u>\$ 304,704</u>	<u>\$ 304,704</u>

DESCRIPTION

Household Hazardous Waste Charge - BFI agreed to pay a minimum of \$25,000 per year to the City. The amount is to be adjusted annually in direct proportion to population increases within the City. The funds are to be used for the management of household hazardous waste in the City. The money is used for the Household Chemical Clean-up Program and other related projects administered by Tri-County Health.

OTHER FUNDS

GRANT FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
BJA/OJP Bulletproof Vests Grant	11,515	-	-	-
Click It Or Ticket Grant	2,324	-	-	-
DOJ Cops Grant	23,683	-	-	-
CDOT Grant	9,075	-	-	-
Federal DOJ JAG/BRYNE 2015	7,441	-	-	-
E-470 Transportation Safety	2,500	-	-	-
GOCO NE Coalition	95,303	-	-	-
Tony Grampas Youth Services	88,032	-	-	-
Total Revenues	239,873	-	-	-
Expenditures				
BJA/OJP Bulletproof Vests Grant	11,515	-	-	-
Click It Or Ticket Grant	2,324	-	-	-
DOJ Cops Grant	23,683	-	-	-
CDOT Grant	9,075	-	-	-
E-470 Transportation Safety	7,441	-	-	-
GOCO NE Coalition	2,500	-	-	-
Federal DOJ JAG/BRYNE 2015	95,303	-	-	-
Tony Grampas Youth Services	88,032	-	-	-
Total Expenditures	239,873	-	-	-
Total Ending Fund Balance	\$ -	\$ -	\$ -	\$ -

DESCRIPTION

Grants are included in the budget when funding has been requested from the grantor agency, approved by the grantor, and passed by City Council.

OTHER FUNDS

ELECTED OFFICIALS RETIREMENT FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 255,409	\$ 258,226	\$ 258,226	\$ 258,226
Revenues				
Investment earnings	1,377	-	-	-
Transfers In				
General fund	44,160	44,160	44,160	44,955
Total Revenues	<u>45,537</u>	<u>44,160</u>	<u>44,160</u>	<u>44,955</u>
Expenditures				
Retirement payments	42,720	44,160	44,160	44,955
Total Expenditures	<u>42,720</u>	<u>44,160</u>	<u>44,160</u>	<u>44,955</u>
Total Ending Fund Balance	<u>\$ 258,226</u>	<u>\$ 258,226</u>	<u>\$ 258,226</u>	<u>\$ 258,226</u>

DESCRIPTION

This fund has been established in compliance with City Ordinance #764, adopted on March 17th, 1986.

CAPITAL PROJECT FUNDS

WATER RIGHTS ACQUISITION FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 7,318,449	\$ 5,417,072	\$ 5,417,072	\$ 5,417,072
Revenues				
Water aquisition fees	546,810	400,000	506,171	515,282
Investment earnings	30,970	-	-	-
Total Revenues	577,779	400,000	506,171	515,282
Expenditures				
Water share acquisition	2,479,157	400,000	506,171	515,282
Total Expenditures	2,479,157	400,000	506,171	515,282
Ending Fund Balance				
Undesignated	3,624,792	3,624,792	3,624,792	3,624,792
Reserve - assets held for resale	17,333	17,333	17,333	17,333
Restricted for emergencies	1,774,946	1,774,946	1,774,946	1,774,946
Total Ending Fund Balance	5,417,072	5,417,072	5,417,072	5,417,072

DESCRIPTION

In June 2006, Ordinance #1633 recognizing revenues in the amount of \$3,250,000 and authorizing expenditures to purchase Water Rights and/or Equivalent Residential Units (ERU's) with the limitation that, expenditures shall not exceed revenues available within the Water Rights Acquisition Fund.

CAPITAL PROJECT FUNDS

SECOND CREEK DRAINAGE BASIN

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance				
Restricted pooled cash and investments	\$ 1,754,458	\$ 1,754,458	\$ 1,754,458	\$ 1,754,458
Revenues				
Impact fees	63,501	40,000	68,000	69,224
Interest earnings	10,066	-	-	-
Transfers In				
Fund Balance	-	-	1,868,025	-
Total Revenues	73,567	40,000	1,936,025	69,224
Expenditures				
Project expense	73,567	40,000	68,000	69,224
Transfers Out				
CIPP fund	-	-	1,868,025	-
Total Expenditures	73,567	40,000	1,936,025	69,224
Ending Fund Balance				
Restricted impact - 2nd Creek Drainage	1,825,817	1,825,817	1,825,817	1,825,817
Restricted for emergencies	2,207	2,207	2,207	2,207
Total Ending Fund Balance	\$ 1,754,458	\$ 1,754,458	\$ 1,754,458	\$ 1,754,458

DESCRIPTION

The Second Creek Drainage Basin Fee is \$1,700/acre for new homes built in the drainage basin. This was approved by an ordinance in 2003. These funds may be used only for drainage improvements, within the drainage basin.

CAPITAL PROJECT FUNDS

THIRD CREEK DRAINAGE BASIN FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 34,381	\$ 34,587	\$ 34,587	\$ 34,587
Revenues				
Impact fees	-	1,000	1,000	1,018
Interest earnings	206	-	-	-
Total Revenues	206	1,000	1,000	1,018
Expenditures				
Project expense	-	1,000	1,000	1,018
Total Expenditures	-	1,000	1,000	1,018
Ending Fund Balance				
Committed impact - 3rd Creek Drainage	34,581	34,581	34,581	34,581
Restricted for emergencies	6	6	6	6
Total Ending Fund Balance	\$ 34,587	\$ 34,587	\$ 34,587	\$ 34,587

DESCRIPTION

The Third Creek Drainage Basin Fee is \$1,445/acre for new homes built in the drainage basin. This was approved by an ordinance in 2007. These funds may be used only for drainage improvements, within the drainage basin.

CAPITAL PROJECT FUNDS

FUTURE GROWTH FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 693,876	\$ 687,239	\$ 687,239	\$ 687,239
Revenues				
Earnings on Investments	(6,637)	-	-	-
Miscellaneous - Agreement Revenue	-	-	-	-
Total Revenues	<u>(6,637)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures				
Future Growth Projects	-	-	-	-
Total Expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Fund Balance				
Undesignated	673,464	673,464	673,464	673,464
Reserve-Emergency Reserve Fund	20,411	20,411	20,411	20,411
Total Ending Fund Balance	<u>\$ 687,239</u>	<u>\$ 687,239</u>	<u>\$ 687,239</u>	<u>\$ 693,876</u>

DESCRIPTION

Set-aside Determination

Two points of the 3.5% use tax paid when building permits are issued on all new construction north of 88th Avenue, is set aside as revenue for the Future Growth Fund. The money is transferred to Future Growth at the end of year as part of a restatement of revenue. E-470 reimbursements were also deposited to this fund. In 2004, E-470 reimbursed the City in full, ahead of schedule.

In 2005 Council approved that no additional transfers of Sales and Use Tax money be made to the Future Growth Fund for 2005 through 2017, so that the funds can be used for the debt service payments on the \$64 million bond issue. This will be reviewed on an annual basis.

Restricted from Constructing Public Infrastructure in the North Range – The funds are held in the Fund, along with investment earnings, for the purpose of constructing public infrastructure in the north range. Some of the annexation/development agreements require a share back portion of the sales and use tax revenues with the developments that generate the revenues.

Use of the Funds

These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. In addition, reimbursements to developers or special districts for public improvements are called for in annexation or development agreements may be made out of this Fund.

CAPITAL PROJECT FUNDS

BUFFALO RUN TRIBUTARY DRAINAGE BASIN FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 383,700	\$ 463,902	\$ 463,902	\$ 463,902
Revenues				
Impact fees	134,411	80,000	85,000	86,530
Interest earnings	1,976	-	-	-
Total Revenues	136,387	80,000	85,000	86,530
Expenditures				
Project expense	56,185	80,000	85,000	86,530
Total Expenditures	56,185	80,000	85,000	86,530
Ending Fund Balance				
Restricted Impact - Buffalo Run Tributary Drainage	383,700	383,700	383,700	383,700
Total Ending Fund Balance	\$ 463,902	\$ 463,902	\$ 463,902	\$ 463,902

DESCRIPTION

The Buffalo Run Tributary Drainage Basin Fee is \$2,132/acre for new homes built in the drainage basin. This was approved by an ordinance in 2005. These funds may be used only for drainage improvements, within the drainage basin.

CAPITAL PROJECT FUNDS

IMPACT FEE FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 2,507,019	\$ 867,383	\$ 867,383	\$ 867,383
Revenues				
Impact fees - parks/open space	837,100	500,000	710,785	723,579
Impact fees - transportation	53,153	-	-	-
Impact fees - drainage	100,689	60,000	80,410	81,857
Impact fees - landscape	2,911	5,000	2,050	2,087
Impact fees - roads	688,174	400,000	599,000	609,782
Transfers In				
Fund Balance	2,750,000	-	-	625,000
Total Revenues	4,432,027	965,000	1,392,245	2,042,305
Expenditures				
Restricted impact - parks/open space	-	500,000	710,785	723,579
Restricted impact - transportation	127,363	400,000	482,000	490,676
Restricted impact - drainage	-	60,000	80,410	81,857
Restricted impact - landscape	-	5,000	2,050	2,087
Transfers Out				
CIPP fund	5,944,300	-	117,000	119,106
Total Expenditures	6,071,663	965,000	1,392,245	1,417,305
Ending Fund Balance				
Restricted impact - parks/open space	596,831	596,831	596,831	596,831
Restricted impact - transportation	154,958	154,958	154,958	154,958
Restricted impact - drainage	752,309	752,309	9,001	752,309
Restricted impact - landscape	124,594	124,594	124,594	124,594
Total Ending Fund Balance	\$ 867,383	\$ 867,383	\$ 867,383	\$ 1,492,383

CAPITAL PROJECT FUNDS

DESCRIPTION

Parks/Open Space

Currently, the Impact Fee for Parks/Open Space is \$0.09 per square foot of residential lot area or \$0.05 for all other uses. (Fee set by the Fee Resolution of Council)

Use of the Funds: These funds may be used only for the construction of public parks, trails and recreation facilities, and may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

Transportation

The Commerce City Road Impact Fee Ordinance established the Impact Fee for the northern range defined as the area of the city located (i) east of the Union Pacific Railroad tracks and north of 80th Avenue; and (ii) west of the Union Pacific Railroad tracks and north of 88th Avenue.

Currently, the Transportation Impact Fee is \$1,181 per house, \$726 per townhome or \$4,471 per 1,000 square feet of commercial space under 100,000 square feet in size in new development. There are different fees for other sizes and types of construction.

Use of the Funds – These funds may be used only for road improvements within the road benefit district where the funds were collected. There are three road benefit districts: (i) District 1 is the area of the northern range west of Highway 2; (ii) District 2 is the area of the northern range between Highway 2 and Picadilly Road; (iii) District 3 is the areas of the northern range east of Picadilly Road. The funds are to be appropriated by the City Council at the time of the annual budget upon the recommendation of the impact fee administrator.

Drainage

Until 2003, Drainage Impact Fees were established solely by development agreement as negotiated by the City's Public Works Department. Currently, the negotiated Drainage Impact Fee is \$430 per housing unit in new development. In 2003, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,700 per developable acre for the Second Creek drainage basin. In 2005, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$2,132 per developable acre for the Buffalo Run Tributary Drainage Basin. The DFA 0053 Drainage Basin fee was established in 2006 at \$3,055 per developable acre. In 2007, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,445 per developable acre for the Third Creek drainage basin. These funds may be used only for drainage improvements.

Landscape

In some cases the City has collected a landscape fee from developments for future landscape installation along arterial roadways. This is a voluntary impact fee not an ordinance requirement. In many cases the arterial roadways were not required to be constructed immediately and there was a need to create an account for the City to install landscape elements at a later date. This helps with the shortfall in the road impact fee that does not adequately provide for landscape costs.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN FUND

FUND DETAIL

	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Beginning Fund Balance	\$ 74,898,300	\$ 127,585,824	\$ 127,585,824	\$ 127,585,824
Revenues				
Transportation tax	1,179,668	1,000,000	1,030,000	1,043,390
Adams County open space tax	427,439	400,000	535,600	542,562
Cable subscribers fee (PEG)	35,063	33,000	33,000	33,000
Miscellaneous	25,648	-	-	-
2K bond earnings	226,467	-	-	-
Bond -miscellaneous	66,634,430	-	-	-
Agreements - general	3,880,162	-	-	-
Grants - miscellaneous	1,624,271	-	-	-
Transfers In				
General Fund	4,810,551	1,395,000	930,774	1,623,679
General Fund -Road and Bridge Tax	-	492,963	524,243	533,679
General Fund - 2K fund balance	-	500,000	10,000,000	-
Conservation Trust Fund	515,000	252,000	215,144	259,560
General Fund-Highway User Tax	-	-	1,762,766	1,815,648
Impact Fee Fund	5,944,300	-	117,000	625,000
Information Technology Fund	276,345	-	-	-
Facilities Management Fund	-	112,731	-	-
Fleet Fund	2,600,000	-	-	-
NIGID Fund	-	182,000	182,000	187,460
Solid Waste Management Fund	1,078,846	700,000	200,798	772,500
Transportation tax	-	769,537	-	-
Open space tax	-	120,000	-	-
Fund balance	-	-	-	-
2nd Creek Drainage Impact Fee Fund	-	-	1,868,025	-
Total Revenues	89,258,190	5,957,231	17,399,350	7,436,478
Expenditures				
Appropriated projects	33,106,235	5,924,231	14,610,423	6,540,076
Contingency	-	-	-	-
Bond issuance costs	634,430	-	-	-
Transfers Out				
Fund balance (CIPP)	-	-	2,755,927	463,402
Fund balance (Transportation tax)	-	-	-	-
Fund balance (Adams County open space tax)	-	-	-	400,000
Fund balance (Channel 8 PEG)	-	33,000	33,000	33,000
Fund balance (Impact Fees)	2,750,000	-	-	-
Fund balance (GID)	40,000	-	-	-
Fund balance (General Fund)	40,000	-	-	-
Total Expenditures	36,570,665	5,957,231	17,399,350	7,436,478
Ending Fund Balance				
Designated carry-over	125,458,213	125,458,213	125,458,213	125,458,213
Reserve - emergency reserve fund	2,127,611	2,127,611	2,127,611	2,127,611
Total Ending Fund Balance	\$ 127,585,824	\$ 127,585,824	\$ 127,585,824	\$ 127,585,824

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 FIVE YEAR CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

INTRODUCTION

Commerce City continues to be one of Colorado’s fastest-growing communities. As a result, public investment is needed to meet transportation, recreation, and quality of life needs identified by residents and businesses alike. The purpose of Commerce City’s five-year, 2018 – 2022 Capital Improvement and Preservation Plan (CIPP) is to systemically guide capital expenditures, providing budget predictability to maintain and improve public infrastructure.

Producing a five-year CIPP is an important milestone for Commerce City. Infrastructure investments typically require large-scale, multi-year resource commitments to implement successfully. Identifying a five-year plan for these types of projects improves budget certainty, advances strategic goals and initiatives, communicates priorities to residents and other stakeholders, and allows the City to better plan and manage the City’s project portfolio in a systemic and programmatic manner.

This section of the budget provides background information on the CIPP, plan definitions, process, and project-specific information by year and proposed funding source. The five-year CIPP is intended to be a working document that will be regularly reviewed and updated by City Council, based on public input, as priorities change.

HISTORY

City Council identified the need for a five-year CIPP during the annual 2015 retreat. An annual CIPP was adopted in 2015 and 2016, as projects were considered against established evaluation criteria. In 2013, voters approved a 1-percent sales & use tax increase, funding \$144 million of capital investments to be completed by Jan. 1, 2019; an additional \$40 million of concurrent construction projects also were advanced. In 2016, City Council adopted a CIPP philosophy that focused on completing existing projects on schedule and within budget; adopted a more conservative approach to funding CIPP; and secured public input through the Capital Improvement Program Citizen Advisory Committee (CIPCAC).

In 2017, City Council expanded on this philosophy, leveraging priority outcomes to guide capital investments; affirming a commitment to maintain existing assets, and recognizing the need to allocate more general fund revenues to capital needs. City Council also endorsed a new CIPP framework and funding allocations based on public input, technical assessments, and anticipated revenues.

DEFINITIONS

A **capital expenditure** is an outlay of significant value that results in the acquisition of or addition to a capital asset that is property held or used for more than one year and typically more than five years. A **capital improvement project** will add value or extend the life of a capital asset. For the purposes of this program, capital improvement projects, which may include capital construction and capital maintenance projects, are defined as “non-recurring major projects.”

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

In general, CIPP projects include public infrastructure or building improvements costing \$50,000 or more. This does not include vehicles and equipment that are acquired and funded through the Fleet Management Internal Service Fund or the routine acquisition of computers, related equipment or software applications funded through the Information Technology Internal Services Fund. Facility capital projects funded through the Facility Services Internal Services Fund costing \$50,000 or more shall be treated as capital expenditures in a “special fund” under Section 12.10 “Lapse of Appropriation” provisions of the City Charter, without having to be budgeted within the Capital Improvement and Preservation Fund.

Capital projects and fixed assets that generally fall under \$50,000 but more than \$5,000 continue to be budgeted under the capital outlay part of each department’s budget request. Needs assessments or studies costing \$50,000 or more done in anticipation of or in preparation for a capital improvement project or citywide strategic planning documents also may be included in the CIPP.

CIPP FRAMEWORK

In 2017, City Council established a tiered framework for the CIPP to better define categories of capital investment:

Traditional Capital Projects: new parks, recreation amenities, multi-modal transportation needs, and buildings.

Operational Capital Projects: projects that meet the capital expenditure definition needed to meet regulatory or operational requirements, such as traffic signals, bridge replacements, emergency warning towers, sidewalk connections, drainage/water quality, studies/assessments, or park and roadway enhancements.

Preservation Capital Projects: Long-term asset maintenance/replacement of roads, flatwork, parks, and golf assets.

Facilities, fleet, and information technology capital projects are funded through internal service funds and not the CIPP. Please see page 207 for more information on these types of projects.

APPLICABLE CHARTER PROVISIONS

The following Charter provisions are applicable to the five-year CIPP:

Section 12.4, Schedule of Capital Outlay: If requested, the city manager shall submit to the city council recommended capital outlay expenditures for the ensuing year.

Section 12.10, Lapse of Appropriation: Every appropriation, EXCEPT an appropriation for a capital expenditures fund or special fund, shall lapse at the close of the fiscal year to the extent that it has not been expended or encumbered, unless otherwise provided by ordinance. An appropriation for a capital expenditures fund or special fund shall continue in effect until the purpose for which it has been made has been accomplished or abandoned or it is transferred as permitted in Section 12.11.

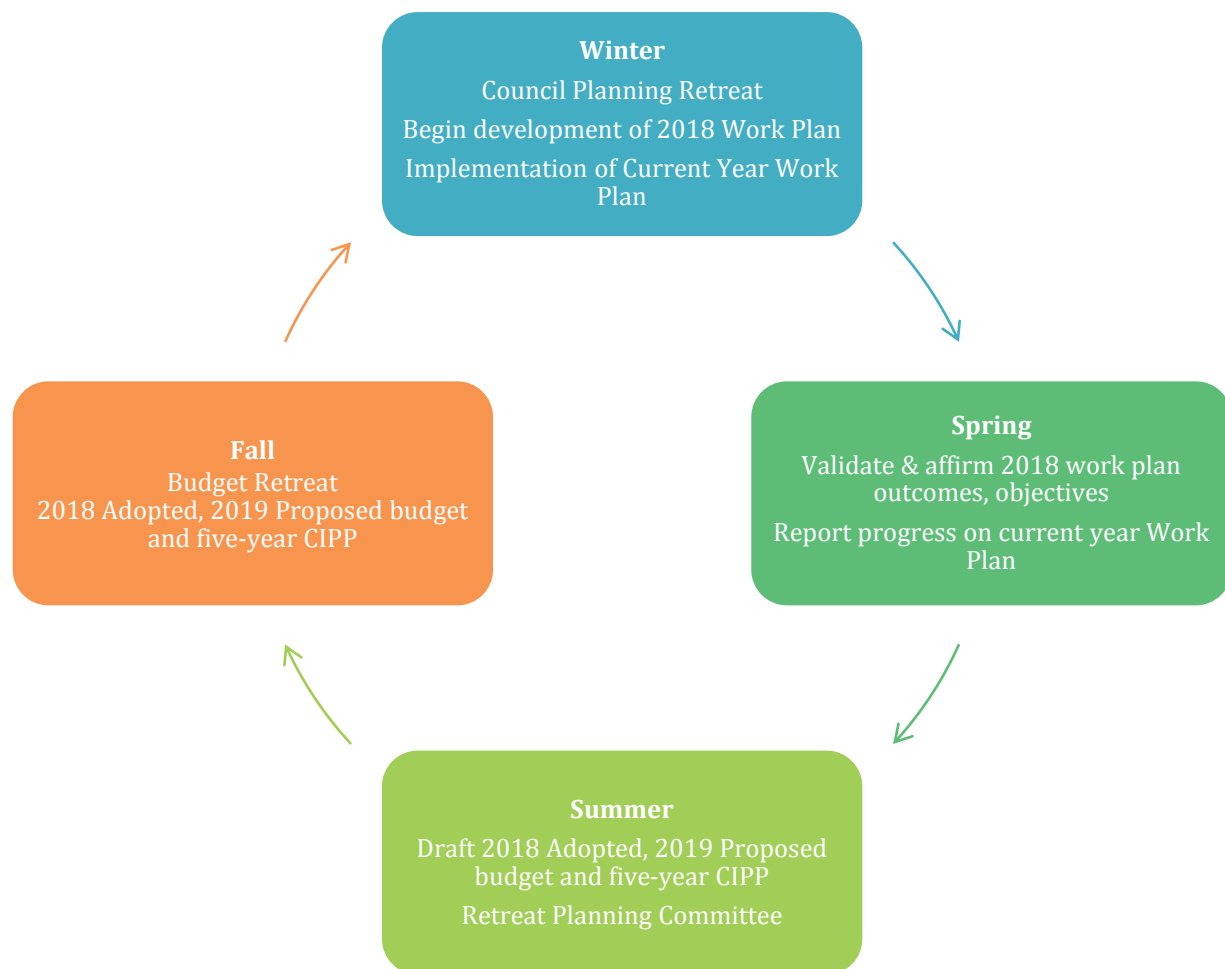
Section 12.11, Capital Expenditures Fund and Special Funds (d). Subject to provisions of Chapter XV and as permitted in Section 12.9, subsection (c), any unencumbered balance in funds created under authority of this Section may be transferred by the council to any other fund, and likewise, Council may transfer any unencumbered balance from any other fund to any fund created under authority of this Section.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

PLANNING PROCESS

The capital improvement budget process is the allocation of resources among competing demands, prioritizing projects in alignment with City Council's goals, outcomes, and desired objectives. The CIPP adheres to the city's strategic planning cycle identified in Figure 1. City departments are responsible for submitting project requests, evaluated by the CIPCAC and City Manager's Office prior to presenting a draft five-year plan to city council for approval.

Figure 1. Annual Strategic Planning Process



Staff obtained City Council feedback on desired philosophy and approach at the annual planning retreat prior to seeking project submittals from City departments. City Council expressed their desire to align capital investments with prioritized work plan outcomes, and affirmed the CIPCAC's stated their preference to prioritize preservation and operational projects to maintain and improve existing assets.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

PRIORITIZATION

Staff created weighted evaluation criteria based on input from the CIPCAC and city council for traditional and operational projects.

Figure 2. Traditional Project Evaluation Criteria

Scoring Topic	Criteria	Points
Prior Funding Commitment	Yes/No	10 points/0 points
Priority Outcome Area	Yes/No	10 points/ 0 points
Safe, multi-modal travel network	Points based on priority order	20 points
Location of choice for primary employers		17 points
Active living and healthy lifestyles for all residents		14 points
Financial compliance and stability		11 points
Fair and impartial administration of justice		8 points
Sense of historic and cultural significance		5 points
Community Benefit	Citywide/ Specific area	20 points / 10 points
Regulatory Mandate	Yes/No	20 points / 0 points
State of Good Repair	Yes/No	10 points/0 points
Safety Benefit	High, Moderate, Low, None	10 /8 /6 /4 points
Total		100 points total

Figure 3. Operational Project Evaluation Criteria

Scoring Topic	Criteria	Points
Prior Funding Commitment	Yes/No	10 points/0 points
Priority Outcome Area	Yes/No	10 points/ 0 points
Safe, multi-modal travel network	Points based on priority order	20 points
Location of choice for primary employers		17 points
Active living and healthy lifestyles for all residents		14 points
Financial compliance and stability		11 points
Fair and impartial administration of justice		8 points
Sense of historic and cultural significance		5 points
Regulatory Mandate	Yes/No	20 points / 0 points
Safety Benefit	High, Moderate, Low, None	10 /8 /6 /4 points
Categorical Priority	Points based on order	20/17/14/11/8/5/2
State of Good Repair	Yes/No	10 points/0 points
Total		100 points total

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

Prioritization for preservation project is completed by city departments based on an annual assessment that considers the condition of the asset (good, fair, poor), remaining service life, and established replacement plan.

Projects were prioritized within the framework categories, staging implementation by year based on available funding and the evaluation score.

ANNUAL UPDATES

The 2018 – 2022 Capital Improvement and Preservation Plan is designed to be a tool that improves budget planning and decision-making. As Commerce City continues to grow, capital investments will be needed to meet the demand of residents, businesses, and commuters alike.

Throughout the year, CIPCAC, members of the general public, city council and city staff will identify projects that need to be considered for funding. The CIPP planning process will review those requests, relying on CIPCAC, department staff, and city council to determine whether needs rank higher than currently funded priorities and make adjustments (i.e. canceling or postponing projects) accordingly.

In alignment with the annual budget process, staff will formally update financial forecasts, available fund balances, project cost estimates, project information, as well as evaluation criteria, consulting with stakeholders to obtain feedback. City Council, CIPCAC, and department staff will evaluate new project submittals within the framework categories, staging implementation by year based on available funding, the evaluation score, and relative project priority. Annual plan amendments will be completed concurrently with approval of the annual budget.

FUNDING SOURCES

There are a variety of funding sources eligible for CIPP expenditures, including:

- General Fund
- Highway Users Tax
- Motor Vehicle Registrations
- Adams County Open Space Tax
- Conservation Trust Fund
- Drainage Basin Funds
- Solid Waste Tipping Fee
- Park Impact Fee
- Road Impact Fee
- Adams County Road & Bridge
- General Improvement Districts
- Airport revenue
- Community Development Block Grants
- Other Grants
- 2K

More information and definitions on these sources can be found in the Appendix.

The 2018 – 2022 CIPP adopted a conservative funding approach, using historical trends for projected revenue sources. Annual CIPP expenditures assume spending existing fund balances rather than projected revenues. The five-year plan does not rely on unpredictable revenues, such as third-party repayments or project close-outs, and does not predict additional bonding or certificates of participation within the next five years based on debt capacity.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

The 2018 – 2022 CIPP also includes a formal general fund transfer for capital projects, based on a percentage of total general fund budgeted revenues from two years prior. This transfer recognizes the need to create additional, consistent revenue streams for CIPP as the community continues to grow. Implementation of this planned transfer will be phased (1% in 2018; 2 % in 2019 and 3% in 2020) and capped at three percent.

The plan also calls for the creation of a programmatic contingency, representing five percent of planned expenditures, to address unforeseen conditions and cost escalations. Contingency requests will be thoroughly reviewed and approved by the city manager prior to use.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 CAPITAL EXPENDITURE FIVE-YEAR PLAN

PROJECTS	2017**	2018	2019	2020	2021	2022	Five Year Total	Sources
Preservation								
Derby Improvements				\$ 300,000			\$ 300,000	GF
Pavement Management	\$ 1,900,000	\$ 1,820,363	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 11,820,363	T, SW, GF, HUTF, RB
PRG Preservation	\$ 75,000	\$ 495,035	\$ 420,160	\$ 325,500	\$ 505,000	\$ 2,575,000	\$ 4,320,695	L, ACOS, GF, PImpx
Traffic Signal Maintenance		\$ 35,000		\$ 80,000	\$ 80,000	\$ 80,000	\$ 275,000	GF
Operational								
ADA Compliance - PRG			\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000	ACOS, GF
ADA Plan - Citywide			\$ 79,000				\$ 79,000	GF
Bridge Maintenance Program					\$ 166,184	\$ 167,704	\$ 333,888	T, GF
Bridge Replacement - Potomac			\$ 187,460	\$ 193,084	\$ 1,019,456		\$ 1,400,000	NGID, GF
Comprehensive Plan Update			\$ 250,000				\$ 250,000	GF
Concrete Flatwork - PRG			\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000	ACOS, GF
Concrete Flatwork - PW	\$ 90,000		\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ 660,000	GF
Culvert Repair - Peoria		\$ 190,000					\$ 190,000	NGID, GF
Fairfax Park Light				\$ 10,000			\$ 10,000	GF
Kearney Street Drainage				\$ 190,000			\$ 190,000	GF
Outdoor Warning Towers	\$ 85,000		\$ 165,000		\$ 181,000		\$ 346,000	GF
PRG Master Plan Update					\$ 150,000		\$ 150,000	GF
Regional Drainage - Irondale OSP						\$ 300,000	\$ 300,000	GF
Sidewalk Connectivity	\$ 115,000	\$ 85,000	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000	\$ 469,000	GF, ACOS
Traffic Calming Program				\$ 30,000		\$ 30,000	\$ 60,000	GF
Traffic Signal - 104th/Joliet			\$ 380,000				\$ 380,000	GF
Traffic Signal - 104th/Peoria				\$ 380,000			\$ 380,000	GF
Traffic Signal - TBD	\$ 300,000				\$ 380,000		\$ 380,000	GF
Traditional								
112th Avenue, Potomac	\$ 100,000	\$ 1,868,025	\$ 772,500	\$ 795,675	\$ 1,893,706	\$ 1,572,000	\$ 6,901,906	SW, RIm'px, T
Tower Rd/Pena on-Ramp		\$ 10,000,000					\$ 10,000,000	DIm'px, 2K
88th Avenue Widening	\$ 150,000	\$ 117,000	\$ 459,956	\$ 6,485,260			\$ 7,062,216	T, RIm'px, 2K
Ball Field Expansion			\$ 625,000				\$ 625,000	PIm'px
Golf Course Fencing					\$ 120,000		\$ 120,000	GF
Golf Course Parking Lot Expansion						\$ 150,000	\$ 150,000	GF
I-76 Ramps						\$ 1,000,000	\$ 1,000,000	T
Intersection 120th/U.S. 85	\$ 150,000					\$ 7,000,000	\$ 7,150,000	2K
Veterans Memorial Park			\$ 375,000				\$ 375,000	ACOS
TOTAL	\$ 2,965,000	\$ 14,610,423	\$ 6,540,076	\$ 11,615,519	\$ 7,321,346	\$ 15,700,704	\$55,938,068	
CIPP Program Contingency*	-	\$ 240,000	\$ 327,004	\$ 580,776	\$ 366,067	\$ 785,035		GF

*Future years would be part of the budget process/general fund transfer. Amounts are desired estimates assuming 5%

** Only shows funding associated with projects submitted in 2018-2022 cycle; not complete 2017 CIPP

Legend:

T= Transportation Tax SW=SolidWaste ACOS=Adco Open Space GF=General Fund L=Lottery RB=Road & Bridge NGID: Northern Infrastructure GID HUTF=Highway User Tax PIm'px=Park Impact Fee RIm'px=Road Impact Fee DIm'px=Drainage Impact Fee 2K=2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 BUDGET: PAVEMENT MANAGEMENT

PROJECT TYPE: Preservation

FUNDING SOURCES

AMOUNT FUNDED: \$1,820,363

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual roadway maintenance project identifies routine, preventive, and corrective maintenance procedures. Multi-year plan focused on completing the right repair at the right time.

<input checked="" type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2018 BUDGET: PRG PRESERVATION

PROJECT TYPE: Preservation

FUNDING SOURCES

AMOUNT FUNDED: \$495,035

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Annual preservation projects ranging from soil recovery at the golf course and resurfacing and restriping the hard court surfaces at Fairfax Park to replacing plant and mulch material in landscaping beds, topping off surface material at all playgrounds, and replacement of site furnishings.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input checked="" type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 BUDGET: SIDEWALK CONNECTIVITY

PROJECT TYPE: Operational

AMOUNT FUNDED: \$85,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project will install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This project will also upgrade curb ramps to current ADA standards, as appropriate.

FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2018 BUDGET: CULVERT REPAIRS - PEORIA

PROJECT TYPE: Operational

AMOUNT FUNDED: \$190,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Repair culvert carrying FRICO waters under Peoria Street, south of 112th Ave.

FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input checked="" type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 BUDGET: 88TH AVENUE WIDENING

PROJECT TYPE: Traditional

FUNDING SOURCES

AMOUNT FUNDED: \$117,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would widen 88th Avenue to a four-lane arterial from I-76 to Highway 2. Improvements would include: a raised median, where possible, curb & gutter, sidewalks and/or trails, drainage improvements and street lighting. A grade-separated crossing over the BNSF railroad is anticipated. A culvert crossing for the O'Brian Canal would also be constructed.

	Transportation Tax
	Solid Waste
	Adco Open Space
	General Fund
	Lottery
	Road & Bridge
	Northern Infrastructure GID
	Highway User Tax
	Park Impact Fee
x	Road Impact Fee
	Drainage Impact Fee
	2K Funds

2018 BUDGET: 112TH AVENUE, POTOMAC TO CHAMBERS

PROJECT TYPE: Traditional

FUNDING SOURCES

AMOUNT FUNDED: \$5,868,025

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project extends 112th Avenue from Potomac Street west to Chambers Road and improves channelization of Second Creek throughout the city's open space.

	Transportation Tax
	Solid Waste
	Adco Open Space
	General Fund
	Lottery
	Road & Bridge
	Northern Infrastructure GID
	Highway User Tax
	Park Impact Fee
	Road Impact Fee
x	Drainage Impact Fee
x	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2018 BUDGET: TRAFFIC SIGNAL MAINTENANCE

PROJECT TYPE: Preservation

FUNDING SOURCES

AMOUNT FUNDED: \$35,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual program to evaluate and replace or upgrade traffic signal equipment as needed.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: PAVEMENT MANAGEMENT

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$2,500,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual roadway maintenance project identifies routine, preventive, and corrective maintenance procedures. Multi-year plan focused on completing the right repair at the right time.

<input checked="" type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input checked="" type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: PRG PRESERVATION

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$420,160

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Annual preservation projects ranging from soil recovery at the golf course and dredging irrigation lakes to repairing skate park surface and edges and replacing landscape beds.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input checked="" type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: TRAFFIC SIGNAL – 104TH/JOLIET

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$300,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Installation of new traffic signal and all appurtenances.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

AMOUNT PLANNED: \$165,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This is the annual program to evaluate and replace or repair broken sidewalk, curb & gutter, and concrete cross pans. Tripping hazards on sidewalks and curb & gutter that impedes drainage flow are prioritized.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

AMOUNT PLANNED: \$15,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Damaged concrete in parks and on trails will be repaired.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: ADA PARKS COMPLIANCE

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$50,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

In 2017, an ADA audit was completed for all parks, recreation and golf facilities, identifying items that need to be updated to attain ADA compliance.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: SIDEWALK CONNECTIVITY

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$96,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project will install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This project will also upgrade curb ramps to current ADA standards, as appropriate.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: OUTDOOR WARNING TOWERS

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$165,000

DEPARTMENT: Police Department

PROJECT DESCRIPTION:

Installation of new outdoor warning towers to fill in coverage gaps in the existing Outdoor Warning System. The strategic plan is to install new towers every two years until the gaps are covered. There is a volume discount to install multiple towers at one time vs. one at a time. Based on rapid growth (expansion) of the City, a two year window is the appropriate time frame to meet the needs of future gaps.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: BRIDGE REPLACEMENT – POTOMAC

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$187,460

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Multi-year project to replace a structurally deficient bridge to access various properties.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input checked="" type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: COMPREHENSIVE PLAN

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$250,000

DEPARTMENT: Community Development

PROJECT DESCRIPTION:

The current comprehensive plan was adopted in 2010 and needs to be updated to reflect contemporary issues facing the city and align with the vision of the community.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: 88TH AVENUE WIDENING

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$459,956

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would widen 88th Avenue to a four-lane arterial from I-76 to Highway 2. Improvements would include: a raised median, where possible, curb & gutter, sidewalks and/or trails, drainage improvements and street lighting. A grade-separated crossing over the BNSF railroad is anticipated. A culvert crossing for the O'Brian Canal would also be constructed.

<input type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: 112TH AVENUE, CHAMBERS – TOWER ROADS

PROJECT TYPE: Traditional

EST FUNDING SOURCES

AMOUNT PLANNED: \$772,500

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would reconstruct and widen two miles of 112th Avenue from Chambers Road to Tower Road with curb & gutter, drainage improvements, street lighting, sidewalks, or trails. Right-of-way acquisition will be required as well as utility relocation and/or undergrounding of overhead electric lines.

<input type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input checked="" type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: BALL FIELDS

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$625,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Upgrades include: adding infield mix and doing minor grass repairs to the Prairie View Middle School field; adding backstop and dugouts to new field in Reunion at 111th and Quintero; adding infield mix to west field and an infield to east field at Stuart Middle School and constructing new fields at Turnberry, Second Creek, and Thimmig elementary schools as well as Ragweed Draw.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input checked="" type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2019 PLAN: ADA PLAN

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$79,000

DEPARTMENT: Multi-department

PROJECT DESCRIPTION:

Develop a citywide ADA transition plan to ensure compliance with ADA regulations.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2019 PLAN: VETERAN'S MEMORIAL PARK

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$375,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

The renovation will include: removal of four 12x12 shelters; removal of one 32 ft. hexagonal shelter; installation of two new 24x36 shelters; removal of existing playground; installation of new inclusive playground and surfacing material. Also included are parking modifications along Forest Street to include a fenced area with electrical outlets, lighting, and a 10x12 storage building.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: PAVEMENT MANAGEMENT

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$2,500,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual roadway maintenance project identifies routine, preventive, and corrective maintenance procedures. Multi-year plan focused on completing the right repair at the right time.

<input checked="" type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input checked="" type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: PRG PRESERVATION

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$325,500

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Annual preservation projects ranging from restriping basketball courts and replacing park shelters to replenishing sand at volleyball courts and replacing landscaping beds.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input checked="" type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: TRAFFIC SIGNAL – 104TH AVENUE AND PEORIA STREET

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$380,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

New signal would be installed along with all appurtenances

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input checked="" type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$165,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This is the annual program to evaluate and replace or repair broken sidewalk, curb & gutter, and concrete cross pans. Tripping hazards on sidewalks and curb & gutter that impedes drainage flow are prioritized.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$15,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Damaged concrete in parks and on trails will be repaired.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: ADA PARKS COMPLIANCE

PROJECT TYPE: Operational
SOURCES

EST FUNDING

AMOUNT PLANNED: \$50,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

In 2017, an ADA audit was completed for all parks, recreation and golf facilities, identifying a list of items that need to be updated to attain ADA compliance.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: SIDEWALK CONNECTIVITY

PROJECT TYPE: Operational

AMOUNT PLANNED: \$96,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project will install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This project will also upgrade curb ramps to current ADA standards, as appropriate.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: DERBY IMPROVEMENTS

PROJECT TYPE: Preservation

AMOUNT PLANNED: \$300,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project would improve the Derby area by constructing improvements such as streetscapes, landscaping, improved pedestrian lighting, pavement repair, undergrounding overhead utilities, and pedestrian improvements.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: BRIDGE REPLACEMENT - POTOMAC

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$193,084

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Multi-year project to replace a structurally deficient bridge to access various properties.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input checked="" type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: 88TH AVENUE WIDENING

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$6,485,269

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would widen 88th Avenue to a 4-lane arterial from I-76 to Highway 2. Improvements would include: a raised median, where possible, curb & gutter, sidewalks and/or trails, drainage improvements and street lighting. A grade-separated crossing over the BNSF railroad is anticipated. A culvert crossing for the O'Brian Canal would also be constructed.

<input checked="" type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input checked="" type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input checked="" type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: 112TH AVENUE – CHAMBERS – TOWER ROADS

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$795,675

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would reconstruct and widen two miles of 112th Avenue from Chambers Road to Tower Road with curb & gutter, drainage improvements, street lighting, sidewalks, or trails. Right-of-way acquisition will be required as well as utility relocation and/or undergrounding of overhead electric lines.

<input type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: FAIRFAX PARK LIGHT

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$10,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Currently there is no lighting near the playground at Fairfax Park. The basketball courts and futsal pitches have on demand lighting but those lights do not extend to the playground area and as they are on demand they are not on all the time. This project would add one Musco light similar to the existing lights to a location near the playground.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: TRAFFIC CALMING

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$30,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This fund was established to provide funding for various traffic calming efforts including signage, striping, beacons and other improvements, including installation, as needed. This fund also may cover limited construction of modifications to infrastructure such as speed humps & chokers. Larger cost items such as roundabouts, raised intersections or traffic circles are not intended to be funded from this program budget.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: GOLF COURSE FENCING

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$120,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Approximately 6,000 feet of split rail fence will be constructed along the boundary of the front 9 holes of the Buffalo Run Golf Course. There are areas of existing fence where development has occurred but there are gaps that need to be filled to completely fence off the course.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2020 PLAN: KEARNEY STREET DRAINAGE

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$190,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project would install additional storm sewer in Kearney Street at E. 64th Place to contain roadway runoff from inundating a local business on the west side of Kearney Street. Staff investigated the area and found that the pipes are undersized to carry the volume of run off from the neighboring streets.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2020 PLAN: TRAFFIC SIGNAL MAINTENANCE

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$80,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual program to evaluate and replace or upgrade traffic signal equipment as needed.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: PAVEMENT MANAGEMENT

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$2,500,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual roadway maintenance project identifies routine, preventive, and corrective maintenance procedures. Multi-year plan focused on completing the right repair at the right time.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input checked="" type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: PRG PRESERVATION

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$505,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Annual preservation projects ranging from path repairs at the golf course to replacing playgrounds at Adams Heights, Veteran's Memorial, Los Valientes, and Monaco Vista parks.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input checked="" type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: TRAFFIC SIGNAL – TBD

PROJECT TYPE: Operational

AMOUNT PLANNED: \$380,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Install new traffic signal based on community needs and studies.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

AMOUNT PLANNED: \$165,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This is the annual program to evaluate and replace or repair broken sidewalk, curb & gutter, and concrete cross pans. Tripping hazards on sidewalks and curb & gutter that impedes drainage flow are prioritized.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

AMOUNT PLANNED: \$15,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Damaged concrete in parks and on trails will be repaired.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: ADA PARKS COMPLIANCE

PROJECT TYPE: Operational

AMOUNT PLANNED: \$50,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

In 2017, an ADA audit was completed for all parks, recreation and golf facilities, identifying a list of items that need to be updated to attain ADA compliance.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: SIDEWALK CONNECTIVITY

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$96,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project will install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This project will also upgrade curb ramps to current ADA standards, as appropriate.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: BRIDGE REPLACEMENT - POTOMAC

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$1,019,456

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Multi-year project to replace a structurally deficient bridge to access various properties.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input checked="" type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: OUTDOOR WARNING TOWERS

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$181,000

DEPARTMENT: Police Department

PROJECT DESCRIPTION:

Installation of new outdoor warning towers to fill in coverage gaps in the existing Outdoor Warning System. The strategic plan is to install new towers every two years until the gaps are covered. There is a volume discount to install multiple towers at one time vs. one at a time. Based on rapid growth (expansion) of the City, a two year window is the appropriate time frame to meet the needs of future gaps.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: 112TH AVENUE – CHAMBERS – TOWER ROADS

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$1,893,706

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would reconstruct and widen two miles of 112th Avenue from Chambers Road to Tower Road with curb & gutter, drainage improvements, street lighting, sidewalks, or trails. Right-of-way acquisition will be required as well as utility relocation and/or undergrounding of overhead electric lines.

<input checked="" type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: PRG MASTER PLAN

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$150,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Consolidates and updates three separate master plans for parks recreation and golf, some of which have not been updated since 1999 and 2007 to provide clear vision for future parks, recreation and golf needs within the city.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2021 PLAN: TRAFFIC SIGNAL MAINTENANCE

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$80,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual program to evaluate and replace or upgrade traffic signal equipment as needed.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2021 PLAN: BRIDGE MAINTENANCE PROGRAM

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$166,184

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This program will perform major maintenance to bridges as identified through the biannual bridge inspection performed by the Colorado Department of Transportation on behalf of the city.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: PAVEMENT MANAGEMENT

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$2,500,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual roadway maintenance project identifies routine, preventive, and corrective maintenance procedures. Multi-year plan focused on completing the right repair at the right time.

<input checked="" type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input checked="" type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input checked="" type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: PRG PRESERVATION

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$2,575,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Annual preservation projects ranging from replacing golf course irrigation to replacing site furnishings, landscape beds and tree replacement.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input checked="" type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input checked="" type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input checked="" type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$165,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION

This is the annual program to evaluate and replace or repair broken sidewalk, curb & gutter, and concrete cross pans. Tripping hazards on sidewalks and curb & gutter that impedes drainage flow are prioritized.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: CONCRETE FLATWORK

PROJECT TYPE: Operational

AMOUNT PLANNED: \$15,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Damaged concrete in parks and on trails will be repaired.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: ADA PARKS COMPLIANCE

PROJECT TYPE: Operational

AMOUNT PLANNED: \$50,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

In 2017, an ADA audit was completed for all parks, recreation and golf facilities, identifying a list of items that need to be updated to attain ADA compliance.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: SIDEWALK CONNECTIVITY

PROJECT TYPE: Operational

AMOUNT PLANNED: \$96,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project will install sidewalks where gaps currently exist between sections of existing sidewalk or where priority connections are identified. This project will also upgrade curb ramps to current ADA standards, as appropriate.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: REGIONAL DRAINAGE–IRONDALE OSP

PROJECT TYPE: Operational

AMOUNT PLANNED: \$300,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This project would acquire property in the Irondale area in order to construct regional drainage improvements in the future.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: 112TH AVENUE – CHAMBERS – TOWER ROADS

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$1,572,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This multi-year project would reconstruct and widen two miles of 112th Avenue from Chambers Road to Tower Road with curb & gutter, drainage improvements, street lighting, sidewalks, or trails. Right-of-way acquisition will be required as well as utility relocation and/or undergrounding of overhead electric lines.

<input type="checkbox"/>	Transportation Tax
<input checked="" type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: INTERSECTION 120TH AVENUE / U.S. 85

PROJECT TYPE: Traditional

EST. FUNDING SOURCES

AMOUNT PLANNED: \$7,000,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

An Environmental Assessment (EA) for a future interchange at this location was completed by Adams County in 1999. The Colorado Department of Transportation is conducting an EA and anticipate regional funding to support design and construction.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input checked="" type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: I-76 RAMPS

PROJECT TYPE: Traditional

AMOUNT PLANNED: \$1,000,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Design and construction of a new on-ramp.

EST. FUNDING SOURCES

<input checked="" type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: GOLF COURSE PARKING LOT EXPANSION

PROJECT TYPE: Traditional

AMOUNT PLANNED: \$150,000

DEPARTMENT: Parks, Recreation and Golf

PROJECT DESCRIPTION:

Expand the existing parking lot to allow for sufficient parking during peak demand.

EST. FUNDING SOURCES

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: TRAFFIC CALMING PROGRAM

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$30,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This fund was established to provide funding for various traffic calming efforts including signage, striping, beacons, and other improvements, including installation as needed. This fund also may cover limited construction of modifications to infrastructure such as speed humps and chokers. Large cost items such as roundabouts, raised intersections, or traffic circles are not intended to be funded from this program.

<input type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

2022 PLAN: TRAFFIC SIGNAL MAINTENANCE

PROJECT TYPE: Preservation

EST. FUNDING SOURCES

AMOUNT PLANNED: \$80,000

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

Annual program to evaluate and replace or upgrade traffic signal equipment as needed.

<input checked="" type="checkbox"/>	Transportation Tax
<input type="checkbox"/>	Solid Waste
<input type="checkbox"/>	Adco Open Space
<input checked="" type="checkbox"/>	General Fund
<input type="checkbox"/>	Lottery
<input type="checkbox"/>	Road & Bridge
<input type="checkbox"/>	Northern Infrastructure GID
<input type="checkbox"/>	Highway User Tax
<input type="checkbox"/>	Park Impact Fee
<input type="checkbox"/>	Road Impact Fee
<input type="checkbox"/>	Drainage Impact Fee
<input type="checkbox"/>	2K Funds

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2022 PLAN: BRIDGE MAINTENANCE PROGRAM

PROJECT TYPE: Operational

EST. FUNDING SOURCES

AMOUNT PLANNED: \$167,704

DEPARTMENT: Public Works

PROJECT DESCRIPTION:

This program will perform major maintenance to bridges as identified through the biannual bridge inspection performed by the Colorado Department of Transportation on behalf of the city.

	Transportation Tax
	Solid Waste
	Adco Open Space
x	General Fund
	Lottery
	Road & Bridge
	Northern Infrastructure GID
	Highway User Tax
	Park Impact Fee
	Road Impact Fee
	Drainage Impact Fee
	2K Funds



APPENDIX

2018-2019 BUDGET AND FINANCIAL POLICIES

BUDGET OVERVIEW

The budget is the plan by which financial policy is made, implemented and controlled. The City Charter, State Constitution and state laws provide the basic legal requirements and time lines for the process. Council goals, ordinances and resolutions provide additional direction that respond to the needs and desires of the community.

Municipal services are financed through a variety of taxes, fees, charges for service and intergovernmental assistance. The City:

- Utilizes conservative growth and revenue forecasts;
- Appropriates the budget in accordance with the City Charter, the State Constitution and state laws;
- Adopts financial management policies which establish guidelines for financial plans;
- Establishes budgets for all funds based on adopted policies and practices;
- Adjusts the budget to reflect changes in priorities or the local economy and receipt of unbudgeted revenues;
- Organizes the budget so that revenues are related to expenditures as much as possible;
- Prepares a multi-year financial plan for capital improvements;
- Allows staff to manage the operating and capital budgets, with City Council approval;
- Provides department managers with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against appropriations.

BUDGET PHILOSOPHY

Commerce City's budget philosophy is best summarized by the following principles:

- Balance the budget by matching expenditures to revenues by evaluating expenditures in the current year and estimates for the next budget year;
- Keep our workforce whole because the employees are our number one resource;
- Provide first class service to our citizens and the public;
- Continually improve operational efficiency to do more with less;
- Evaluate all options because there should be no "sacred cows";
- Project at least one year in advance to anticipate future budget situations;
- Position the City to sustain economic downturns and robust growth;
- Maintain healthy reserves and use them as last resort;
- Direct one-time revenues toward one-time expenditures and capital projects;
- Continue to implement plans of City.

BUDGET GOALS

In keeping with the first principal above, that the City's current revenues will be sufficient to support current operating expenditures, reserves will be utilized only in emergencies. Under certain circumstances fund balances will be used for operations. These circumstances include, but are not limited to, one-time expenditures where money was accumulated in the fund balance in anticipation of the expenditure.

APPENDIX

Another budget goal is that use tax revenue generated by up to 300 residential units may be used for operating expenditures. Use tax revenue generated by more than 300 residential units shall be used for capital or one-time projects.

Sales and use tax audit revenues in excess of \$2,500,000 per year shall go into fund balance or be used to replenish Operating Reserves, for capital projects or for one-time projects.

One-time revenues will be used only for one-time expenditures and/or capital projects.

BUDGET PROCESS

The budget has been structured and prepared using the guidelines of the National Council on Governmental Accounting (NCGA) and the Governmental Finance Officers Association (GFOA). Two publications, Governmental Accounting, Auditing and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB), guide the financial reporting and annual budget process. The City of Commerce City prepares its budget on a calendar-year basis as required under City Charter. The budget must be balanced or show a revenue surplus.

BASIS OF ACCOUNTING

The budget parallels the City's accounting system and is prepared on the same basis. A modified accrual basis is used for general governmental operations. Significant revenues are recorded when measurable and available. Expenditures are recorded when incurred (except for unmatured interest on general long-term debt, which is recognized when due). Records for the City's proprietary funds are maintained on a full accrual basis.

BUDGET TERM

The budget term begins with the first day of January and ends on the last day of December.

BUDGET RECOMMENDATION

On or before November 1, the City Manager is required by the City Charter to bring forward a recommended budget for the upcoming year. The recommended budget provides a complete financial plan for each fund of the City and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, comparative figures for the current year and recommendations for the ensuing year.

Annually, the City Council also adopts a five-year plan for the Capital Improvement and Preservation Program (CIPP) as a planning tool. Expenditures are approved for the current budget year only, however, the plan identifies revenue estimates and projected costs for capital improvements and capital maintenance projects for both the current budget year and four years beyond.

PUBLIC HEARINGS

The City Manager's proposed budget is a matter of public record and is open to the public for inspection. The 2015 public hearing regarding the proposed budget and revisions to the current year's budget was opened during a Council meeting in October. The hearing was continued to the first Council meeting in November and then concluded and closed at that meeting. Appropriate notice of the time and place of the hearing was placed in a newspaper of general circulation.

APPENDIX

ADOPTION OF BUDGET AND APPROPRIATION OF FUNDS

After the public hearings, and on or before December 15, the City Council adopts a balanced budget for the upcoming year. The Council appropriates sums of money as it deems necessary to defray all expenditures.

CHANGES TO ADOPTED BUDGET

After the commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget are irrevocable and are deemed appropriated for each purpose specified. The expenditures of City operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases, however, adopted budgets can be increased, decreased or amounts transferred between funds upon Council authorization.

SUPPLEMENTAL APPROPRIATION

On recommendation by the City Manager, the City Council, by ordinance, can make supplemental appropriations from actual and anticipated revenues and prior year reserves as long as the total amount budgeted does not exceed the actual or anticipated revenue total or the available reserve balance. No appropriation can be made which exceeds the revenues, reserves or other funds anticipated or available except for emergencies due to accident or unforeseen event arising after the adoption of the annual appropriation.

UNANTICIPATED REVENUE

Council may, by ordinance, approve for expenditure unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from grants, issuance of bonds, unanticipated tax assessments or the implementation of a new fee.

ENCUMBRANCE CARRYOVER

If a fund has open purchase orders at the end of a fiscal year, the purchase orders are closed and any remaining funds are unencumbered.

BUDGET DECREASES

The budget can also be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, projected growth limits, and Council goals and direction may cause such budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs budget reductions, Council will be informed immediately and the appropriations will be set aside through administrative action. While this administrative action does not lower the appropriations within a fund, expenditures are prevented. If the circumstances leading to the reduction in budget changes the appropriation may be made available for expenditure.

LEVEL OF CONTROL AND BUDGET TRANSFERS

Control of expenditures is exercised at the department/fund level. Department heads and managers are responsible for all expenditures made against appropriations within their budget and may allocate resources within the departmental budget. The City may transfer appropriated monies between spending agencies within a fund or from one fund to another provided:

APPENDIX

- The transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation;
- The purpose for which the funds were initially appropriated no longer exists.

LAPSED APPROPRIATIONS

All appropriations not spent or unencumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for as follows:

- Capital projects – appropriation for capital projects do not lapse until the project is completed and closed out;
- Grant Funds – appropriations for federal or state grants do not lapse until the expiration of the grant.

The City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant.

FUND ACCOUNTING

Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity.

Council must approve or appropriate any expenditure from the various funds including expenditures from reserves. The appropriation is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available. In government, *appropriate or appropriation* is used instead of authorize or authorization.

CITY FUND TYPES:

- General Fund – To account for the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.
- Special Revenue Funds – These funds account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City has the following special revenue funds:
 - Conservation Trust Fund – To account for revenues received from the Colorado State Lottery fund designated for the development, improvement, and maintenance of parks, recreation and open-space programs;
 - Special Improvements Fund – To account for curb, gutter and sidewalk improvements in certain parts of the City. Financing was provided by a specific tax levy on residents of the City;
 - Police Forfeiture Fund – To account for the disposition of proceeds received by the City's Police Department from forfeitures of contraband and grants;
 - Government Designated Grant Fund – To account for federal revenues collected by the City for projects specific to grants.
- Chemical Roundup Fund – BFI agreed to pay a minimum of \$25,000 per year to the City. The amount is to be adjusted annually in direct proportion to population increases within the City. The funds are to be used for the management of household hazardous waste in the City. The money is used for the Household Chemical Clean-up Program and other related projects administered by Tri-County Health.

APPENDIX

- Capital Projects Funds – These funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, special assessment funds and trust funds). The following funds are currently established:
- Capital Expenditures Fund – To account for the design, construction and resurfacing of various individual construction projects of the City;
- Sand Creek Restoration – To account for restoring and facilitating public use of the natural environment of Sand Creek;
- Northern Infrastructure General Improvement District – To account for the construction of infrastructure improvements within the district. The district is a blended component unit of the City;
- Water Rights Acquisition Fund – To provide for future acquisition of water rights;
- Future Growth Fund – To accumulate funds for future growth projects;
- Impact Fees Fund – To account for transportation, drainage and park impact fees from developers.
- Second Creek Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
- Buffalo Run Tributary Drainage District Fund – To accumulate funds for drainage improvements within the drainage basin.
- DFA 053 Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
- Third Creek Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
- Urban Renewal Authority Fund – To account for revenues and expenditures associated with the various urban renewal areas and plans.

ENTERPRISE FUNDS

- Solid Waste Management Fund – To account for the operations and administrative activities relating to the construction and maintenance of all roads and bridges affected by the waste management activity.
- Internal Service Funds – The information technology, facility services and fleet management funds account for all of the activities of the administration, operation and acquisition of new and replacement computers; facility improvements, operation and maintenance; and vehicles and equipment on a charge back cost allocation to user departments.
- Fiduciary Funds – These funds account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These include expendable trust, pension trust and agency funds. The City has the following fiduciary funds:
- Police Pension Fund – To account for City and employee contributions to the defined contribution plan and disbursement of these monies to a financial management company which administers the plan;
- 401(a) Employee Retirement Plans Fund – To account for the City's four money purchases defined contribution pension plans;
- Employee Retirement Fund – To account for the remaining assets of the City's defined benefit pension plan which was terminated on October 1, 1985;
- Elected Official Retirement Fund – To account for the elected official defined benefit pension plan;
- School Facility Fee Fund – To account for collection of school impact fees from developers for school districts.

APPENDIX

REVENUE POLICIES

The City of Commerce City strives to achieve and maintain a balanced revenue structure. Because Commerce City is a well-established community, some annual revenues are stabilized and can be used year to year as a sound revenue base. Because of substantial residential growth, other revenues vary significantly from year to year depending upon the amount of construction in a particular year. Major revenue sources in the General Fund are sales and use tax, property tax, building permit fees, intergovernmental revenues, franchise charges, fines and forfeitures, and user fees and charges.

The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. Direct and indirect costs may be included when calculating the cost to be covered by a fee. That includes costs directly related to the provision of the service and support costs that are more general in nature, but supporting the provision of service. The City reviews all fees for licenses, permits, fines and other miscellaneous charges as part of the annual budgetary process.

EXPENDITURE POLICIES

The General Fund contains all the daily City operations and is comprised of seven departments and fifty divisions and/or programs consisting of: Administration (including Legislative, Legal, City Manager, City Clerk, Communications, and Economic Development); Human Resources (including Operations, Risk Management, Organizational Development, and Employee Activity Committee); Finance (including Financial Planning and Budgeting, Financial Services, Tax, Judicial, and Internal Services); Community Development (including Administration, Building Safety, Community Planning, Neighborhood Services and Housing); Parks and Recreation (including Administration, Community Events, Parks Maintenance, Golf, and Recreation); Public Safety (including Administration, Support Operations, Patrol, Community Justice, and Emergency Management) and Public Works (including Administration, Engineering, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning and Refuse Collection).

Expenditures are classified within each division and/or program as the following:

Personnel Services

Includes salaries for full-time and part-time employees, overtime pay, insurance, retirement and other costs related to the employee. The compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment.

Materials and Supplies

Operating and maintenance supplies which encompass administrative costs such as office supplies, uniforms, small tools, ammunition, salt, sand and gravel.

Allocations

Consists of computer and software allocation, facility allocation and vehicle allocation, which are charges from the Internal Services Funds for services or equipment they provide.

Services and Charges

Contains such items as dues, subscriptions, travel and training expense, safety programs, audit/legal/consulting fees, telephone/utility charges, photocopying, etc.

APPENDIX

Capital Outlay

Consists of fixed assets over \$5,000 and a useful life of five years. This expenditure area consists of furniture/fixtures, computer hardware, etc.

A detailed, “line-item” budget is provided to departments to facilitate monitoring day-to-day expenditures.

The annual costs of the City’s personnel services, including compensation and fringe benefits, will be subject to the following overall goals:

- Compensation (salary) costs will be equal to or less than 45% of the City’s total revenues;
- Personnel services costs defined as compensation (salary) and the cost of employee benefits, will be less than or equal to 55% of the City’s total revenues.

The overall percentage limitations may be changed by the City Council based on changing economic conditions or budget priorities.

TAXPAYER’S BILL OF RIGHTS (TABOR)

In 1992, Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment actually applies to a limit on revenue collections. Growth in revenue is limited to the increase in

The Denver-Boulder Consumer Price Index plus local growth (new construction and annexation). This percentage is added to the preceding year’s revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded to the citizens. Cities have the option of placing a ballot measure before the voters asking for approval on retaining the revenue over the limit. Federal grants or gifts to the City are not included in the revenue limit.

City “Enterprise Funds” are exempt from the imposed limits.

In Commerce City voters approved a ballot measure that allows the City to exclude all revenues, with the exception of property tax revenues, from those included within Article X, Section 20 of the Colorado Constitution.

RESERVES POLICY

A top priority of the City Council is to keep the City in good fiscal health. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies led to revenue collections higher than actual expenditures. The accumulation of these fund balances and reserves protects the City from uncontrollable increases in expenditures or unforeseen reductions in revenue, or a combination of the two. It also allows for the prudent financing of capital construction and replacement projects.

The City of Commerce City maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. All expenditures of reserves must be approved by City Council. This may occur during the budget process or throughout the year. Following are the four levels of reserves established by Commerce City:

APPENDIX

- TABOR Reserve: Restricted for Emergencies – Article X, Section 20 of the State Constitution requires a reserve of three percent (3%) of fiscal spending for emergencies. The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies. These emergency reserves are calculated on all City expenditures for the operating and capital project funds including: General Fund, Street and Bridge Fund, Capital Expenditures Fund, Future Growth Fund, Park and Recreation Fund, Impact Fees Fund, Parks and Recreation Projects Fund, Sand Creek Restoration Fund, Second Creek Drainage Basin Fund, Buffalo Run Tributary Drainage District Fund, DFA 0053 Drainage Basin Fund and Third Creek Drainage Basin Fund.
- Designated “Safeguard” Reserves – The City Council has determined that Safeguard Reserves be established at the level of ten percent (10%) of expenditures (excluding the capital improvement funds) and fifty percent (50%) of debt service required for that fiscal year. Safeguard Reserves may be used for operations or debt service only in times of emergency such as natural disasters, acts of terrorism or war, widespread riots or similar emergencies impacting the community. Ordinances authorizing appropriations from the Safeguard Reserves will require approval by an extra-ordinary majority of Council.
- Designated “Operating” Reserves - The City Council has determined that Operating Reserves be established provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues and expenditures, including encumbrances, are greater than actual. The target for Operating Reserves will be ten percent (10%) of operating expenditures (excluding the capital improvement funds). Operating Reserves may be used during economic downturns to fill the gap between operating revenues and expenditures. The Operating Reserves are to be replenished as soon as possible when operating revenues rebound or from sales and use tax audit revenues in excess of the amount budgeted in that year.
- Undesignated Reserves – This reserve provides for the temporary financing of unforeseen opportunities or needs of an emergency nature including increases in service delivery costs. Monies held in this reserve may be appropriated during the current budget year and may also be used for ensuing budget years as a revenue source if additional expenditures are required to maintain appropriate levels of service exceed projected revenues. Of all the reserves, the General Fund reserve is the most flexible.

CAPITAL PROJECTS FUNDS

The City has a significant financial investment in streets, public facilities, parks, natural areas and other capital improvements. In past years, the City Council voiced a firm commitment to, and investment in, the City’s capital projects.

Costs for the CIPP are estimated and funding sources are identified for each project. Operating and maintenance costs are identified at the time projects are approved. A variety of funding sources have been identified for capital improvements including Adams County Open Space revenues, Conservation Trust funds, Urban Drainage and Flood Control District match, Adams County transportation tax shared revenues and a variety of grant funds.

IMPACT FEE FUND

There are four types of Impact Fees within this Fund: Drainage, Landscaping, Parks/Open Space and Transportation. Monies received for these impact fees are accounted for by type within the Fund. Impact Fees are intended to collect money from development to help pay for the public improvements made necessary by the development.

APPENDIX

DRAINAGE

Until 2003, Drainage Impact Fees were established solely by development agreement as negotiated by the City's Public Works Department. In 2003, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,700 per developable acre for the Second Creek drainage basin. The Buffalo Run Tributary Drainage Basin fee was established in early 2005 at \$2,132 per developable acre. The DFA 0053 Drainage Basin fee was established late in 2006 at \$3,055 per developable acre. The Third Creek Drainage Basin fee was established in early 2007 at \$1,445 per developable acre. These funds may be used only for drainage improvements.

LANDSCAPE

In some cases, the City has collected a landscape fee from developments for future landscape installation along arterial roadways. This is a voluntary impact fee, not an ordinance requirement. In many cases, the arterial roadways are not constructed immediately resulting in a need to create an account for the City to install landscape elements at a later date. This helps with the shortfall in the road impact fee that does not adequately provide for landscape costs.

PARKS/OPEN SPACE

Currently, the Impact Fee for Parks/Open Space is \$0.09 per square foot of residential lot area or \$0.05 for all other uses. (Fee set by the Fee Resolution of Council)

These funds may be used only for the construction of public parks, trails and recreation facilities and may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. (Section 17-105 Commerce City Code)

TRANSPORTATION

The Commerce City Road Impact Fee Ordinance established the Impact Fee for the northern range defined as the area of the city located (i) east of the Union Pacific Railroad tracks and north of 80th Avenue; and (ii) west of the Union Pacific Railroad tracks and north of 88th Avenue. (Commerce City Code Section 22-2)

Currently, the Transportation Impact Fee is \$1,181 per house, \$726 per townhome or \$4,471 per 1,000 square feet of commercial space under 100,000 square feet in size in new development. There are different fees for other sizes and types of construction. All such fees are established in Commerce City Code Section 22-5.

Use of the Funds – These funds may be used only for road improvements within the road benefit district where the funds were collected. There are three road benefit districts: (i) District 1 is the area of the northern range west of Highway 2; (ii) District 2 is the area of the northern range between Highway 2 and Picadilly Road; (iii) District 3 is the areas of the northern range east of Picadilly Road. The funds are to be appropriated by the City Council at the time of the annual budget upon the recommendation of the impact fee administrator. (Section 22-8 Commerce City Code)

Any fees collected must be returned to the fee payer or the fee payer's successor if the fees have not been spent within 7 years from the date of the building permit for the development was issued, along with 6% interest. The Council may extend this by 3 years by resolution. (Section 22-9 Commerce City Code)

APPENDIX

WATER RIGHTS ACQUISITION FUND

The Water Rights Acquisition fee is an impact fee established in 2003 as a separate fund. The water rights acquisition fee provides for buying water rights to supply both irrigation and potable water for parks, recreation centers and open space in the City. The fee was \$455.00 per new dwelling unit in 2003 and 2004. Because the cost of water rights is rising so rapidly, there is an annual 10% escalator in the fee per dwelling unit that started in 2005. The City Council also has the flexibility to change the fee by resolution to adapt the fee to changing water market conditions.

FUTURE GROWTH FUND

Set-aside Determination - Two points of the 4.5% use tax paid when building permits are issued on all new construction north of 88th Avenue is set aside as revenue for the Future Growth Fund. The money is transferred to the Fund at the end of year as part of a restatement of revenues. Transfers to the Future Growth Fund are suspended for 2005 through 2018. Council will need to provide policy direction regarding what the City will do for 2019 going forward

Restricted for Constructing Public Infrastructure in the North Range - The funds are held in the Fund along with investment earnings, for the purpose of constructing public infrastructure in the north range. Some of the annexation/development agreements require a share back portion of the sales and use tax revenues with the developments that generate the revenues.

Use of the Funds - These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. In addition, reimbursements to developers or special districts for public improvements as called for in annexation or development agreements may be made out of this Fund.

SOLID WASTE MANAGEMENT FUND

As part of the BFI PUD Zone Document approval, two service charges were established to mitigate various impacts created by the landfill operation.

Landfill Operations' Charge (Tipping Fee) - BFI agreed to pay the City 5% of disposal revenues from the landfill operation. These funds are to be used for financing solid waste management projects and services within the city. Specifically, they can be used for a wide range of projects to mitigate impacts of the landfill operation, including roadway infrastructure, beautification, traffic control, facilities construction and other projects. These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

The City must report to BFI on the use of the revenues each year and submit a plan for the use of the service charge for the current fiscal year.

DEBT AND LONG-TERM FINANCING POLICIES

The City of Commerce City recognizes the primary purpose of capital facilities is to support provision of services to residents. Using debt financing to meet the capital needs of the City must be evaluated according to two tests, efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the

APPENDIX

demand for additional capital facilities, the City strives to balance the load between debt financing and “pay as you go” methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects.

Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the City strikes an appropriate balance between service demands and the amount of debt. The City may use lease purchase financing for the provision of new and replacement equipment, vehicles and rolling stock to ensure the timely replacement of equipment and vehicles, and to decrease the impact of the cost to the user department by spreading the costs over several years. For purposes of securing credit ratings and monitoring annual debt service as a percentage of operating expenditures, lease purchase financing is considered a long-term liability of the City, although subject to annual appropriation, and, therefore, will be issued under the same conditions as long-term debt.

The City may use certificates of participation to finance capital facility construction. Certificates of participation are a larger version of lease purchasing agreements. Certificates are sold to investors to spread risk and to raise large amounts of funds. Certificates of participation must be secured by public facilities such as buildings. A non-profit building corporation, in this case the Commerce City Finance Authority, must have ownership of the asset so that each investor purchasing the certificates can receive a proportionate interest share in the mortgage and an indenture of trust. Certificates of participation do not count against the City’s debt limit and do not require elector approval. The interest rate on insured certificates of participation generally costs only 5 to 10 basis points more than interest on general obligation bonds.

The City’s issuance of general obligation debt is limited to 10% of the assessed valuation of taxable property within the City. The electors of the City must give approval before general obligation debt may be issued.

CASH MANAGEMENT AND INVESTMENT POLICY

General provisions for the City’s investment strategies are outlined in the City Charter. The investment policy for the City shall apply to the investment of all general and special funds of the City of Commerce City over which it exercises financial control.

The City’s objectives for cash management and investments are:

- Observe investment management objectives of safety, liquidity and yield;
- Preservation of capital through the protection of investment principal;
- Maximization of cash available for investment;
- Maintenance of sufficient liquidity to meet the City’s cash needs;
- Diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods or institution;
- Maximization of the rate of return for prevailing market conditions for eligible securities;
- Conformance with all federal, state and other legal requirements.

Responsibilities for the collection of City funds and cash management functions are assigned to the City’s Director of Finance. The Director of Finance is responsible for the investment of all funds. Others within the Department of Finance may be assigned to assist in the cash management and investment functions. The Director of Finance may contract with an outside service to manage the investment of the City’s funds. Such a service provider must employ one or more Chartered Financial Analysts.

APPENDIX

The standard of prudence to be used for managing the City's assets is the "prudent investor" rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived." All commercial investments must hold the highest available rating from at least one of the nationally recognized organizations which regularly rate such obligations. Such ratings include the AAA rating for long-term paper and A1/P1 for short-term paper. Any security issued by the United States, a Federal Farm Credit bank, the Federal Land Bank, a Federal Home Loan bank, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Export-Import Bank, the Government National Mortgage Association, a state within the United States, or a local government within the United States shall have a minimum of an AA rating from at least one of the nationally recognized organizations which regularly rate such obligations.

The Director of Finance and his designees are authorized to invest funds of the City in accordance with the City Charter in any of the following investments. These are legal investments for governmental entities as provided in the Colorado Revised Statutes. Such investments shall be structured in a ladder portfolio designed to meet the objectives of safety first, liquidity second, and finally investment return. City funds may be invested in these securities if the period from the date of purchase of such security to its maturity date is ten years or less, with a maximum portfolio duration of five years or less, or if the City authorizes investment for such period in excess of ten years. It is lawful to invest public funds in any of the following securities:

1. Any security issued by, guaranteed by, or for which the credit of any of the following is pledged for payment: The United States, a Federal Farm Credit bank, the Federal Land Bank, a Federal Home Loan bank, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Export-Import Bank, or the Government National Mortgage Association.
2. Any security issued by, guaranteed by, or for which the credit of the following is pledged for payment: An entity or organization which is not listed in paragraph (1) above, but which is created by, or the creation of which is authorized by, legislation enacted by the United States Congress and which is subject to control by the federal government which is at least as extensive as that which governs an entity or organization listed in paragraph (1) above. No security may be purchased pursuant to this paragraph (2) unless, at the time of purchase, the security is rated in its highest rating category by one or more nationally recognized organizations, which regularly rate such obligations.
3. Demand accounts, interest bearing savings accounts or certificates of deposit in one or more state banks, national banks having their principal office in Colorado or savings and loan associations having their principal office in Colorado which are collateralized in accordance with article 75 of title 24, Colorado Revised Statutes (C.R.S. 24-75-601). Under no circumstance shall the City invest in such instruments with local institutions, which are not "eligible public depositories" as defined under Colorado law (and therefore not required to collateralize public deposits).
4. Any Banker's Acceptance that is issued by a state or national bank which has a combined capital and surplus of at least two hundred fifty million dollars. No security may be purchased pursuant to this paragraph (4) unless (a) the deposits of such bank are insured by the federal deposit insurance corporation, and (b) at the time of purchase, the long-term debt of such bank or the holding company of such bank is rated in one of its three highest rating categories by one or more nationally recognized organizations which regularly rate such obligations.

APPENDIX

5. Commercial Paper that, at the time of purchase, is rated in its highest rating category by one or more nationally recognized organizations which regularly rate such obligations.
6. Any interest in any local government investment pool organized pursuant to part 7 of article 75 of title 24, Colorado Revised Statutes, as amended.
7. Repurchase Agreements fully collateralized by obligations referred to in paragraphs (1) or (2) above if all of the following are met: a) the securities subject to the repurchase agreement must be marketable; b) the title to or a perfected security interest in such securities, along with any necessary transfer documents, must be transferred to the City or to a custodian acting on behalf of the City; c) such securities must actually be delivered to a third-party custodian or trustee for safekeeping on behalf of the City; and d) the collateral securities of the repurchase agreement must be collateralized at no less than one hundred two percent (102%) and marked to market no less frequently than weekly.
8. Investment instruments defined in the Colorado law as eligible for the investment of police and pension funds and police duty, death and disability funds.
9. There investments, not listed above but permitted under Colorado law, which the Finance Director may, from time to time, deem appropriate for investment of City funds.
10. Mortgage-back securities rated AAA with maturities longer than ten years, provided the expected payout is less than ten years even with a negative shift in interest rates of 300 basis points.

Speculative investments are not allowed. The City does not purchase investments that, at the time of investment, cannot be held to maturity. This does not mean that an investment cannot be sold ahead of maturity.

To protect against potential fraud and embezzlement, all securities transactions, including collateral for repurchase agreements, shall be secured through third-party custody under a written agreement or kept in safekeeping at a bank with a triple-A rating with either Moody's or Standard & Poor's (Aaa/AAA). Investment officials must be bonded to protect the public against possible embezzlement and malfeasance.

RISK MANAGEMENT

The goal of our Risk Management program is to protect the assets of the City and provide a safe work environment for our employees. We accomplish this goal by planning for the negative consequences of any decision, process or action by using risk control, risk retention and risk transfer strategies. More specifically, the main features of this program are as follows:

- Delivering loss control programs such as defensive driving education, confined space entry education, safe lifting education, blood borne pathogens education, and a variety of other safety education measures to prevent or at least lessen the severity of workplace injuries, which saves money. Loss control also includes random audits of City facilities to detect safety hazards in order to make services safe for the public;
- Reviewing City contracts for the proper insurance requirements and to ensure the City is properly designated on the contractor insurance policy;
- Monitoring changes in the law at the federal and state level to determine if any changes affect the way we deliver services, that in turn create liability for the City;
- Developing the financial resources to pay for expected and unexpected losses;

APPENDIX

- Monitoring the exposure in all City programs and services that may involve the City in future liabilities.

USE OF 2K FUNDS FOR OPERATION & MAINTENANCE POLICY

This is a policy to guide how operation and maintenance costs are to be funded from either 2K or non-2K monies. This guidance is necessary because equipment and personnel will be used on both 2K funded projects and non-2K funded projects. It is impractical to try to segregate equipment, staff time, supplies, and utilities used on 2K versus non-2K funded projects since that would require the duplication of equipment, staff time, and supplies, as well as cause operational inefficiencies. An alternative method involving the tracking of equipment, staff time, and supplies spent on 2K versus non-2K projects would require substantial resources to perform the tracking. This policy is meant to provide the most efficient approach to allocating operation and maintenance costs to 2K and non-2K General Fund monies consistent with the ballot language approved by voters in 2013.

POLICY

Facility Services: The allocation of costs for 2K funded projects will be based on the ratio of 2K funded building square footage to the total City owned and maintained building square footage. That ratio will then be applied to the total cost of facilities maintenance, including personnel. Utility costs will be based on the actual invoiced expenditures for each building.

2k Parks: The allocation of costs for 2K funded projects will be based on the ratio of 2K funded park land to the total City owned land that is maintained by the parks maintenance division. That ratio will then be applied to the total cost of parks operation and maintenance, including the salary and all benefit costs for parks maintenance employees. Utility costs will be based on the actual invoiced expenditures for each facility.

2k Roads: The allocation of costs for 2K funded Roads will be based on the ratio of 2K funded lane miles of streets to the total City owned and maintained lane miles of streets. That ratio will then be applied to the total cost of street and traffic operation and maintenance, including the salary and all benefit costs for street division employees.

Indirect cost allocation to 2k Parks and 2K Roads: Support costs related to 2K funded projects and long term capital replacement cost will be recovered by application of an indirect cost percentage. The percentage for 2k parks and 2k roads is 20% which will be applied to the total 2k cost as calculated above.

Paradise Island Leisure Pool: All revenue and expenses that can be directly attributed to the operation of this facility will be accounted for in a division budget and applied directly to 2K funding. Due to the seasonal nature of this facilities operation all seasonal and variable hour salaries are applied directly to the division budget.

Long Term Capital repair and replacement: Facility Services will charge an allocation for the future needs of equipment. (Example: HVAC, Boiler, Roof and FF&E)

Recreation Centers: The City operates two recreation center facilities, one facility is 100% 2k funded and the other is funded by both 2k and General Fund sources.

Personnel: A square footage ratio will be applied to all Salaries and Benefits cost associated with both recreation centers. The allocation of costs for 2K funded recreation center space will be based on the ratio of 2K funded square footage to the total recreation center(s) square footage.

APPENDIX

Operations: All revenue and expenses minus salaries and benefits that can be directly attributed to the operation of this facility will be accounted for in a division budget and applied directly to 2K funding. Utility costs will be based on the actual invoiced expenditures for each facility.

Long Term Capital repair and replacement: Facility Services will charge an allocation for the future needs of equipment. (Example: HVAC, Boiler, Roof and FF&E)

Indirect cost allocation to Recreation Centers and Outdoor Pool: Support costs related to 2K funded projects cost will be recovered by application of an indirect cost percentage. The indirect percentage for both recreation centers and outdoor pool is 15% which will be applied to the total 2k cost as calculated above.

Internal Service Funds (currently Facility Services, Fleet, and Information Technology) will be allocated to 2K funded facilities using the allocation system in place for each fund. Facility Services, Fleet, & Information Technology are allocated based on facility square footages, # of vehicles, and computers & software assigned (all allocations include equipment, personnel, & supplies).

DEFINITIONS

2K: This refers to the ballot measure approved by the Commerce City electors on November 5, 2013 whereby the sales and use tax rate was raised from 3.5% to 4.5%; the additional revenue raised by the one point increase in the rate was dedicated to funding parks, recreation, and streets construction projects and the ongoing operation and maintenance costs of those funded projects; and the City was authorized to issue up to \$166 million of debt to fund the parks, recreation, and streets construction projects.

2K Funded Projects: These are the parks, recreation, and streets construction projects authorized by the 2K ballot measure approved by the Commerce City electors on November 5, 2013.

2K Operating Money: This is the revenue from the one-point increase in the sales and use tax rate not required for repaying the debt issued to fund the parks, recreation, and streets construction projects authorized by the 2K ballot measure, which is available for paying the ongoing operation and maintenance costs of those 2K funded projects.

Administrative Service Departments and/or Divisions: The administrative service departments and/or divisions include those departments providing support services to the operating department. Examples include the departments of City Attorney, City Manager, Finance, and Human Relations.

Allocation of Costs: The operating and maintenance costs of the 2K funded projects consists of the equipment, staff time, supplies, and utilities required for the ongoing operation and maintenance of the 2K funded parks, recreation, and streets construction projects funded by the 2K revenue, whether through debt financing or by accumulated operating money, which are typically, but not necessarily required to be, budgeted and accounted for in the City's General Fund. The allocation is a method of distinguishing between those operation and maintenance costs paid for by the regular General Fund revenues and those to be paid for by the 2K revenues since both 2K and non-2K operating and maintenance costs are typically budgeted within the General Fund. An exception to budgeting these costs in the General Fund is when they are budgeted and accounted for in one of the internal service funds such as the Facility Services Fund, Fleet Fund, or Information Technology Fund.

Engineering Utilities: These include the electricity necessary for operating the street lights and traffic signals on all City streets.

APPENDIX

Facility Services: This is the internal service division of the Public Works Department, which maintains and services the City's buildings to keep them in their existing state or to preserve them from decline or failure. Its costs are allocated out to all other City departments.

Internal Service Departments and Divisions: The internal service departments and divisions are funded via allocation of their costs to all the other City departments. In 2015, the Information Technology Department, the Facility Services Division of Public Works, and the Fleet Division of Public Works are the internal service department and divisions. Other departments or divisions may become internal service funds in the future.

Maintenance: This is the cost of keeping something in its existing state or to preserve from decline or failure. This may include preventative maintenance and repair or restoration.

Operation: This is to cause something to function or an action providing a service.

Parks Maintenance: This is the act of keeping parks in their existing state or to preserve them from decline or failure. This may include mowing, playground equipment maintenance and repair or restoration, trash removal, watering, and vegetation replacement to name a few examples. Parks maintenance costs include all equipment, personnel, and supplies necessary to provide the maintenance.

Recreation Programs: This is the act of providing recreational programs to the public. This may include aquatics, adult sports, creative arts, gymnastics, performing arts, physical fitness, outdoor leisure pool, youth activities, and youth sports to name a few examples. Recreation program costs include all equipment, personnel, and supplies necessary to provide the program.

Street and Traffic Maintenance: This is the act of keeping streets and traffic control devices in their existing state or to preserve them from decline or failure. This may include chip sealing, crack sealing, mowing, pothole filling, sign replacement, slurry sealing, snow and ice removal, stripe painting, trash removal, watering, and vegetation replacement to name a few examples. Street and traffic maintenance costs include all equipment, personnel, and supplies necessary to provide the maintenance.

Support Costs: There are administrative support costs incurred as a result of the additional 2K funded projects, operation and maintenance, and additional staff members not directly involved in providing the actual 2K funded program or service. These administrative support costs may include City Attorney Office contract review; Finance Department functions such as accounting, accounts payable, and payroll; Human Resources functions such as recruiting/hiring, on-boarding, and off-boarding; and capital improvement program and/or project management.

Utility Costs: This is the invoiced cost of electricity, natural gas, water service, and sewer service to name a few examples.

GLOSSARY

Account	A record of a business transaction; a reckoning of money received or paid.
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, fund types, balanced account groups or organizational components.
Accounts Payable	A short-term liability account reflecting amounts owed to others for goods and services received by the City.
Accounts Receivable	An asset account reflecting amounts due from others for goods or services furnished by the City (but, not including amounts due from other funds or other governments).
Ad Valorem Tax	A tax based on value (e.g., a property tax).
Agency Fund	A fund used to account for assets held by a government as an agent for individuals, private organizations, or other governments, and/or other funds.
All Funds Budget	The “all funds budget” is the total of the appropriations for each fund.
Allocation	Funds that are apportioned or designated to a program, function, or activity.
Appropriation	The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.
Arbitrage	The price differential or profit made, from investing inherently lower yielding tax-exempt debt proceeds in higher yielding taxable investments.
Arbitrage Rebate Requirements	The requirements of what must be done with any arbitrage above the bond yield earned on the investment of the gross proceeds from a debt issue. All arbitrage must be rebated to the IRS unless the issue qualifies for a spending exception.
Assessed Valuation	A valuation set upon real estate or other property by a government as a basis for levying taxes. The County Assessor determines the assessed valuation of residential and commercial property as a percentage of its actual value using an established base year for calculating the property values.
Assets	Resources owned or held by a government, which have monetary value.
Baseline	Current trends and future expectations, assuming no programmatic changes or adjustments, to revenue and expenditure policies.
Basis of Accounting	A term used when revenues, expenditures, expenses and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.
Biennial Budget	A plan of financial activity for a two-year period of time indicating all planned revenues and expenditures for the budget periods.
Bond	A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
Budget	The City’s operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, objectives, standards of performance and, in some cases, operational data relating to

APPENDIX

	the activities of the entity for that period.
Budget Message	A summary and general discussion of the proposed budget presented in writing by the city manager, the individual responsible for proposing the annual budget per the Charter.
Capital Expenditure	Outlay of significant value (\$50,000 or more) that results in the acquisition of or addition to a capital asset and the capital asset is property held or used for more than one year and typically more than five years.
Capital Improvement	A project that will add value or extend the life of a capital asset. It may include capital construction and capital maintenance projects that are non-recurring.
Capital Improvement and Preservation Plan	A fund to account for a five-year plan of expenditures/expenses related to the projects that add value or extend the life of a capital asset.
Capital Outlay	The expenditure category that results in the acquisition of, or addition to, fixed assets (including equipment, fixtures, motor vehicles, etc.) having a useful life of 5 years or more, and that cost more than \$5,000.
Cash Reserve	An amount appropriated in the budget to be set aside for use in major economic or natural catastrophes. The cash reserve is a part of the general fund carry-forward.
Certificates of Participation (COP)	Certificates of Participation are obligations issued to finance assets that can be leased including land, buildings and equipment. The municipality makes lease payments over a specified period of time to use the property or equipment. The lease payments are subject to annual appropriation by the City Council.
Charges and Services	The expenditure category which is for services rendered to the City by a vendor.
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985
Community Development Block Grant (CDBG)	Community Development Block Grants provide financial assistance to communities for public facilities and planning activities that address issues detrimental to the health and Department of Housing and Urban Development funds the Community Development Block Grant program.
Comprehensive Annual Financial Report (CAFR)	The Comprehensive Annual Financial Report provides information, which is used by investment companies such as Moodys' Investors Services and Standard and Poor's Corporation to determine the city's fiscal integrity and set bond rates. It includes a comprehensive presentation of the city's financial and operating activities.
Contingency	Funds appropriated to cover unexpected expenses that may occur during the budgeted year.
Contractual Services	Services purchased from other private or governmental entities under a contract.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services.
Debt Service Fund	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
Deficit	1) The excess of the liabilities of a fund over its assets; 2) the excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.
Depreciation	1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration,

APPENDIX

inadequacy and obsolescence; 2) the portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset and each period is charged with a portion of such cost. Through this process the entire cost of the asset is ultimately charged off as an expense.

Encumbrances	Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.
Enterprise (Fund)	Enterprise funds are used to account for activities financed, in whole or in part, by fees collected from customers.
Entity	The basic unit upon which accounting and/or financial reporting activities focus (e.g., the City of Commerce City).
Expenditures	The outlay of cash for goods or services which result in a decrease in net financial resources.
External Services Team	The External Services Team (EST) focuses on strategic issues regarding the external operations of the City including, but not limited to, development and transportation.
Fee	A charge levied to a user of a specific good or service in exchange for that good or service.
Fiscal Year	A twelve-month period of time to which the annual budget applies and, at the end of which, a governmental unit determines its financial position and results of its operations.
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used beyond one year, such as land, buildings, improvements other than buildings, machinery and equipment.
Full Time Equivalent (FTE)	Full Time Equivalent (FTE) means the budgetary equivalent of one permanent position continuously filled full time for an entire fiscal year. FTE does not include contractual, temporary, or permanent seasonal positions.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with law, regulations, policies, restrictions or limitations.
Fund Balance	The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.
General Fund	The general fund accounts for all transactions of the City not accounted for in other funds. The fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's largest fund. It also has the fewest restrictions as to the types of activities for which it can be spent under state law and the City Charter.
Generally Accepted Accounting Principles (GAAP)	Comprehensive standards and applications established for presenting and reporting financial transactions.
Governmental Accounting Standards Board (GASB)	The Governmental Accounting Standards Board (GASB) was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local government entities. The GASB's function is important because external financial reporting can demonstrate financial accountability to the public and is the

APPENDIX

	basis for investment, credit, and many legislative and regulatory decisions.
Government Finance Officers Association (GFOA)	GFOA is the professional association of state/provincial and local finance officers in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.
Grants	Contributions or gifts of cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used or expended for a specific purpose, activity or facility.
Improvement	The substitution of a better asset for the one currently used (replacing a wooden floor with a concrete floor). An improvement will increase the service life capacity of an asset where the improvement involves only a major component of the asset.
Internal Services Team	The Internal Services Team (IST) focuses on issues regarding the internal operations of the City including, but not limited to, finance, human resources and information technology.
Inter-fund Transfers	Amounts transferred from one account to another account between different funds.
Intergovernmental Agreement (IGA)	Formal agreements between governments that promote and coordinate cooperation.
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.
Leadership Team	The Leadership Team is a collection of the organization's top-level managers that discuss organizational issues and priorities with the city manager.
Line Item	Funds requested and/or appropriated on a detailed or itemized basis.
Long-range Financial Plan	Long-range financial planning utilizes a ten-year lookout period with a five-year focus. The plan projects revenues from existing sources, examines alternative revenue sources, and provides five-year operating and capital improvement and preservation budgets.
Maintenance	The normal upkeep of property in an efficient operating condition.
Mill Levy	Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed value.
Motor Vehicle Registration Fees	An annual registration fee of \$1.50 is paid to the County by the owner of a motor vehicle, trailer or semi-trailer that is primarily designed for highway use in this state. A registration fee of \$2.50 is paid to the County by the owner of a motorcycle, motor scooter, motor bicycle, trailer coach, mobile machinery, self-propelled construction equipment and trailers having an empty weight of 2,000 pounds or less. These registration fees are allocated on a monthly basis to the city where the owner has indicated the place of residence.
Official Statement (OS)	The Official Statement for a debt issue such as bonds or certificates of participation includes a maturity schedule for the debt instrument and the financial disclosures used by investors.
Open Space (OS)	Adams County Open Space funds are derived from a countywide sales tax. In 1999, Adams County voters adopted a sales tax dedicated to the purchase and maintenance of Open Space. The sales tax was approved at a rate of one-fifth of one percent of gross receipts effective January 1, 2000, for seven years. Thirty percent of the County's revenues are shared with the City based upon the amount collected within the city limits and are to be used for construction, acquisition, and maintenance of capital improvements relating to open space and/or recreation.

APPENDIX

Operating Expenses	Operating expenses include: supplies and materials which, by their nature, are consumable, and have a useful lifetime of less than one year, or which, after usage, undergo an impairment of, or material change in, physical condition.
Pension Fund	A fund type sub-classification under trusts and agency funds used primarily to account for the activities of a government's employer-employee retirement system(s).
Personnel Services	Personnel services include: all salaries, wages and benefits, including the City's contribution to retirement plans.
Revolving Fund	A fund established for the financing of goods or services, using direct or indirect fees, through charge-backs.
Sales & Use Tax	A tax on all sales of tangible personal property sold at retail, or for specific taxable services and on the use, storage, distribution or consumption of tangible personal property or taxable services not previously subjected to a city sales tax.
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.
Statute	A written law enacted by the Colorado Legislature.
Tax Increment Financing (TIF)	Tax increment financing is a technique for financing a capital project from the stream of tax revenue generated by the project.
Taxes	Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.
Taxpayer's Bill of Rights (TABOR)	Colorado voters passed the TABOR limit (Article X, Section 20 of the Colorado Constitution) in November 1992. The amendment restricts the City's total revenue growth to prior year revenue plus the Denver-Boulder Consumer Price Index, and a growth measure, which only includes new construction and annexed property. The amendment also requires each government to establish an emergency reserve of 3% of all non-exempt funds.
Trust Funds	Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.
Urban Drainage and Flood Control District(UDFCD)	The Urban Drainage and Flood Control District was established by the Colorado legislature in 1969, for the purpose of assisting local governments in the Denver metropolitan area with multi-jurisdictional drainage and flood control problems.
Victim Assistance Law Enforcement (VALE)	Victim Assistance and Law Enforcement grants provide financial support to agencies that develop programs to support victims of Federal crime under 42 U.S.C. Section 10603.
Yield Restriction Requirements	The requirements setting forth various investment yield limitation conditions for different categories of gross proceeds from a debt issue (e.g. sales, investment, transferred, reserve proceeds). The issuer should meet these various yield restriction conditions to avoid compromising the tax-exempt status of the debt.

APPENDIX

2K

This refers to the ballot measure approved by the Commerce City electors on November 5, 2013 whereby the sales and use tax rate was raised from 3.5% to 4.5%; the additional revenue raised by the one point increase in the rate was dedicated to funding parks, recreation, and streets construction projects and the ongoing operation and maintenance costs of those funded projects; and the City was authorized to issue up to \$166 million of debt to fund the parks, recreation, and streets construction projects



APPENDIX

BOND DEBT SERVICES-SERIES 2014

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
8/1/2014			499,345.00	499,345.00	499,345.00
2/1/2015			1,605,037.50	1,605,037.50	
8/1/2015	1,325,000	2.000%	1,605,037.50	2,930,037.50	4,535,075.00
2/1/2016			1,591,787.50	1,591,787.50	
8/1/2016	1,350,000	4.000%	1,591,787.50	2,941,787.50	4,533,575.00
2/1/2017			1,564,787.50	1,564,787.50	
8/1/2017	1,405,000	1.750%	1,564,787.50	2,969,787.50	4,534,575.00
2/1/2018			1,552,493.75	1,552,493.75	
8/1/2018	1,430,000	2.000%	1,552,493.75	2,982,493.75	4,534,987.50
2/1/2019			1,538,193.75	1,538,193.75	
8/1/2019	1,460,000	2.000%	1,538,193.75	2,998,193.75	4,536,387.50
2/1/2020			1,523,593.75	1,523,593.75	
8/1/2020	1,490,000	5.000%	1,523,593.75	3,013,593.75	4,537,187.50
2/1/2021			1,486,343.75	1,486,343.75	
8/1/2021	1,560,000	5.000%	1,486,343.75	3,046,343.75	4,532,687.50
2/1/2022			1,447,343.75	1,447,343.75	
8/1/2022	1,640,000	4.000%	1,447,343.75	3,087,343.75	4,534,687.50
2/1/2023			1,414,543.75	1,414,543.75	
8/1/2023	1,705,000	3.000%	1,414,543.75	3,119,543.75	4,534,087.50
2/1/2024			1,388,968.75	1,388,968.75	
8/1/2024	1,755,000	4.000%	1,388,968.75	3,143,968.75	4,532,937.50
2/1/2025			1,353,868.75	1,353,868.75	
8/1/2025	1,830,000	5.000%	1,353,868.75	3,183,868.75	4,537,737.50
2/1/2026			1,308,118.75	1,308,118.75	
8/1/2026	1,920,000	5.000%	1,308,118.75	3,228,118.75	4,536,237.50
2/1/2027			1,260,118.75	1,260,118.75	
8/1/2027	2,015,000	5.000%	1,260,118.75	3,275,118.75	4,535,237.50
2/1/2028			1,209,743.75	1,209,743.75	
8/1/2028	2,115,000	5.000%	1,209,743.75	3,324,743.75	4,534,487.50
2/1/2029			1,156,868.75	1,156,868.75	
8/1/2029	2,220,000	5.000%	1,156,868.75	3,376,868.75	4,533,737.50
2/1/2030			1,101,368.75	1,101,368.75	
8/1/2030	2,335,000	3.500%	1,101,368.75	3,436,368.75	4,537,737.50
2/1/2031			1,060,506.25	1,060,506.25	
8/1/2031	2,415,000	5.000%	1,060,506.25	3,475,506.25	4,536,012.50
2/1/2032			1,000,131.25	1,000,131.25	
8/1/2032	2,535,000	5.000%	1,000,131.25	3,535,131.25	4,535,262.50
2/1/2033			936,756.25	936,756.25	
8/1/2033	2,660,000	5.000%	936,756.25	3,596,756.25	4,533,512.50
2/1/2034			870,256.25	870,256.25	
8/1/2034	2,795,000	4.000%	870,256.25	3,665,256.25	4,535,512.50
2/1/2035			814,356.25	814,356.25	
8/1/2035	2,905,000	4.250%	814,356.25	3,719,356.25	4,533,712.50
2/1/2036			752,625.00	752,625.00	
8/1/2036	3,030,000	4.250%	752,625.00	3,782,625.00	4,535,250.00
2/1/2037			688,237.50	688,237.50	
8/1/2037	3,160,000	4.250%	688,237.50	3,848,237.50	4,536,475.00
2/1/2038			621,087.50	621,087.50	
8/1/2038	3,295,000	4.250%	621,087.50	3,916,087.50	4,537,175.00
2/1/2039			551,068.75	551,068.75	
8/1/2039	3,435,000	4.250%	551,068.75	3,986,068.75	4,537,137.50
2/1/2040			478,075.00	478,075.00	
8/1/2040	3,580,000	4.250%	478,075.00	4,058,075.00	4,536,150.00
2/1/2041			402,000.00	402,000.00	
8/1/2041	3,730,000	5.000%	402,000.00	4,132,000.00	4,534,000.00
2/1/2042			308,750.00	308,750.00	
8/1/2042	3,915,000	5.000%	308,750.00	4,223,750.00	4,532,500.00
2/1/2043			210,875.00	210,875.00	
8/1/2043	4,115,000	5.000%	210,875.00	4,325,875.00	4,536,750.00
2/1/2044			108,000.00	108,000.00	
8/1/2044	4,320,000	5.000%	108,000.00	4,428,000.00	4,536,000.00
	73,445,000		63,111,157.50	\$ 136,556,157.50	\$ 136,556,157.50

APPENDIX

BOND DEBT SERVICES-SERIES 2015

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
4/2/2015					
8/1/2015	2,030,000	2.000%	701,463.68	2,731,463.68	2,731,463.68
2/1/2016			1,040,737.50	1,040,737.50	
8/1/2016	1,730,000	2.000%	1,040,737.50	2,770,737.50	3,811,475.00
2/1/2017			1,023,437.50	1,023,437.50	
8/1/2017	1,760,000	3.000%	1,023,437.50	2,783,437.50	3,806,875.00
2/1/2018			997,037.50	997,037.50	
8/1/2018	1,820,000	4.000%	997,037.50	2,817,037.50	3,814,075.00
2/1/2019			960,637.50	960,637.50	
8/1/2019	1,890,000	2.000%	960,637.50	2,850,637.50	3,811,275.00
2/1/2020			941,737.50	941,737.50	
8/1/2020	1,930,000	2.000%	941,737.50	2,871,737.50	3,813,475.00
2/1/2021			922,437.50	922,437.50	
8/1/2021	1,960,000	2.500%	922,437.50	2,882,437.50	3,804,875.00
2/1/2022			897,937.50	897,937.50	
8/1/2022	2,000,000	4.000%	897,937.50	2,897,937.50	3,795,875.00
2/1/2023			857,937.50	857,937.50	
8/1/2023	2,075,000	5.000%	857,937.50	2,932,937.50	3,790,875.00
2/1/2024			806,062.50	806,062.50	
8/1/2024	2,175,000	5.000%	806,062.50	2,981,062.50	3,787,125.00
2/1/2025			751,687.50	751,687.50	
8/1/2025	2,280,000	5.000%	751,687.50	3,031,687.50	3,783,375.00
2/1/2026			694,687.50	694,687.50	
8/1/2026	2,385,000	5.000%	694,687.50	3,079,687.50	3,774,375.00
2/1/2027			635,062.50	635,062.50	
8/1/2027	2,515,000	5.000%	635,062.50	3,150,062.50	3,785,125.00
2/1/2028			572,187.50	572,187.50	
8/1/2028	2,650,000	5.000%	572,187.50	3,222,187.50	3,794,375.00
2/1/2029			505,937.50	505,937.50	
8/1/2029	2,780,000	3.000%	505,937.50	3,285,937.50	3,791,875.00
2/1/2030			464,237.50	464,237.50	
8/1/2030	2,865,000	5.000%	464,237.50	3,329,237.50	3,793,475.00
2/1/2031			392,612.50	392,612.50	
8/1/2031	3,000,000	5.000%	392,612.50	3,392,612.50	3,785,225.00
2/1/2032			317,612.50	317,612.50	
8/1/2032	3,145,000	5.000%	317,612.50	3,462,612.50	3,780,225.00
2/1/2033			238,987.50	238,987.50	
8/1/2033	3,300,000	3.375%	238,987.50	3,538,987.50	3,777,975.00
2/1/2034			183,300.00	183,300.00	
8/1/2034	3,410,000	3.500%	183,300.00	3,593,300.00	3,776,600.00
2/1/2035			123,625.00	123,625.00	
8/1/2035	2,410,000	5.000%	123,625.00	2,533,625.00	2,657,250.00
2/1/2036			63,375.00	63,375.00	
8/1/2036	2,535,000	5.000%	63,375.00	2,598,375.00	2,661,750.00
	<u>52,645,000</u>		<u>27,484,013.68</u>	<u>\$ 80,129,013.68</u>	<u>\$ 80,129,013.68</u>

APPENDIX

BOND DEBT SERVICES-SERIES 2016

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
9/20/2016					
2/1/2017			971,910.83	971,910.83	
8/1/2017			1,335,450.00	1,335,450.00	2,307,360.83
2/1/2018			1,335,450.00	1,335,450.00	
8/1/2018			1,335,450.00	1,335,450.00	2,670,900.00
2/1/2019			1,335,450.00	1,335,450.00	
8/1/2019			1,335,450.00	1,335,450.00	2,670,900.00
2/1/2020			1,335,450.00	1,335,450.00	
8/1/2020	220,000	2.000%	1,335,450.00	1,555,450.00	2,890,900.00
2/1/2021			1,333,250.00	1,333,250.00	
8/1/2021	450,000	2.000%	1,333,250.00	1,783,250.00	3,116,500.00
2/1/2022			1,328,750.00	1,328,750.00	
8/1/2022	685,000	3.000%	1,328,750.00	2,013,750.00	3,342,500.00
2/1/2023			1,318,475.00	1,318,475.00	
8/1/2023	915,000	3.000%	1,318,475.00	2,233,475.00	3,551,950.00
2/1/2024			1,304,750.00	1,304,750.00	
8/1/2024	1,260,000	5.000%	1,304,750.00	2,564,750.00	3,869,500.00
2/1/2025			1,273,250.00	1,273,250.00	
8/1/2025	1,325,000	5.000%	1,273,250.00	2,598,250.00	3,871,500.00
2/1/2026			1,240,125.00	1,240,125.00	
8/1/2026	1,390,000	5.000%	1,240,125.00	2,630,125.00	3,870,250.00
2/1/2027			1,205,375.00	1,205,375.00	
8/1/2027	1,460,000	5.000%	1,205,375.00	2,665,375.00	3,870,750.00
2/1/2028			1,168,875.00	1,168,875.00	
8/1/2028	1,530,000	5.000%	1,168,875.00	2,698,875.00	3,867,750.00
2/1/2029			1,130,625.00	1,130,625.00	
8/1/2029	1,610,000	5.000%	1,130,625.00	2,740,625.00	3,871,250.00
2/1/2030			1,090,375.00	1,090,375.00	
8/1/2030	1,690,000	5.000%	1,090,375.00	2,780,375.00	3,870,750.00
2/1/2031			1,048,125.00	1,048,125.00	
8/1/2031	1,770,000	5.000%	1,048,125.00	2,818,125.00	3,866,250.00
2/1/2032			1,003,875.00	1,003,875.00	
8/1/2032	1,860,000	5.000%	1,003,875.00	2,863,875.00	3,867,750.00
2/1/2033			957,375.00	957,375.00	
8/1/2033	1,955,000	5.000%	957,375.00	2,912,375.00	3,869,750.00
2/1/2034			908,500.00	908,500.00	
8/1/2034	2,050,000	5.000%	908,500.00	2,958,500.00	3,867,000.00
2/1/2035			857,250.00	857,250.00	
8/1/2035	2,155,000	5.000%	857,250.00	3,012,250.00	3,869,500.00
2/1/2036			803,375.00	803,375.00	
8/1/2036	2,260,000	5.000%	803,375.00	3,063,375.00	3,866,750.00
2/1/2037			746,875.00	746,875.00	
8/1/2037	2,375,000	5.000%	746,875.00	3,121,875.00	3,868,750.00
2/1/2038			687,500.00	687,500.00	
8/1/2038	2,495,000	5.000%	687,500.00	3,182,500.00	3,870,000.00
2/1/2039			625,125.00	625,125.00	
8/1/2039	2,620,000	5.000%	625,125.00	3,245,125.00	3,870,250.00
2/1/2040			559,625.00	559,625.00	
8/1/2040	2,750,000	5.000%	559,625.00	3,309,625.00	3,869,250.00
2/1/2041			490,875.00	490,875.00	
8/1/2041	2,885,000	5.000%	490,875.00	3,375,875.00	3,866,750.00
2/1/2042			418,750.00	418,750.00	
8/1/2042	3,030,000	5.000%	418,750.00	3,448,750.00	3,867,500.00
2/1/2043			343,000.00	343,000.00	
8/1/2043	3,185,000	5.000%	343,000.00	3,528,000.00	3,871,000.00
2/1/2044			263,375.00	263,375.00	
8/1/2044	3,340,000	5.000%	263,375.00	3,603,375.00	3,866,750.00
2/1/2045			179,875.00	179,875.00	
8/1/2045	3,510,000	5.000%	179,875.00	3,689,875.00	3,869,750.00
2/1/2046			92,125.00	92,125.00	
8/1/2046	3,685,000	5.000%	92,125.00	3,777,125.00	3,869,250.00
	54,460,000		\$ 55,079,010.83	\$ 109,539,010.83	\$ 109,539,010.83

APPENDIX

BOND DEBT SERVICES - SERIES 2017 (COPS)

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
3/15/2017					
6/15/2017			281,864.06	281,864.06	
12/15/2017	960,000	2.000%	563,728.13	1,523,728.13	1,805,592.19
6/15/2018			554,128.13	554,128.13	
12/15/2018	690,000	3.000%	554,128.13	1,244,128.13	1,798,256.26
6/15/2019			543,778.13	543,778.13	
12/15/2019	710,000	3.000%	543,778.13	1,253,778.13	1,797,556.26
6/15/2020			533,128.13	533,128.13	
12/15/2020	730,000	3.000%	533,128.13	1,263,128.13	1,796,256.26
6/15/2021			522,178.13	522,178.13	
12/15/2021	765,000	3.000%	522,178.13	1,287,178.13	1,809,356.26
6/15/2022			510,703.13	510,703.13	
12/15/2022	800,000	4.000%	510,703.13	1,310,703.13	1,821,406.26
6/15/2023			494,703.13	494,703.13	
12/15/2023	835,000	4.000%	494,703.13	1,329,703.13	1,824,406.26
6/15/2024			478,003.13	478,003.13	
12/15/2024	875,000	5.000%	478,003.13	1,353,003.13	1,831,006.26
6/15/2025			456,128.13	456,128.13	
12/15/2025	925,000	5.000%	456,128.13	1,381,128.13	1,837,256.26
6/15/2026			433,003.13	433,003.13	
12/15/2026	975,000	5.000%	433,003.13	1,408,003.13	1,841,006.26
6/15/2027			408,628.13	408,628.13	
12/15/2027	1,010,000	5.000%	408,628.13	1,418,628.13	1,827,256.26
6/15/2028			383,378.13	383,378.13	
12/15/2028	1,050,000	5.000%	383,378.13	1,433,378.13	1,816,756.26
6/15/2029			357,128.13	357,128.13	
12/15/2029	1,100,000	5.000%	357,128.13	1,457,128.13	1,814,256.26
6/15/2030			329,628.13	329,628.13	
12/15/2030	1,160,000	5.000%	329,628.13	1,489,628.13	1,819,256.26
6/15/2031			300,628.13	300,628.13	
12/15/2031	1,225,000	3.375%	300,628.13	1,525,628.13	1,826,256.26
6/15/2032			279,956.25	279,956.25	
12/15/2032	1,275,000	3.500%	279,956.25	1,554,956.25	1,834,912.50
6/15/2033			257,643.75	257,643.75	
12/15/2033	1,320,000	3.625%	257,643.75	1,577,643.75	1,835,287.50
6/15/2034			233,718.75	233,718.75	
12/15/2034	1,365,000	3.750%	233,718.75	1,598,718.75	1,832,437.50
6/15/2035			208,125.00	208,125.00	
12/15/2035	2,540,000	3.750%	208,125.00	2,748,125.00	2,956,250.00
6/15/2036			160,500.00	160,500.00	
12/15/2036	2,630,000	4.000%	160,500.00	2,790,500.00	2,951,000.00
6/15/2037			107,900.00	107,900.00	
12/15/2037	5,395,000	4.000%	107,900.00	5,502,900.00	5,610,800.00
	28,335,000		\$ 15,951,567.33	\$ 44,286,567.33	\$ 44,286,567.33

2018 ADOPTED, 2019 PROPOSED BUDGET

October 16, 2017

President and Members of the Board

City of Commerce City Northern Infrastructure General Improvement District (NIGID)

SECTION 1: Introduction

The proposed budget beginning January 1, 2018 and ending on December 31, 2018 is hereby submitted.

As required by Colorado statutes, this proposed budget is in balance with anticipated and existing revenues equal to or greater than the 2018 proposed expenditures.

SECTION 2: Certification of Mill Levy and Assessed Valuation

The assessed valuation of the NIGID as estimated by the Adams County Assessor's Office on August 25, 2017 is \$270,411,670. A final valuation is to be received from the County Assessor no later than December 10, 2017.

For the 2017 fiscal year, it is proposed that the mill levy be certified at 27.00 mills, which will generate a district property tax of \$7,301,115. This is the nineteenth year that the NIGID has received an assessed valuation and the nineteenth year that a property tax mill levy is proposed.

SECTION 3: Authorization and Issuance of District Limited General Obligation Bond Series 1998

On November 4, 1997, the electors of the NIGID approved the issuance of bonds for two purposes, one of which was for \$5,000,000 for the financing of water improvements and one of which was for \$10,000,000 for the financing of sewer improvements for a total authorization of \$15,000,000.

On June 2, 1998, the NIGID issued a limited general obligation bond issue in the par amount of \$11,500,000 of the authorized \$15,000,000 for the water and sewer improvements project. These bonds were privately placed with Consumer Services, Inc., a division of United Power, Incorporated. In addition to the bond proceeds, the City of Commerce City and the South Adams County Water and Sanitation District provided for a reimbursable loan of \$1,000,000 and \$500,000 respectively. The bonds carried a coupon rate of 8.750% with the initial debt service payment being made on December 1, 1998, and a term ending December 1, 2017. This debt is solely the responsibility of the NIGID with no financial responsibilities of the City of Commerce City.

SECTION 4: Authorization and Issuance of General Obligation Variable Rate Refunding Bonds Series 2002

On January 8, 2002, the NIGID issued General Obligation Variable Rate Refunding Bonds Series 2002 in the amount of \$14,140,000 with A+ rated bonds. The refunding bonds were for the purpose of refinancing the 1998 Limited General Obligation Bond, Series 1998 held by Consumer Services, Inc., a division of United Power, Incorporated and to repay a December 2000 Loan to the District from various property owners in the District in the aggregate amount of \$22,752. The new bonds were all purchased by a single buyer at an interest rate of 1.75% for year 2002. We were able to obtain this interest rate with the issuance of a Letter of Credit (LOC) and with the annual remarketing of the bonds. The net interest cost was calculated to be approximately 4% over the 30-year term of the bond. The Series 1998 Bonds and the Developer Loan were redeemed and paid on January 15, 2002, the date of issuance of the Bonds (plus accrued interest on the Series 1998 Bonds). In 2004, \$1,850,000 of the bonds were called early and retired. And in 2006, \$2,100,000 of the bonds were called early and retired.

SECTION 5: Authorization to Increase Debt

On November 1, 2005, the electors of the NIGID approved the debt be increased \$79,900,000 for improvements to East 104th Avenue and other street improvements as deemed necessary for the benefit of the District. The first \$44,400,000 in bonds was issued in 2006 and the remainder to be issued as determined.

SECTION 6: Authorization and Issuance of General Obligation Variable Rate Bonds, Series 2006

On February 15, 2006, the NIGID issued General Obligation Variable Rate Bonds Series 2006 in the amount of \$44,400,000 with AA rated bonds to be used to construct street improvements and to pay the costs of issuing the Bonds. The Bonds were structured to bear interest in the weekly mode. The adjusted interest rate for any Bond in the weekly mode was the rate of interest per annum determined by the Remarketing Agent on and as of each Wednesday. The adjusted interest rate could not exceed the maximum rate. The net interest cost was calculated to be approximately 4% over the 30-year term of the bond.

SECTION 7: Authorization and Issuance of General Obligation Variable Rate Bonds, Series 2008

On June 26, 2008, the NIGID issued General Obligation Variable Rate Bonds Series 2008 in the amount of \$35,500,000 with AA rated bonds to be used to construct street improvements and to pay the costs of issuing the Bonds. The Bonds were structured to bear interest in the weekly mode. The adjusted interest rate for any Bond in the weekly mode was the rate of interest per annum determined by the Remarketing Agent on and as of each Wednesday. The adjusted interest rate could not exceed the maximum rate. The net interest cost was calculated to be approximately 4% over the 30-year term of the bond.

SECTION 8: Remarketing of General Obligation Variable Rate Refunding Bonds Series 2002 and Refinancing of General Obligation Variable Rate Bonds, Series 2006, and General Obligation Variable Rate Bonds, Series 2008

NORTHERN INFRASTRUCTURE GID

On February 02, 2013, the NIGID remarketed the General Obligation Variable Rate Refunding Bonds Series 2002 and refinanced the General Obligation Variable Rate Bonds, Series 2006, and General Obligation Variable Rate Bonds, Series 2008 fix the interest rate on all of the bonds. The true interest cost of the bonds was calculated to be 3.645104% over the 30-year term of the bond.

Section 9: The 2018 Budget Process

The proposed 2018 budget expenditures total \$7,838,978 including bond interest payments plus additional operational costs. NIGID revenues for 2018 are estimated at 7,838,978.

The proposed budget is scheduled for public hearing on Monday, October 16, 2017 with a continuation of the public hearing to November 6, 2017. Following the November 6th public hearing, the NIGID budget is scheduled for adoption and certification of the mill levy. The NIGID does not have any authorized staff.

Respectfully Submitted

Sheryl L. Carstens, Treasurer to the Board

NORTHERN INFRASTRUCTURE GID

SUMMARY OF RESOURCES AND REQUIREMENTS BY FUND - 2018

GENERAL IMPROVEMENT DISTRICT

		2018 Budget
<u>Resources</u>		
Revenues		\$ 7,838,978
Total Resources		\$ 7,838,978
<u>Requirements</u>		
Administrative Cost		\$ 106,100
Transfers To:		
02 General Improvement District Debt		\$ 748,506
13 General Improvement District Debt		\$ 4,623,792
Fund Balance		\$ 2,178,580
Transfer To CIPP		\$ 182,000
Total Requirements		\$ 7,838,978

GENERAL IMPROVEMENT DISTRICT DEBT

		2018 Budget
<u>Resources</u>		
Transfers From		
02 General Improvement District Fund		\$ 748,506
13 General Improvement District Fund		4,623,792
Total Resources		\$ 5,372,298
<u>Requirements</u>		
02 Administrative Costs		\$ 7,750
13 Administrative Costs		50,500
02 Interest		285,756
13 Interest		3,138,292
02 Principal		455,000
13 Principal		1,435,000
Total Requirements		\$ 5,372,298

NORTHERN INFRASTRUCTURE GID

SUMMARY OF RESOURCES AND REQUIREMENTS BY FUND - 2019

GENERAL IMPROVEMENT DISTRICT

	<u>2019 Plan</u>
<u>Resources</u>	
Revenue	\$ 7,935,474
Total Resources	\$ 7,935,474
<u>Requirements</u>	
Administrative Costs	\$ 87,500
Transfers To:	
02 General Improvement District Debt	\$ 750,446
13 General Improvement District Debt	\$ 4,743,825
Fund Balance	\$ 2,166,243
Transfer To CIPP	\$ 187,460
Total Requirements	\$ 7,935,474

GENERAL IMPROVEMENT DISTRICT DEBT

	<u>2019 plan</u>
<u>Resources</u>	
Transfers From	
02 General Improvement District Fund	\$ 750,446
13 General Improvement District Fund	4,743,825
Total Resources	\$ 5,494,271
<u>Requirements</u>	
02 Administrative Costs	\$ 7,890
13 Administrative Costs	51,409
02 Interest	267,556
13 Interest	3,072,416
02 Principal	475,000
13 Principal	1,620,000
Total Requirements	\$ 5,494,271

NORTHERN INFRASTRUCTURE GID

2018 ADOPTED, 2019 PROPOSED BUDGET

Revenues	2015 Actual	2016 Actual	2017 Adopted	2017 Estimated	2018 Budget	2019 Plan
Description						
Earnings On Investments	54,051	12,545	\$ 50,000	\$ -	\$ 50,000	\$ 50,000
Property Tax	4,572,537	5,688,423	5,802,470	5,770,743	7,301,115	7,396,029
Specific Ownership Tax	393,019	464,635	580,247	354,975	400,000	400,000
Sale Of Assets Water Rights	101,650	125,000	-	-	-	-
One Time Fee	-	-	-	127,520	37,101	37,769
Capacity Fee	8,126	25,274	25,000	-	50,762	51,676
Bond Proceeds	-	-	-	-	-	-
Bond Misc Net Premium	-	-	-	-	-	-
Transfer From Fund Balance	8,592,604	1,016,254	-	-	-	-
Transfers In	-	40,000	-	-	-	-
Total Available Revenues	\$13,721,988	\$ 7,372,130	\$ 6,457,717	\$ 6,253,238	\$7,838,978	\$7,935,474
Expenditures						
Outside Services Project Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Recording/Advertising Fees	-	-	100	-	100	100
Auditing Fees	9,500	13,030	15,000	-	15,000	15,000
Legal Fees	-	-	1,000	-	1,000	1,000
Property Tax Collection Fees	68,603	85,358	70,000	-	90,000	-
Project Expense - Water Acq Fee	-	-	-	-	-	-
Project Expense - Water Rights Sold	79,999	97,329	-	-	-	-
Unclassified Expense	-	-	-	-	-	-
Unclassified Expense Closing Costs	-	-	-	-	-	-
Unclassified Expense Bond Escrow Agent	-	-	-	-	-	-
Insurance Premiums	-	-	5,000	86,566	-	71,400
Transfer To Fund 195 - 2002	733,306	737,506	740,907	740,907	748,506	750,446
Transfer To Fund 195 - 2013	4,237,491	4,345,041	4,506,542	4,506,542	4,623,792	4,743,825
Transfer To Fund 191 - NIGID Construction Fund	8,463,088	2,093,865	-	-	-	-
Transfer To CIPP Fund	130,000	-	-	-	182,000	187,460
Transfer To Fund Balance	-	-	1,119,168	919,223	2,178,580	2,166,243
Total Expenditures	13,721,988	7,372,130	6,457,717	6,253,238	7,838,978	7,935,474
Net Position	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NORTHERN INFRASTRUCTURE GID

2018 ADOPTED, 2019 PROPOSED BUDGET

Revenues	2015 Actual	2016 Actual	2017 Adopted	2017 Estimated	2018 Budget	2019 Plan
Description						
	\$ -	\$ -	\$ -	\$ -	-	\$ -
Interest/Us Bank 2002	-	-	-	-	-	-
Interest/Us Bank 2013						
Transfer From Fund 190/2002	733,306	737,506	745,907	737,507	748,506	750,446
Transfer From Fund 190/2013	4,237,491	4,345,541	4,506,542	4,345,542	4,623,792	4,743,825
Total Available Revenues	\$ 4,970,798	\$ 5,083,048	\$ 5,252,449	\$ 5,083,049	5,372,298	\$ 5,494,271
Expenditures						
2002 Outside Services	\$ -	\$ -	\$ 5,000	\$ -	5,000	\$ 5,090
2013 Outside Services	-	-	50,000	-	50,000	50,900
2002 Unclassified Expense	2,750	2,750	2,750	2,750	2,750	2,800
2013 Unclassified Expense	500	500	500	500	500	509
2002 Bond Principal Payments	395,000	415,000	435,000	415,000	455,000	475,000
2013 Bond Principal Payments	965,000	1,100,000	1,255,000	1,100,000	1,435,000	1,620,000
2002 Bond Interest Payments	335,556	319,756	303,157	319,757	285,756	267,556
2013 Bond Interest Payments	3,271,991	3,245,041	3,201,042	3,245,042	3,138,292	3,072,416
Total Expenditures	\$ 4,970,798	\$ 5,083,048	\$ 5,252,449	\$ 5,083,049	5,372,298	\$ 5,494,271
Net Position	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

NORTHERN INFRASTRUCTURE GID

BOND DEBT SERVICE SERIES 2002

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/30/2013			121,185.42	121,185.42	
12/1/2013	325,000	4.000%	181,778.13	506,778.13	627,963.55
6/1/2014			175,278.13	175,278.13	
12/1/2014	375,000	4.000%	175,278.13	550,278.13	725,556.26
6/1/2015			167,778.13	167,778.13	
12/1/2015	395,000	4.000%	167,778.13	562,778.13	730,556.26
6/1/2016			159,878.13	159,878.13	
12/1/2016	415,000	4.000%	159,878.13	574,878.13	734,756.26
6/1/2017			151,578.13	151,578.13	
12/1/2017	435,000	4.000%	151,578.13	586,578.13	738,156.26
6/1/2018			142,878.13	142,878.13	
12/1/2018	455,000	4.000%	142,878.13	597,878.13	740,756.26
6/1/2019			133,778.13	133,778.13	
12/1/2019	475,000	4.000%	133,778.13	608,778.13	742,556.26
6/1/2020			124,278.13	124,278.13	
12/1/2020	495,000	4.000%	124,278.13	619,278.13	743,556.26
6/1/2021			114,378.13	114,378.13	
12/1/2021	510,000	4.000%	114,378.13	624,378.13	738,756.26
6/1/2022			104,178.13	104,178.13	
12/1/2022	530,000	5.000%	104,178.13	634,178.13	738,356.26
6/1/2023			90,928.13	90,928.13	
12/1/2023	560,000	3.125%	90,928.13	650,928.13	741,856.26
6/1/2024			82,178.13	82,178.13	
12/1/2024	575,000	3.125%	82,178.13	657,178.13	739,356.26
6/1/2025			73,193.75	73,193.75	
12/1/2025	595,000	3.125%	73,193.75	668,193.75	741,387.50
6/1/2026			63,896.88	63,896.88	
12/1/2026	615,000	3.125%	63,896.88	678,896.88	742,793.76
6/1/2027			54,287.50	54,287.50	
12/1/2027	630,000	3.125%	54,287.50	684,287.50	738,575.00
6/1/2028			44,443.75	44,443.75	
12/1/2028	650,000	3.250%	44,443.75	694,443.75	738,887.50
6/1/2029			33,881.25	33,881.25	
12/1/2029	675,000	3.250%	33,881.25	708,881.25	742,762.50
6/1/2030			22,912.50	22,912.50	
12/1/2030	695,000	3.250%	22,912.50	717,912.50	740,825.00
6/1/2031			11,618.75	11,618.75	
12/1/2031	715,000	3.250%	11,618.75	726,618.75	738,237.50
	\$ 10,120,000		\$ 3,805,651.17	\$ 13,925,651.17	\$ 13,925,651.17

NORTHERN INFRASTRUCTURE GID

BOND DEBT SERVICE SERIES 2013

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
6/30/2013			1,112,363.75	1,112,363.75	
12/1/2013	1,340,000	3.000%	1,668,545.63	3,008,545.63	4,120,909.38
6/1/2014			1,648,445.63	1,648,445.63	
12/1/2014	830,000	3.000%	1,648,445.63	2,478,445.63	4,126,891.26
6/1/2015			1,635,995.63	1,635,995.63	
12/1/2015	965,000	-	1,635,995.63	2,600,995.63	4,236,991.26
6/1/2016			1,622,520.63	1,622,520.63	
12/1/2016	1,100,000	4.000%	1,622,520.63	2,722,520.63	4,345,041.26
6/1/2017			1,600,520.63	1,600,520.63	
12/1/2017	1,255,000	5.000%	1,600,520.63	2,855,520.63	4,456,041.26
6/1/2018			1,569,145.63	1,569,145.63	
12/1/2018	1,435,000	-	1,569,145.63	3,004,145.63	4,573,291.26
6/1/2019			1,536,208.13	1,536,208.13	
12/1/2019	1,620,000	5.000%	1,536,208.13	3,156,208.13	4,692,416.26
6/1/2020			1,495,708.13	1,495,708.13	
12/1/2020	1,825,000	5.000%	1,495,708.13	3,320,708.13	4,816,416.26
6/1/2021			1,450,083.13	1,450,083.13	
12/1/2021	2,050,000	5.000%	1,450,083.13	3,500,083.13	4,950,166.26
6/1/2022			1,398,833.13	1,398,833.13	
12/1/2022	2,285,000	5.000%	1,398,833.13	3,683,833.13	5,082,666.26
6/1/2023			1,341,708.13	1,341,708.13	
12/1/2023	2,395,000	5.000%	1,341,708.13	3,736,708.13	5,078,416.26
6/1/2024			1,281,833.13	1,281,833.13	
12/1/2024	2,515,000	5.000%	1,281,833.13	3,796,833.13	5,078,666.26
6/1/2025			1,218,958.13	1,218,958.13	
12/1/2025	2,640,000	5.000%	1,218,958.13	3,858,958.13	5,077,916.26
6/1/2026			1,152,958.13	1,152,958.13	
12/1/2026	2,770,000	5.000%	1,152,958.13	3,922,958.13	5,075,916.26
6/1/2027			1,083,708.13	1,083,708.13	
12/1/2027	2,915,000	5.000%	1,083,708.13	3,998,708.13	5,082,416.26
6/1/2028			1,010,833.13	1,010,833.13	
12/1/2028	3,060,000	5.000%	1,010,833.13	4,070,833.13	5,081,666.26
6/1/2029			934,333.13	934,333.13	
12/1/2029	3,210,000	5.000%	934,333.13	4,144,333.13	5,078,666.26
6/1/2030			854,083.13	854,083.13	
12/1/2030	3,370,000	5.000%	854,083.13	4,224,083.13	5,078,166.26
6/1/2031			769,833.13	769,833.13	
12/1/2031	3,540,000	5.000%	769,833.13	4,309,833.13	5,079,666.26
6/1/2032			681,333.13	681,333.13	
12/1/2032	4,455,000	-	681,333.13	5,136,333.13	5,817,666.26
6/1/2033			570,526.88	570,526.88	
12/1/2033	4,680,000	3.500%	570,526.88	5,250,526.88	5,821,053.76
6/1/2034			488,626.88	488,626.88	
12/1/2034	4,845,000	3.500%	488,626.88	5,333,626.88	5,822,253.76
6/1/2035			403,839.38	403,839.38	
12/1/2035	5,010,000	3.600%	403,839.38	5,413,839.38	5,817,678.76
6/1/2036			313,659.38	313,659.38	
12/1/2036	5,195,000	3.625%	313,659.38	5,508,659.38	5,822,318.76
6/1/2037			219,500.00	219,500.00	
12/1/2037	5,380,000	4.000%	219,500.00	5,599,500.00	5,819,000.00
6/1/2038			111,900.00	111,900.00	
12/1/2038	5,595,000	4.000%	111,900.00	5,706,900.00	5,818,800.00
	\$ 76,280,000		\$ 55,571,098.36	\$ 131,851,098.36	\$ 131,851,098.36

NORTHERN INFRASTRUCTURE GID

RESOLUTION ADOPTING THE 2018 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE COMMERCE CITY NORTHERN INFRASTRUCTURE GENERAL IMPROVEMENT DISTRICT (NIGID)

RESOLUTION NO. NIGID 2017-02

WHEREAS, the Board of Directors for the Commerce City Northern Infrastructure General Improvement District (NIGID) has received and reviewed the NIGID annual budget for the fiscal year commencing January 1, 2018, and ending December 31, 2018; and

WHEREAS, the budget as submitted has been received by the Board of Directors and published for public inspection as required by State Statutes; and

WHEREAS, the Board of Directors conducted a public hearing on the submitted budget on October 16, 2016 with a continuation of the public hearing on November 6, 2017; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2018; and

Revenues & Fund Balance	\$7,838,978
Expenditure Requirements	\$7,838,978

WHEREAS, the assessed valuation of taxable property for the year 2017; in the Northern Infrastructure General Improvement District, as certified by the County Assessor of Adams County, Colorado is the sum of \$270,411,670.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors for the Commerce City Northern Infrastructure General Improvement District that the Budget, a copy of which is incorporated herein by reference, be and hereby is adopted for the Commerce City Northern Infrastructure General Improvement District for the year 2018 and \$7,301,115 is declared to be the amount of revenue necessary to be raised from all sources to pay current expenses for the period commencing January 1, 2018 through December 31, 2018.

BE IT FURTHER RESOLVED that a tax of 27.000 mills be levied on each dollar of the assessed valuation of the taxable property in the General Improvement District for the purpose of raising the sum of \$7,314,255 because such amounts and revenues from all other sources is anticipated to be necessary to meet the District's expenditure requirements for the fiscal year commencing January 1, 2018, and ending December 31, 2018.

BE IT FURTHER RESOLVED that an ad valorem tax levy for the Northern Infrastructure General Improvement District, Colorado, for the fiscal year commencing January 1, 2018, and ending December 31, 2018, is imposed as follows, and shall be certified to the Office of the County Treasurer, County of Adams, as provided by law:

General Improvement District Fund	27.000 mills
-----------------------------------	--------------

RESOLVED AND PASSED THIS 6th DAY OF NOVEMBER 2017.

COMMERCE CITY NORTHERN INFRASTRUCTURE
GENERAL IMPROVEMENT DISTRICT

Sean Ford, President

ATTEST:

Laura J. Bauer
City Clerk, ex-officio Secretary

E-470 COMMERCIAL AREA GID

2018 ADOPTED, 2019 PROPOSED BUDGET

October 16, 2017

President and Members of the Board

City of Commerce City E-470 Commercial Area General Improvement District (ECAGID)

SECTION 1: Introduction

The proposed budget beginning January 1, 2018 and ending on December 31, 2018 is hereby submitted.

As required by Colorado statutes, this proposed budget is in balance with anticipated and existing revenues equal to or greater than the 2018 proposed expenditures.

SECTION 2: Authorization to Increase Debt

On November 5, 2013, the electors of the ECAGID are asked to approve a series of ballot questions to issue debt in the amount of \$2,000,000,000 for improvements to the district as deemed necessary for the benefit of the District.

SECTION 3: The 2018 Budget Process

The proposed 2018 budget expenditures total \$6,679 which include operational costs. ECAGID revenues for 2018 are estimated at \$6,679.

The proposed budget is scheduled for public hearing on Monday, October 16, 2017 with a continuation of the public hearing to November 6, 2017. Following the November 6th public hearing, the ECAGID budget is scheduled for adoption. The ECAGID does not have any authorized staff.

Respectfully Submitted

Sheryl L. Carstens, Chief Financial Officer

E-470 COMMERCIAL AREA GID

SUMMARY OF RESOURCES AND REQUIREMENT BY FUND

2018 BUDGET

2018 Budget	
<u>Financial Sources</u>	
Revenue	\$ 6,679
Total Financial Sources	\$ 6,679
<u>Financial Uses</u>	
Administrative Cost	\$ 6,679
Total Financial Uses	\$ 6,679

2019 PLAN

2019 Plan	
<u>Financial Sources</u>	
Revenue	\$ 7,751
Total Resources	\$ 7,751
<u>Financial Uses</u>	
Administrative Cost	\$ 7,751
Total Financial Uses	\$ 7,751

E-470 COMMERCIAL AREA GID

2018 ADOPTED, 2019 PROPOSED BUDGET

Revenues	2015 Actual	2016 Actual	2017 Adopted	2017 Estimated	2018 Budget	2019 Plan
Description						
Beginning Fund Balance	\$ 2,460,840	\$ 2,773,069	\$ 2,955,446	\$ 2,955,446	\$ 2,955,446	\$ 2,955,446
Reimbursed By Others - General	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
Earnings On Investments	(687)	(582)	-	383	-	-
Taxes Property	6,806	16,265	15,873	15,949	5,879	6,937
Taxes Specific Ownership	589	1,339	727	977	800	814
Agreements	311,122	150,411	-	-	-	-
Unclassified Revenue	-	15,189	-	-	-	-
Transfer from Fund Balance	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Available Revenues	\$ 317,831	\$ 182,621	\$ 16,600	\$ 17,309	\$ 6,679	\$ 7,751
Expenditures						
Outside Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Auditing Fees	5,500	-	1,250	-	1,250	1,250
Recording/Advertising	-	-	100	-	-	-
Legal Fees	-	-	1,000	-	-	-
Property Tax Collection Fee	102	244	250	239	250	250
Project Expense	-	-	-	-	-	-
Unclassified Expense	-	-	2,000	-	2,000	2,000
Transfer Out	-	-	-	-	-	-
Transfer To Fund Balance	-	-	12,000	17,070	3,179	4,251
Total Expenditures	\$ 5,602	\$ 244	\$ 16,600	\$ 17,309	\$ 6,679	\$ 7,751
Net Position	\$ 2,773,069	\$2,955,446	\$ 2,955,446	\$ 2,955,446	\$2,955,446	\$2,955,446

E-470 COMMERCIAL AREA GID

RESOLUTION ADOPTING THE 2018 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE E-470 COMMERCIAL AREA GENERAL IMPROVEMENT DISTRICT (ECAGID)

RESOLUTION NO. ECAGID 17-01

WHEREAS, the Board of Directors for the E-470 Commercial Area General Improvement District (ECAGID) has received and reviewed the ECAGID annual budget for the fiscal year commencing January 1, 2018, and ending December 31, 2018; and

WHEREAS, the budget as submitted has been received by the Board of Directors and published for public inspection as required by State Statutes; and

WHEREAS, the Board of Directors conducted a public hearing on the submitted budget on October 16, 2017 with a continuation of the public hearing on November 6, 2017; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2018; and

Revenues & Fund Balance	\$6,679
Expenditure Requirements	\$6,679

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors for the E-470 Commercial Area General Improvement District that the Budget, a copy of which is incorporated herein by reference, be and hereby is adopted for the E-470 Commercial Area General Improvement District for the year 2018 and \$6,679 is declared to be the amount of revenue necessary to be raised from all sources to pay current expenses for the period commencing January 1, 2018 through December 31, 2018.

BE IT FURTHER RESOLVED that a tax of 10.00 mills be levied upon each dollar of the assessed valuation of the taxable property in the E-470 Commercial Area General Improvement District for the purpose of raising the sum of \$6,679 and together with surplus and revenue from all other sources, such amount is anticipated to be necessary to meet the E-470 Commercial Area General Improvement District budget expenditure requirements and to provide a reasonable closing fund balance for the fiscal year commencing January 1, 2018, and ending December 31, 2018. The Board of Directors for the E-470 Commercial Area General Improvement District intend this to be a temporary 17.0 mill levy reduction to support development of the Area subject to annual review and approval, with the understanding and intent that the reduction is not intended to be permanent, that the temporary reduction is not intended to limit the authority of the District to establish the mill levy at 27.0 mills, and that the mill levy shall remain at 27.0 mills in future years unless affirmatively reduced by the Board.

BE IT FURTHER RESOLVED that the ad valorem tax levy for the E-470 Commercial Area General Improvement District, Colorado, for the fiscal year, commencing January 1, 2018, and ending December 31, 2018, is imposed as follows, and shall be certified to the Office of the County Treasurer, County of Adams, as provided by law:

E-470 COMMERCIAL AREA GID

General Fund Mill Levy	27.00
Temporary Mill Levy Rate Reduction	<17.0>
2018 General Fund Mill Levy	10.00

RESOLVED AND PASSED THIS 6th DAY OF NOVEMBER 2017.

E-470 COMMERCIAL AREA
GENERAL IMPROVEMENT DISTRICT

Sean Ford, Chairperson

ATTEST:

Laura J. Bauer, Secretary

E-470 RESIDENTIAL AREA GID

2018 ADOPTED, 2019 PROPOSED BUDGET

October 16, 2017

President and Members of the Board

City of Commerce City E-470 Residential Area General Improvement District (ERAGID)

SECTION 1: Introduction

The proposed budget beginning January 1, 2018 and ending on December 31, 2018 is hereby submitted.

As required by Colorado statutes, this proposed budget is in balance with anticipated and existing revenues equal to or greater than the 2018 proposed expenditures.

SECTION 2: Authorization to Increase Debt

On November 5, 2013, the electors of the ERAGID are asked to approve a series of ballot questions to issue debt in the amount of \$2,000,000,000 for improvements to the district as deemed necessary for the benefit of the District.

SECTION 3: The 2018 Budget Process

The proposed 2018 budget expenditures total \$548. ERAGID revenues for 2018 are estimated at \$548.

The proposed budget is scheduled for public hearing on Monday, October 17, 2016 with a continuation of the public hearing to November 6, 2017. Following the November 6th public hearing, the ERAGID budget is scheduled for adoption. The ERAGID does not have any authorized staff.

Respectfully Submitted

Sheryl L. Carstens, Chief Financial Officer

E-470 RESIDENTIAL AREA GID

SUMMARY OF RESOURCES AND REQUIREMENTS BY FUND

2018 BUDGET

	2018 Budget
<u>Financial Sources</u>	
Revenue	\$ 548
Total Financial Sources	\$ 548
<u>Financial Uses</u>	
Administrative Cost	\$ 548
Total Financial Uses	\$ 548

2019 PLAN

	2019 Plan
<u>Financial Sources</u>	
Revenue	\$ 558
Total Financial Sources	\$ 558
<u>Financial Uses</u>	
Administrative Cost	\$ 558
Total Financial Uses	\$ 558

E-470 RESIDENTIAL AREA GID

2018 ADOPTED, 2019 PROPOSED BUDGET

	<u>2015 Actual</u>	<u>2016 Actual</u>	<u>2017 Adopted</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Revenues						
Description						
Beginning Fund Balance	\$ (52,308)	\$ (53,328)	\$ (53,121)	\$ (53,121)	\$ (53,237)	\$ (52,699)
Reimbursed By Others - General	-	-	-	-	-	-
Contributions	-	-	-	-	-	-
Earnings On Investments	(1,020)	(319)	-	(637)	-	-
Taxes Property	-	492	500	498	523	532
Taxes Specific Ownership	-	41	25	31	25	26
Agreements	-	-	-	-	-	-
Unclassified Revenue	-	-	-	-	-	-
Transfer from Fund Balance	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-
Total Available Revenues	<u>\$ (1,020)</u>	<u>\$ 214</u>	<u>\$ 525</u>	<u>\$ (108)</u>	<u>\$ 548</u>	<u>\$ 558</u>
Expenditures						
Outside Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Auditing Fees	-	-	-	-	-	-
Recording/Advertising	-	-	-	-	-	-
Legal Fees	-	-	-	-	-	-
Property Tax Collection Fee	-	7	10	7	10	10
Project Expense	-	-	-	-	-	-
Unclassified Expense	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-
Transfer To Fund Balance	-	-	515	-	538	548
Total Expenditures	<u>\$ -</u>	<u>\$ 7</u>	<u>\$ 525</u>	<u>\$ 7</u>	<u>\$ 548</u>	<u>\$ 558</u>
Net Position	<u>\$ (53,328)</u>	<u>\$ (53,121)</u>	<u>\$ (53,121)</u>	<u>\$ (53,237)</u>	<u>\$ (52,699)</u>	<u>\$ (52,151)</u>

E-470 RESIDENTIAL AREA GID

RESOLUTION ADOPTING THE 2018 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE E-470 RESIDENTIAL AREA GENERAL IMPROVEMENT DISTRICT (ERAGID)

RESOLUTION NO. ERAGID 17-01

WHEREAS, the Board of Directors for the E-470 Residential Area General Improvement District (ERAGID) has received and reviewed the ERAGID annual budget for the fiscal year commencing January 1, 2018, and ending December 31, 2018; and

WHEREAS, the budget as submitted has been received by the Board of Directors and published for public inspection as required by State Statutes; and

WHEREAS, the Board of Directors conducted a public hearing on the submitted budget on October 16, 2017 with a continuation of the public hearing on November 6, 2017; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2018; and

Revenues & Fund Balance	\$548
Expenditure Requirements	\$548

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors for the E-470 Residential Area General Improvement District that the Budget, a copy of which is incorporated herein by reference, be and hereby is adopted for the E-470 Residential Area General Improvement District for the year 2018 and \$548 is declared to be the amount of revenue necessary to be raised from all sources to pay current expenses for the period commencing January 1, 2018 through December 31, 2018.

BE IT FURTHER RESOLVED that a tax of 30.000 mills be levied on each dollar of the assessed valuation of the taxable property in the E-470 Residential Area General Improvement District for the purpose of raising the sum of \$548 because such amounts and revenues from all other sources is anticipated to be necessary to meet the District's expenditure requirements for the fiscal year commencing January 1, 2018, and ending December 31, 2018.

BE IT FURTHER RESOLVED that an ad valorem tax levy for the E-470 Residential Area General Improvement District, Colorado, for the fiscal year commencing January 1, 2018, and ending December 31, 2018, is imposed as follows, and shall be certified to the Office of the County Treasurer, County of Adams, as provided by law:

General Improvement District Fund	30.000 mills
-----------------------------------	--------------

RESOLVED AND PASSED THIS 6th DAY OF NOVEMBER 2017.

E-470 RESIDENTIAL AREA
GENERAL IMPROVEMENT DISTRICT

Sean Ford, Chairperson

ATTEST:

Laura J. Bauer, Secretary

URBAN RENEWAL AUTHORITY

October 16, 2017

Chairman and Members of the Board

Urban Renewal Authority of the City of Commerce City

SECTION 1: Introduction

The proposed budget beginning January 1, 201 and ending on December 31, 2018 is hereby submitted.

As required by Colorado statutes, this proposed budget is in balance with anticipated and existing revenues equal to or greater than the 2018 proposed expenditures.

SECTION 2: Authority and District Details

The URA Board consists of up to thirteen members: (1) the elected members of the City Council of the City of Commerce City; (2) a member appointed by the Adams County Board of County Commissioners; (3) a board member of a special district selected by agreement of the special districts levying a mill levy within the boundaries of the Authority area; (4) an elected member of a board of education of a school district levying a mill levy within the boundaries of the Authority area selected by agreement of the school districts levying a mill levy within the boundaries of the Authority area; and (5) a member appointed by the Mayor of the City of Commerce City. The objective of the Authority is the acquisition, clearance, rehabilitation, conservation, development, or redevelopment of slum and blighted areas within the City. Three separate plans and districts are included within the Urban Renewal Authority Fund.

Center City Phase I (King Soopers on Parkway) Urban Renewal Plan was created in November 2003. The base amount is \$170,625 of sales tax each year. The portion of municipal sales taxes in excess of such base shall be allocated and paid into the special fund of the Authority to be paid to the project developer.

Prairie Gateway Urban Renewal Plan was created February 2005. The area was federal land prior to the city acquiring it; therefore, no base existed. All property taxes and municipal sales taxes are allocated and paid into the special fund of the Authority to reimburse the developer for over \$101 million of improvements.

URBAN RENEWAL AUTHORITY

Derby Business District Urban Renewal Plan was created in February 2009. The base amount is \$150,577 of sales tax. The portion of municipal sales taxes in excess of such base shall be allocated and paid into the special fund of the Authority for improvements.

Section 3: The 2018 Budget Process

The proposed 2018 budget expenditures total \$1,032,782. URA revenues for 2018 are estimated at \$1,032,782.

The proposed budget is scheduled for public hearing on Monday, October 16, 2017 with a continuation of the public hearing to November 6, 2017. Following the November 6th public hearing, the URA budget is scheduled for adoption. The URA does not have any authorized staff.

Respectfully Submitted,

Sheryl L. Carstens, Treasurer to the Board

URBAN RENEWAL AUTHORITY

SUMMARY OF URBAN RENEWAL AUTHORITY FUND FINANCIALS

		2018 Budget
<u>Financial Sources</u>		
Revenue		\$ 949,782
Transfer from		
General Fund		\$ 83,000
Total Financial Sources		\$ 1,032,782
<u>Financial Uses</u>		
Administrative Cost		\$ 530,731
Transfer to		
Debt Service Fund		\$ 431,951
Transfer to Fund Balance		\$ 70,100
Total Financial Uses		\$ 1,032,782

		2019 Plan
<u>Financial Sources</u>		
Revenue		\$ 966,878
Transfer from		
General Fund		\$ 83,000
Total Financial Sources		\$ 1,049,878
<u>Financial Uses</u>		
Administrative Cost		\$ 538,791
Transfer to		
Debt Service Fund		\$ 439,725
Transfer to Fund Balance		\$ 71,362
Total Financial Uses		\$ 1,049,878

URBAN RENEWAL AUTHORITY

2018 ADOPTED,-2019 PROPOSED BUDGET

Description	<u>2015 Actual</u>	<u>2016 Budget</u>	<u>2017 Amended Budget</u>	<u>2017 Estimated</u>	<u>2018 Budget</u>	<u>2019 Plan</u>
Earnings On Investments	33,169	12,414	20,000	10,000	0	0
Insurance Proceeds	0	0	0	0	0	0
Taxes Property	265,710	524,701	525,000	539,382	436,951	444,816
Agreement Revenue - KSE	217,623	364,954	0	0	274,796	279,742
Agreement Revenue - General	257,649	295,203	0	0	238,035	242,320
Unclassified Revenue	0	2,758	0	0	0	0
Transfer From Fund Balance	0	0	0	0	0	0
Transfers In	83,000	183,000	83,000	83,000	83,000	83,000
Total Available Revenues	857,151	1,383,030	628,000	632,382	1,032,782	1,049,878
Outside Services General	19,346	46,725	93,000	10,000	0	0
Outside Services MHGHP	73,681	37,041	0	0	0	0
Outside Services Derby Catalyst	5,369	3,663	0	83,000	83,000	83,000
Property Tax Collection Fees	3,986	7,871	10,000	10,000	5,000	5,091
Project Expense General	170,841	198,269	0		168,539	171,573
MDA Expense General	217,623	364,954	0	0	274,192	279,127
Transfer Out	265,710	275,000	525,000	529,382	431,951	439,725
Transfer to Fund Balance	100,595	449,507	0	0	70,100	71,362
Total Expenditures	857,151	1,383,030	628,000	632,382	1,032,782	1,049,878

URBAN RENEWAL AUTHORITY

RESOLUTION ADOPTING THE 2018 BUDGET FOR THE URBAN RENEWAL AUTHORITY OF THE CITY OF COMMERCE CITY, COLORADO

RESOLUTION NO. URA 2017-03

WHEREAS, the Board of Commissioners for the Urban Renewal Authority of the City of Commerce City, Colorado has received and reviewed the URA annual budget for the fiscal year commencing January 1, 2018, and ending December 31, 2018; and

WHEREAS, the budget as submitted has been received by the Board of Commissioners and published for public inspection as required by State Statutes; and

WHEREAS, the Board of Commissioners conducted a public hearing on the submitted budget on October 16, 2017 with a continuation of the public hearing on November 6, 2017; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2018; and

Revenues & Fund Balance	\$1,032,782
Expenditure Requirements	\$1,032,782

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners for the Urban Renewal Authority of the City of Commerce City, Colorado that the Budget, a copy of which is incorporated herein by reference, be and hereby is adopted for the Urban Renewal Authority of the City of Commerce City, Colorado for the year 2018 and \$1,032,782 is declared to be the amount of revenue necessary to be raised from all sources to pay current expenses for the period commencing January 1, 2018 through December 31, 2018.

RESOLVED AND PASSED THIS 6th DAY OF NOVEMBER 2017.

URBAN RENEWAL AUTHORITY OF THE CITY OF COMMERCE CITY,
COLORADO

Sean Ford, Chairman

ATTEST:

Laura J. Bauer, Secretary

