



Biennial Budget

City of Commerce City, Colorado



2017-18



CITY OF COMMERCE CITY

2017-2018 BIENNIAL BUDGET



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BUDGET MESSAGE



Honorable Mayor and Members of Council,

In accordance with the Charter, I am pleased to present the 2017-18 budget for the City of Commerce City.

Consistent with the city's vision and city council's policy direction, the biennial 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 2017-18 biennial 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 2017-18 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 biennial budget. The formal process began July 13, with an economic outlook and proposed budget overview, followed by my initial budget recommendation Aug. 3, 2016. Each department presented their budgets and 2017 capital projects requests throughout August, with the annual budget retreat occurring Aug. 24, 2016. The enclosed budget document reflects city council's input and direction.

NATIONAL, STATE AND REGIONAL ECONOMIC INDICATORS¹

According to the Metro Denver Chamber of Commerce, the United States has continued on an expansionary path 2015. The nation's employment level in mid-2014 finally surpassed the pre-recession peak, representing a 76-month job recovery. Job gains have been widespread in 2015, with an expected employment growth rate of 1.9 percent in 2016. Most analysts expect U.S. economic activity to strengthen in 2016 due to increased consumer spending, improved home sales and new construction activity, and active business hiring. Gross domestic product (GDP) will grow at a 2.6 percent pace in 2016, which is faster than the historic average, spurred by enhanced consumer spending and stronger business investment. As GDP and employment expand, the nation's unemployment rate will

¹ <http://www.metrodenver.org/d/m/561>

BUDGET MESSAGE

drop to 5.0 percent. Rising income and low levels of inflation bode well for the nation's housing markets, with expected increases in construction activity and home sales.

In mid-2014 there was rapid decline in the price of oil, which dropped from a monthly average price of \$106 per barrel in June 2014 to \$37 per barrel in December 2014. The resulting drop in gasoline prices means consumers have more money to spend on other goods, which is a plus for the U.S. economy as a whole. In addition to potentially rising interest rates, the greatest risks to U.S. economic growth are global economic conditions and social and political instability in the Middle East and Russia.

Colorado maintained its ranking as a top 15 state for employment growth during 2015 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 2.6 million workers in 2016, representing the addition of over 65,800 jobs. The natural resources and construction, leisure and hospitality, and professional and business services supersectors are expected to lead the state in employment growth through 2016. Despite the strong growth rate at the state level, employment growth has not been consistent across the state's regions.

Colorado's unemployment rate will steadily decline to levels below "full-employment," indicating an increasingly tight labor market. Personal income growth will accelerate in 2016 to 5.3 percent due to increasing wages, rising housing prices, and increased investment. Declining unemployment and rising personal income bode well for consumer spending in 2016. Retail trade sales increased by about 4.8 percent in 2015 as more confident consumers were encouraged to shop. A faster pace of 5.4 percent growth rate is expected in 2016 due to lower gasoline sales and more frugal spending patterns.

Over 60 percent of employment in Colorado is located in the seven-county Metro Denver region. Metro Denver job gains accelerated during 2015, finishing out the year stronger than expected with the addition of 48,400 jobs. A 3.2 percent growth rate is expected in 2016. Metro Denver will experience particularly strong employment growth in the education and healthcare services, professional and business services, and leisure and hospitality supersectors.

Just as Metro Denver historically was known as a magnet for the baby boomers (born between 1946 and 1964), the region is now a choice location for the millennials (born between 1981 and 1997). Millennials are the largest population group in Metro Denver, numbering just over 730,200 in 2015. While the generation X (688,800 population) and baby boomers (681,100 population) dominate the labor force today, the millennials are making their mark on the workplace today and will represent the largest component of the labor force within 10 years. The unemployment rate in Metro Denver is expected to average about 3.5 percent in 2016, representing extremely tight labor market conditions.

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 2015, 43 percent of new build construction was represented by multi-family homes.

THE COMMERCE CITY ECONOMY²

Commerce City is not immune from these influences. The Commerce City economy continued to expand across many indicators through the first half of 2016, with growth in employment, consumer activity, and the residential

² <http://commerce.legistar.com/gateway.aspx?M=F&ID=1df8f089-0f66-415d-b987-4557f03aa090.pdf>

BUDGET MESSAGE

real estate market. The unemployment rate was 4.4 percent in the first quarter of 2015, a decline of 1.3 percentage points from the prior year's level.

Consumer activity in Commerce City rose in the third quarter of 2014, with total retail sales rising 7 percent compared with the prior quarter. Commerce City businesses collected an additional \$149 million in retail sales during the period. Consumer confidence in the Mountain Region increased 20.9 percent between the second quarters of 2014 and 2015. Home sales activity reported increasing trends between the second quarters of 2014 and 2015, with sales of single-family attached homes in Commerce City rising 55.6 percent and sales of single-family detached homes rising 9 percent. The average sales price improved in both the single-family attached (+12.1 percent) and single family detached markets (+11.9 percent) over-the-year. The apartment rental market continued to tighten during the first quarter of 2015 in Commerce City, with the vacancy rate falling 0.9 percentage points over-the-quarter to 3.1 percent. Three of the five commercial property types tracked in this report continued to record declining vacancy rates and three property types recorded increases in average lease rates.

Use tax revenues from housing construction have steadily increased from 2014-2016. The total number of building permits (all types) issued in September was 224, for a year to date total of 2,127. Staff projects that our 2016 total revenues will exceed those budgeted, a trend we also are seeing in the dedicated 1% sales and use tax for parks, recreation and road projects.

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. Our programmatic approach to capital improvement program budgets has resulted in monthly reporting on the voter-approved program and a virtual dashboard of project status to budget information that will be adopted citywide in 2017. Staff is committed to providing a quarterly financial update to city council, ensuring the City responds appropriately to changing economic conditions.

2017-18 BIENNIAL BUDGET

Commerce City's biennial 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 2017 budget and the 2018 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 charts, graphs and tables, making it easier for the reader to follow the relationships between data, and interpret and understand financial information.

BUDGET MESSAGE

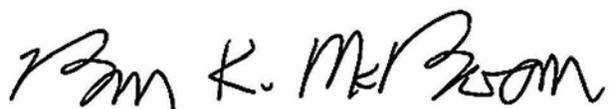
The 2017 balanced budget is in conformance with the City Charter and state budget laws. The total anticipated revenues from all sources in 2017 are \$75,620,576. The aggregate expenditures will be divided in 14 different funds, including \$57,319,374 to the general fund and \$5,924,231 to the capital improvement program fund.

The City of Commerce City has a relatively diverse and conservative revenue structure. Total 2017 general revenues (excluding restricted impact fees) are projected to increase 4.4% to \$71,504,714 from estimated 2016 revenues of \$68,375,227. This increase is driven primarily by updated projections of sales and use tax revenue.

The City has cash reserves of \$17,143,450 which includes the 3% TABOR emergency reserve and the City's self-imposed operating and safeguard 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, from implementing body worn cameras, advancing our voter-approved capital program with the opening of two neighborhood parks and beginning construction on Tower Road widening and the new recreation center, adopting new union contracts, and expanding community engagement opportunities. Even this year's refreshed CAFR document – thanks to the leadership of Director of Finance Carstens and Controller Guardiola – reflects our continued focus on organizational development. 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 2017, 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. 2016-39

ADOPTING THE BUDGET FOR THE CITY OF COMMERCE CITY, COLORADO FOR THE YEAR 2017 AND PROVIDING FOR 2016 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, 2017 and ending December 31, 2017; and

WHEREAS, the budget as submitted and amended set forth the following estimated fiscal data for the year 2017:

I. Revenue and Fund Balance

Anticipated revenues from all sources	\$	75,620,576
Total	\$	<u>75,620,576</u>

II. Expenditure Requirements

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

A. General Fund	\$	57,319,374
B. CIPP Fund		5,924,231
C. Urban Renewal Authority Fund		103,000
D. Police Donation Fund		10,000
E. Chemical Roundup Fund		25,000
F. Elected Officials Retirement Fund		44,160
G. Debt Service Fund		10,648,811
H. Water Right Acquisition Fund		400,000
I. Second Creek Drainage Basin Fund		40,000
J. Third Creek Drainage Fund		1,000
K. Buffalo Run Tributary Drainage		80,000
L. Impact Fee Fund		965,000
M. Commerce City Housing Authority		60,000
Total	\$	<u>75,620,576</u>

WHEREAS, the assessed valuation of taxable property for the year 2016 in the City of Commerce City, as certified by the County Assessor of Adams County, Colorado is the sum of \$796,546,830.

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 2017, 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 2017, and the estimated budget expenditure requirement of \$75,620,576 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, 2017, to pay the current expenses and to provide a reasonable fund balance at the close of the fiscal year ending December 31, 2017.

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 for the purpose of raising the sum of \$2,411,830 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, 2017, and ending December 31, 2017.

BE IT FURTHER RESOLVED that the ad valorem tax levy for the City of Commerce City, Colorado, for the fiscal year, commencing January 1, 2017, and ending December 31, 2017, 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
------------------------	------

RESOLVED AND PASSED this 8th 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	Interim Deputy City Manager
Roger Tinklenberg	Interim Deputy City Manager
Lowell Richardson	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	Interim 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 biannual 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.

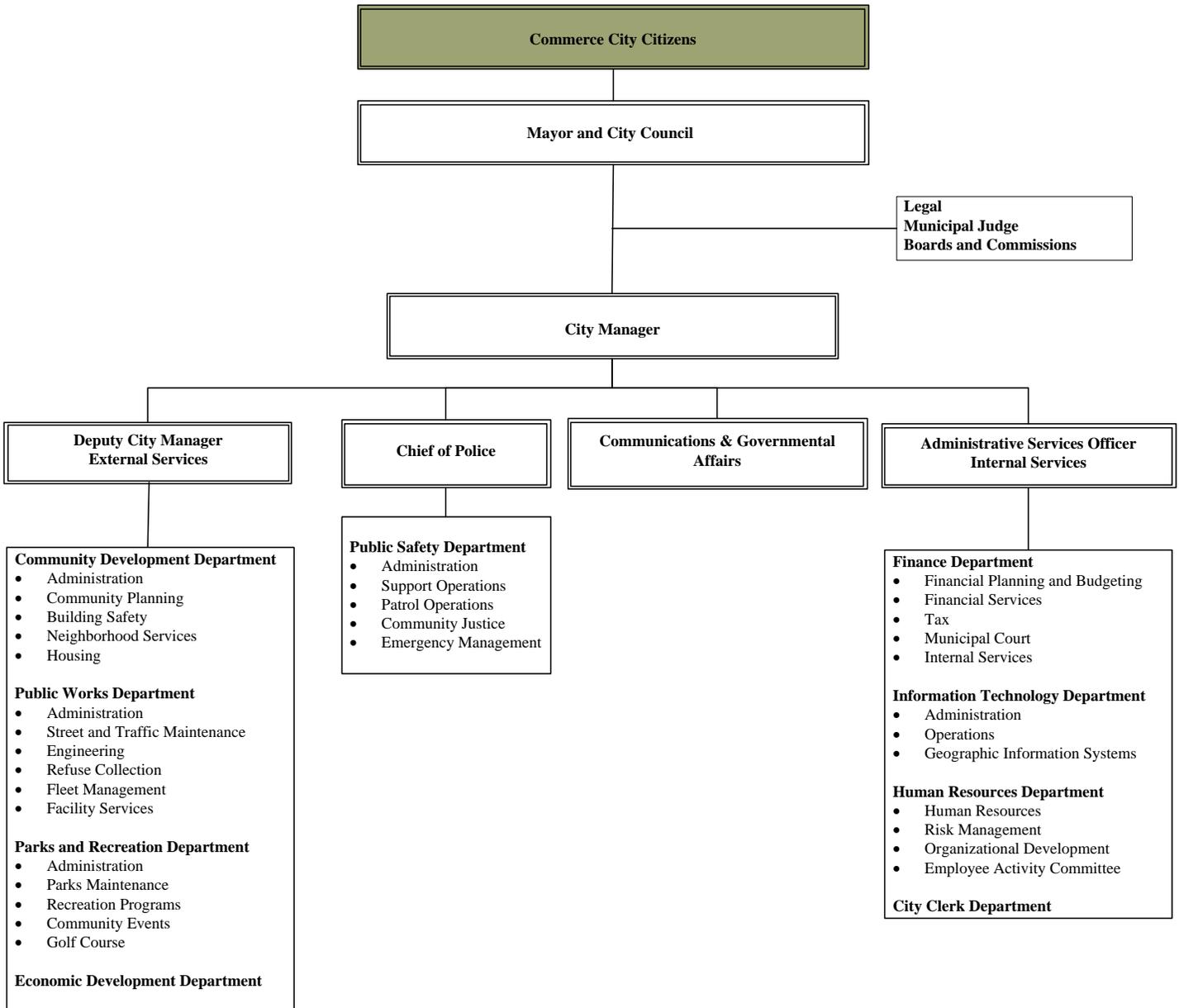
Excellence

We demonstrate excellence by:

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

ORGANIZATION

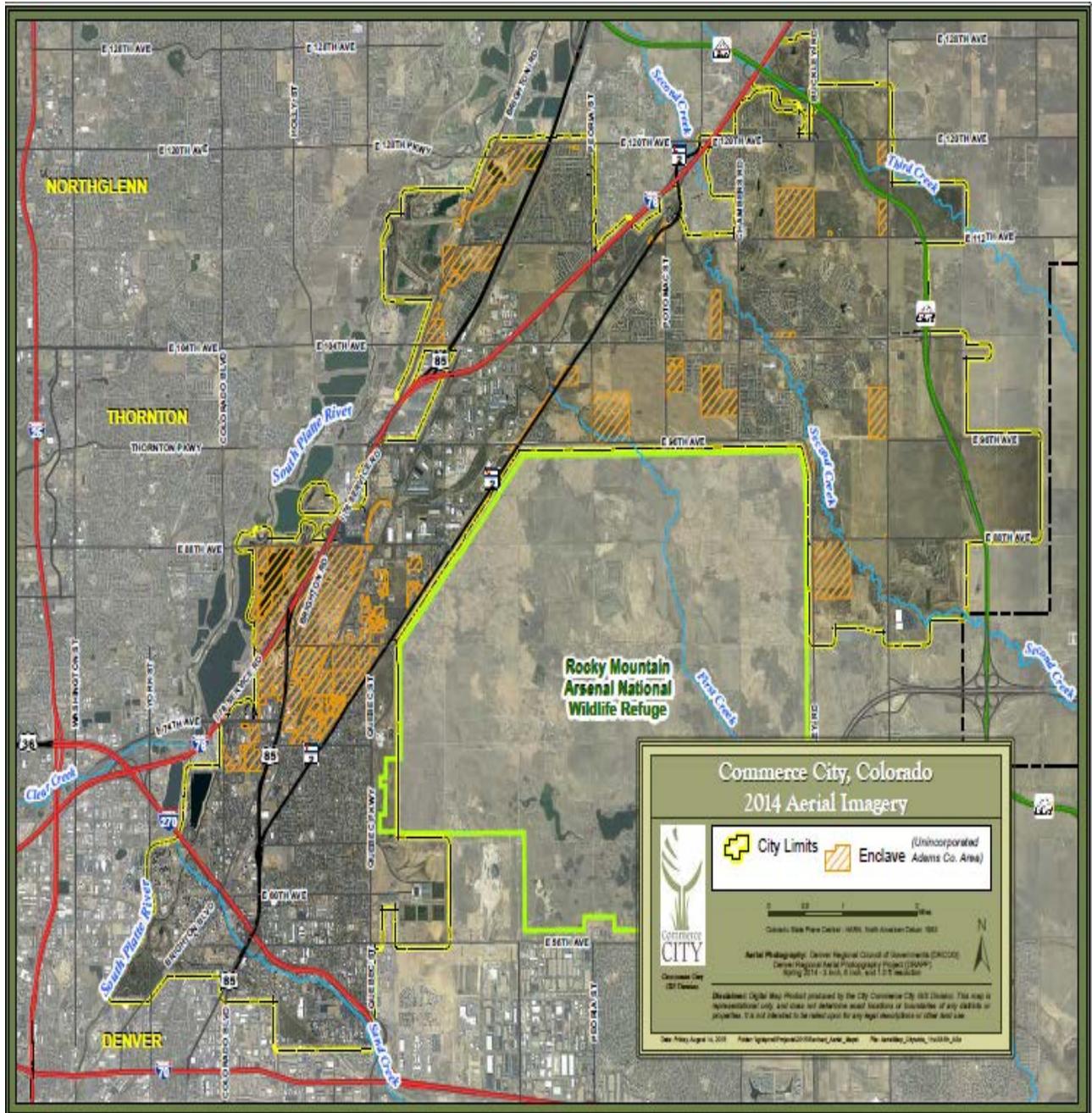
CITY ORGANIZATIONAL CHART



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: 51,762³

Population at Build-Out: 180,000⁴

Size: 34.92 square miles; 61+ sq. mi at total build-out⁵

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 2/3 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



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

4 Commerce City Comprehensive Plan, 2010

5 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 and 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

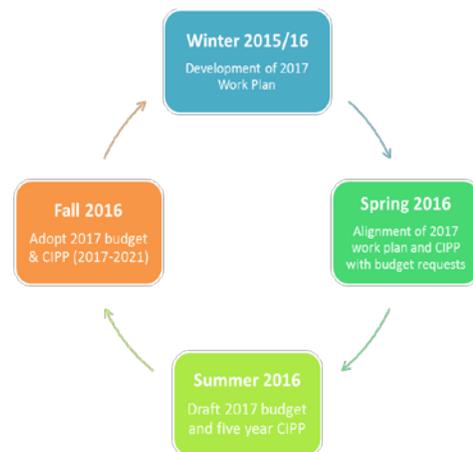
The Non-Departmental Operating Budgets section details historical and proposed expenditures for the functions of interfund transfers and debt service.

7. Capital Project Funds

The Capital Project Funds section details capital projects for 2017-18. 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 program. In February, the budget process begins with Finance meeting with all departments to update their priorities and performance measures. During this budget cycle, the emphasis continues to be on updating and modifying performance measures. 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 requests, department budgets by City Manager, Deputy City Manager and Administrative Officer, Finance Director, Controller, and Budget Analyst. Budget meetings are conducted to evaluate all requests using a City-wide perspective and to compare proposed expenditures to projected revenues with the objective of balancing the budget. In July, the five year capital improvement plan is updated. 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 Directors approval, the request and justification are presented to the City Manager 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 2017-2021												
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												

2017 FINANCIAL SUMMARY

SUMMARY OF GENERAL FUND FINANCIALS

	2017 Budget
<u>Financial Sources</u>	
General Fund Revenue	\$ 71,504,714
Transfers From	
Fund Balance - General Fund	304,198
Total Financial Sources	\$ 71,808,912
<u>Financial Uses</u>	
Primary Government	
Administration	\$ 4,415,638
Human Resources	1,083,309
Finance	13,349,583
Community Development	3,375,743
Public Safety	15,661,784
Public Works	7,974,948
Parks, Recreation & Golf	11,458,369
Total Primary Government	57,319,374
Transfers To	
Commerce City Housing Authority	60,000
Elected Officials Retirement Fund	44,160
Debt Service Fund	2,954,651
Debt Service Fund - 2K-2014	4,534,575
Debt Service Fund - 2K-2016	2,307,361
CIPP Fund-Pavement Management	492,963
CIPP Fund-Proposed Projects	1,395,000
CIPP Fund-Tower Road T-88 Drainage - 2K	500,000
URA Fund-Derby Catalyst	83,000
Fund Balance - General Fund - 2K	2,117,828
Total Transfers To	14,489,538
Total Financial Uses	\$ 71,808,912

2017 FINANCIAL SUMMARY

SUMMARY OF CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

	2017 Budget
<u>Financial Sources</u>	
Transportation Tax	\$ 1,000,000
Adams County Open Space Tax	400,000
Cable Subscriber Fee (PEG)	33,000
Transfers From	
Fund Balance - CIPP-Transportation Tax	769,537
Fund Balance - CIPP- Adams County Open Space Tax	120,000
General Fund	1,395,000
General Fund - Road and Bridge Tax	492,963
Fund Balance - General Fund-2K	500,000
Solid Waste Fund	700,000
Conservation Fund	252,000
Facility Retained Earnings	182,000
IT Retained Earnings	112,731
Total Transfers From	4,524,231
Total Financial Sources	\$ 5,957,231
<u>Financial Uses</u>	
Approved Projects	
RTD North Metro Line Enhancements	112,500
112th Ave Widening - Chambers Road to Tower Road	100,000
120th and U.S. 85 Re-evaluation	150,000
Pavement Management	1,900,000
Warning Towers	85,000
RTD Station Area Improvements	580,000
Vehicle Wash Facility	182,000
88th Ave Widening	150,000
Concrete Flatwork	90,000
Sidewalk Connectivity	115,000
Traffic Signal Intallation - Brighton Road at 104th	300,000
Tower Road T-88 Drainage - 2K	500,000
Buffalo Run Equipment Replacement	252,000
Sand Creek Natural Resource Damages	250,000
General Park Improvements	75,000
ACSD Ball Field Improvements	195,000
Competitive Youth Fields Assessment	75,000
IT Technology Infrastructure Plan	112,731
Highway 2 Widening	700,000
Total Approved Projects	5,924,231
Transfers To	
Fund Balance - CIPP-Cable Subscriber Fee (PEG)	33,000
Total Financial Uses	\$ 5,957,231

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

SOLID WASTE MANAGEMENT FUND

		2017 Budget
<u>Financial Sources</u>		
Revenues	\$	750,000
Total Financial Sources	\$	750,000
<u>Financial Uses</u>		
Transfers To		
Fund Balance - Solid Waste Management Fund	\$	50,000
Fund Balance - CIPP		700,000
Total Financial Uses	\$	750,000

URBAN RENEWAL AUTHORITY FUND

		2017 Budget
<u>Financial Sources</u>		
Revenues	\$	525,000
Investment Earnings		20,000
Transfers From		
General Fund		83,000
Total Financial Sources	\$	628,000
<u>Financial Uses</u>		
Project Expense		93,000
Property Tax Collection Fee		10,000
Transfers To		
Debt Service Fund		525,000
Total Financial Uses	\$	628,000

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

POLICE DONATION FUND

		2017 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

CONSERVATION TRUST FUND

		2017 Budget
<u>Financial Sources</u>		
Revenues		\$ 425,000
Investment Earnings		10,000
Total Financial Sources		\$ 435,000
<u>Financial Uses</u>		
Transfers To		
CIPP Fund		\$ 252,000
Fund Balance - Conservation Trust Fund		183,000
Total Financial Uses		\$ 435,000

CHEMICAL ROUNDUP FUND

		2017 Budget
<u>Financial Sources</u>		
Revenues		\$ 25,000
Total Financial Sources		\$ 25,000
<u>Financial Uses</u>		
Chemical Roundup Expense		\$ 25,000
Total Financial Uses		\$ 25,000

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

ELECTED OFFICIALS RETIREMENT FUND

		2017 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

		2017 Budget
<u>Financial Sources</u>		
KSS Reimbursement		\$ 327,224
Transfers From		
General Fund		2,954,651
General Fund - 2K-Series 2014		4,534,575
General Fund - 2K-Series 2016		2,307,361
Urban Renewal Authority		525,000
Total Transfers From		10,321,587
Total Financial Sources		\$ 10,648,811
<u>Financial Uses</u>		
Bond Issue Principal - Series 2015		\$ 1,760,000
Bond Issue Interest - Series 2015		2,046,875
Bond Issue Principal - 2K-Series 2014		1,405,000
Bond Issue Interest - 2K-Series 2014		3,129,575
Bond Issue Interest - 2K-Series 2016		2,307,361
Total Financial Uses		\$ 10,648,811

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

WATER RIGHTS ACQUISITION FUND

		2017 Budget
<u>Financial Sources</u>		
Water Acquisition Fee	\$	400,000
Total Financial Sources	\$	400,000
<u>Financial Uses</u>		
Project Expense	\$	400,000
Total Financial Uses	\$	400,000

SECOND CREEK DRAINAGE BASIN FUND

		2017 Budget
<u>Financial Sources</u>		
Impact Fee - Second Creek Drainage Basin	\$	40,000
Total Financial Sources	\$	40,000
<u>Financial Uses</u>		
Restricted Impact - Second Creek Drainage Basin	\$	40,000
Total Financial Uses	\$	40,000

THIRD CREEK DRAINAGE BASIN FUND

		2017 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

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

BUFFALO RUN TRIBUTARY DRAINAGE DISTRICT FUND

		2017 Budget
<u>Financial Sources</u>		
Impact Fee - Buffalo Run Tributary Drainage	\$	80,000
Total Financial Sources	\$	80,000
<u>Financial Uses</u>		
Restricted Impact - Buffalo Run Tributary Drainage	\$	80,000
Total Financial Uses	\$	80,000

IMPACT FEES FUND

		2017 Budget
<u>Financial Sources</u>		
Impact Fees - parks/open space	\$	500,000
Impact Fees - transportation		400,000
Impact Fees - drainage		60,000
Impact Fees - landscape		5,000
Total Financial Sources	\$	965,000
<u>Financial Uses</u>		
Restricted Impact - parks/open space	\$	500,000
Restricted Impact - transportation		400,000
Restricted Impact - drainage		60,000
Restricted Impact - landscape		5,000
Total Financial Uses	\$	965,000

FINANCE AUTHORITY

		2017 Budget
<u>Financial Sources</u>		
Lease Payment - Civic Center	\$	2,016,969
Total Financial Sources	\$	2,016,969
<u>Financial Uses</u>		
Bond Issue Principal - COPS Series 2006	\$	635,000
Bond Issue Interest - COPS Series 2006		1,377,919
Bank Service Fees		4,050
Total Financial Uses	\$	2,016,969

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FACILITIES MANAGEMENT FUND

		2017 Budget
<u>Financial Sources</u>		
Transfers From		
Facilities Retained Earnings	\$	182,000
Total Financial Sources	\$	182,000
<u>Financial Uses</u>		
Transfers To		
CIPP Fund - Vehicle Wash Facility	\$	182,000
Total Financial Uses	\$	182,000

INFORMATION TECHNOLOGY FUND

		2017 Budget
<u>Financial Sources</u>		
Transfers From		
IT Retained Earnings	\$	112,731
Total Financial Sources	\$	112,731
<u>Financial Uses</u>		
Transfers To		
CIPP Fund - Technology Infrastructure Plan	\$	112,731
Total Financial Uses	\$	112,731

2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

HOUSING AUTHORITY FUND

	2017 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

2017 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>
General Fund					
Taxes					
General property tax	\$ 2,331,857	\$ 2,596,469	\$ 2,577,809	\$ 2,596,469	\$ 2,411,830
Specific ownership tax	211,167	200,673	141,225	200,673	218,837
Vehicle transfer tax	7,657	8,868	4,460	8,868	7,018
Franchise fees	2,976,560	2,935,601	1,842,709	2,935,601	3,084,681
Accommodation fees	17,594	16,739	11,677	16,739	16,723
Sales and use tax	39,757,029	40,193,490	30,504,218	40,193,490	41,841,983
Sales and use tax - 1%	10,706,367	10,206,202	5,558,759	10,206,202	11,201,659
Total Taxes	56,008,231	56,158,042	40,640,858	56,158,042	58,782,731
Licenses and Permits					
Liquor licenses	49,214	47,279	41,305	47,279	47,000
Occupation licenses	11,330	27,767	10,730	27,767	14,252
Contractors' licenses	54,599	82,000	40,665	82,000	78,712
Building permits	904,987	930,489	1,078,906	1,618,360	1,042,661
Excavating permits	545,259	378,031	489,323	733,984	490,000
Marijuana fees	88,500	50,000	73,300	109,950	91,715
Other	1,540	904	5,145	7,718	3,011
Total Licenses and Permits	1,655,429	1,516,470	1,739,373	2,627,057	1,767,351
Intergovernmental					
Road and bridge tax	475,684	514,511	497,783	514,511	492,963
Cigarette tax	102,901	101,790	58,966	101,790	106,639
Highway users tax	1,616,231	1,572,724	1,083,756	1,572,724	1,777,999
Motor vehicle registration tax	196,922	190,468	137,281	190,468	210,068
Total Intergovernmental	2,391,738	2,379,493	1,777,786	2,379,493	2,587,669
Charges for Services					
Zoning	82,151	61,500	57,190	61,500	85,135
Plan check fees	232,804	266,362	340,110	510,166	241,260
Docket fees	120,664	110,801	80,954	110,801	109,989
Court surcharge fees	238,086	196,264	164,659	196,264	223,822
Fuel surcharge	83,980	69,633	58,879	69,633	78,566
Housing Authority revenue	81,793	84,078	41,027	84,078	84,764
Special duty assignment	180,385	19,313	366,224	549,336	186,938
Employee activity committee	8,913	7,515	5,135	7,515	9,237
Weed removal fee	115,238	183,519	111,412	183,519	117,174
Passports	23,715	28,000	27,264	28,000	44,100
Towing administration fees	49,896	42,252	24,549	42,252	51,708
Reimbursement by others	25,712	390,552	2,591,652	2,591,652	-
NMTF Reimbursement	76,601	75,925	34,555	75,925	79,383
Reimbursement - school district	161,282	122,866	98,245	122,866	167,141
Recreational activity fees	865,149	838,303	764,830	838,303	890,488
Outdoor pool - 2K	188,043	155,930	284,652	426,977	255,649
Golf Course fees	2,664,617	2,575,998	2,170,686	2,575,998	2,814,699
Other	134,552	23,800	53,153	79,730	477,499
Total Charges for Services	5,333,581	5,252,611	7,275,177	8,554,515	5,917,552

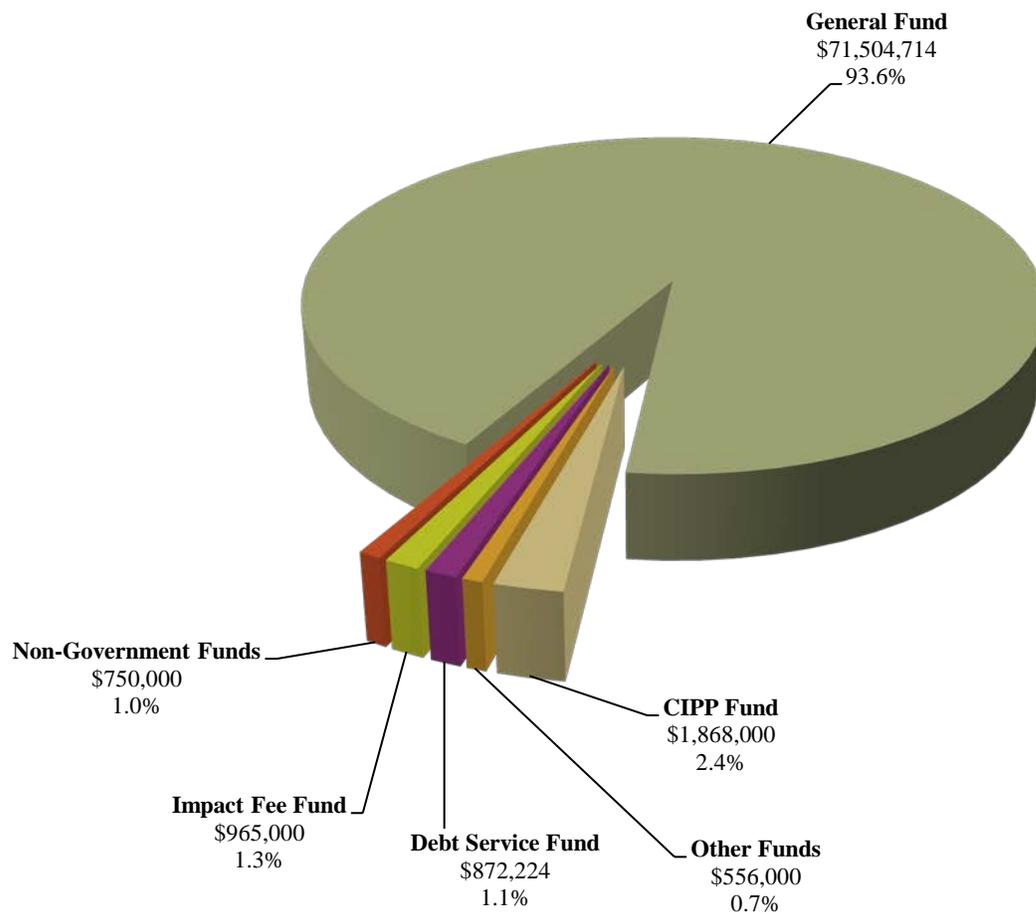
2017 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>
Fines and Forfeitures					
Municipal court	804,707	668,804	511,488	668,804	761,820
DUI fees	26,873	32,415	12,488	32,415	20,000
Bond fees	7,220	9,802	3,980	9,802	7,878
Photo red light enforcement	405,826	399,058	411,280	616,921	500,000
Other	461	250	120	250	300
Total Fines and Forfeitures	1,245,088	1,110,329	939,356	1,328,192	1,289,998
Miscellaneous					
Investment earnings	813,563	1,416,191	679,856	1,416,191	843,115
Unclassified revenue	305,449	541,741	146,558	541,741	315,048
Loan interest	146	-	-	-	-
Other	161,020	350	166,022	249,033	1,250
Total Miscellaneous	1,280,177	1,958,282	992,436	2,206,965	1,159,413
Total General Revenues	67,914,245	68,375,227	53,364,986	73,254,263	71,504,714
Other Funds					
Adams County Open Space tax	392,171	377,000	222,878	377,000	400,000
Conservation Trust Fund	472,186	422,500	308,325	422,500	435,000
Transpiration tax	1,137,430	900,000	556,659	900,000	1,000,000
Police Donation Fund	12,893	10,000	20,454	30,681	10,000
Urban Renewal Authority Fund	774,151	295,000	746,045	1,119,067	545,000
KSS debt reimbursement	614,445	577,924	219,462	577,924	327,224
Cable subscriber fees (Peg)	32,504	33,000	17,129	33,000	33,000
Chemical Round Up Fund	30,435	25,000	3,732	25,000	25,000
Impact Fee Fund - parks/open space	336,196	400,000	651,950	977,925	500,000
Impact Fee Fund - transportation	590,846	350,000	524,746	787,119	400,000
Impact Fee Fund - drainage	68,927	50,000	68,571	102,856	60,000
Impact Fee Fund - landscape	3,265	5,000	3,044	5,000	5,000
Water Rights Acquisition Fund	749,348	310,000	418,920	628,381	400,000
Second Creek Drainage Basin Fund	44,277	75,000	38,630	75,000	40,000
Buffalo Run Tributary Drainage Basin Fund	90,143	60,000	97,042	145,562	80,000
Third Creek Drainage Basin Fund	657	1,000	427	1,000	1,000
Total Other Funds	5,349,875	3,891,424	3,898,014	6,208,015	4,261,224
Total Governmental Funds	73,264,120	72,266,651	57,263,000	79,462,278	75,765,938
Enterprise Funds					
Solid Waste Management Fund	635,830	550,000	348,361	550,000	750,000
Total Enterprise Funds	635,830	550,000	348,361	550,000	750,000
Total Governmental and Enterprise Funds	\$ 73,899,950	\$ 72,816,651	\$ 57,611,362	\$ 80,012,278	\$ 76,515,938

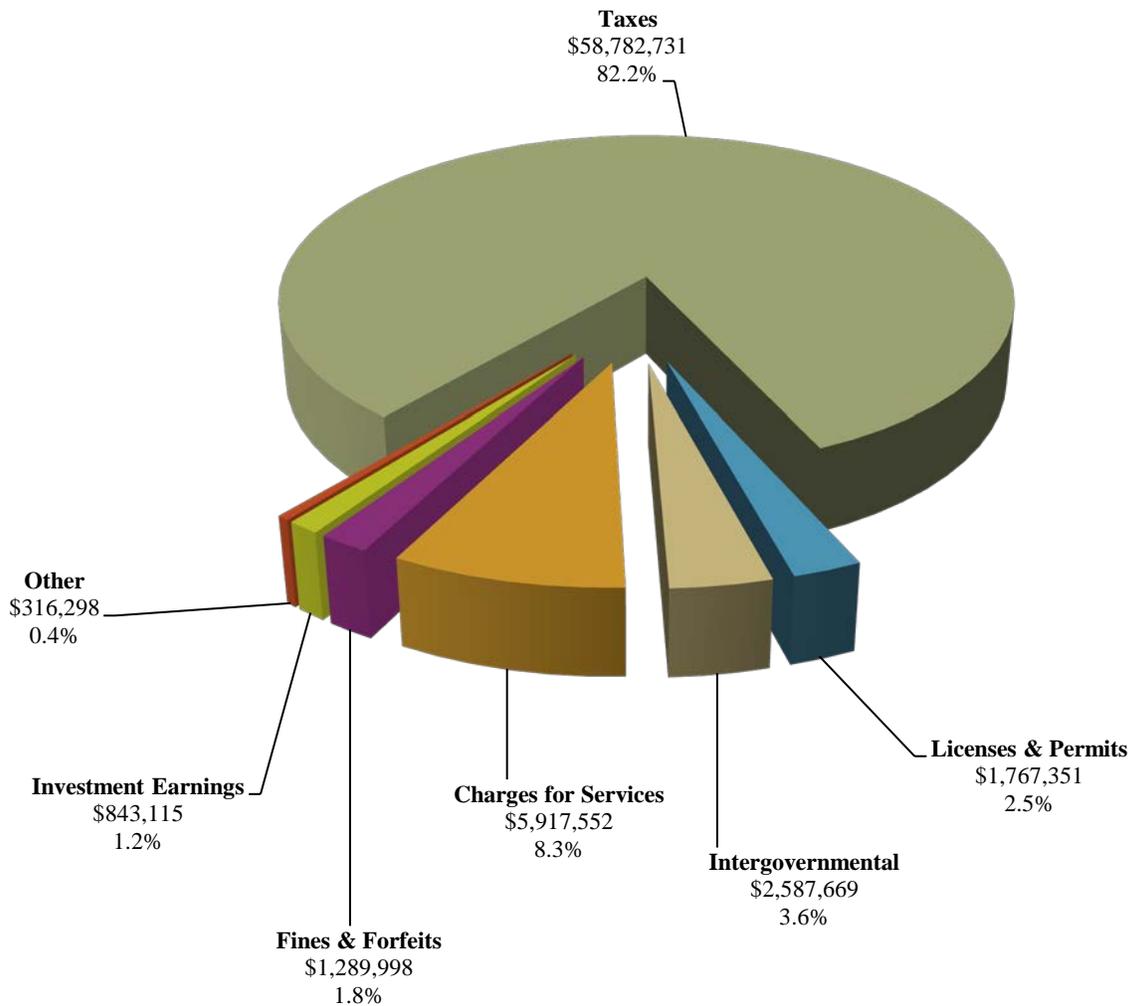
2017 FINANCIAL SUMMARY

REVENUE SUMMARY 2017



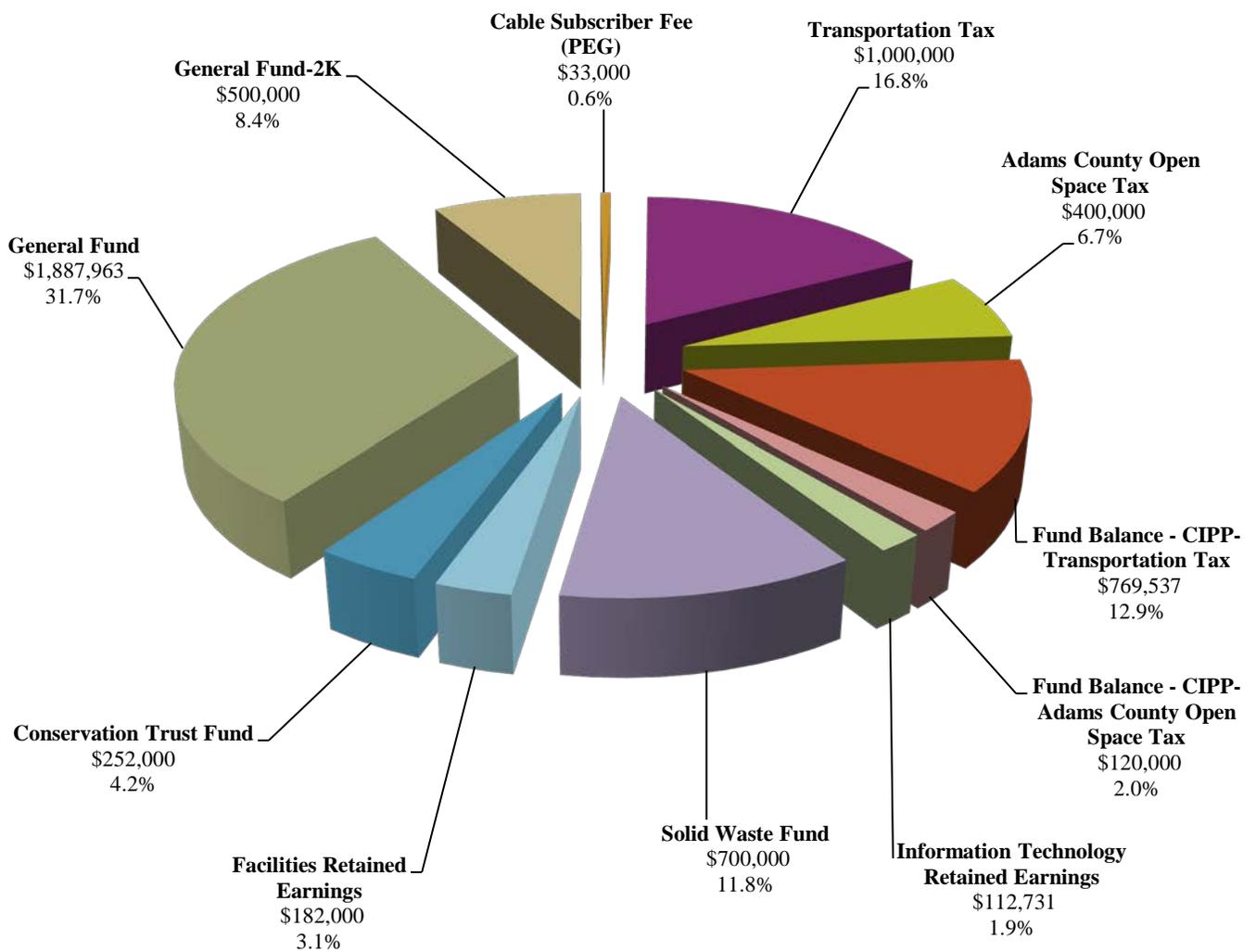
2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES – GENERAL FUND 2017



2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCE CAPITAL IMPROVEMENT AND PRESERVATION PLAN CIPP FUND 2017



2017 FINANCIAL SUMMARY

2017 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 2017 general revenues (excluding restricted impact fees) are projected to increase 4.6% to \$71,504,714 from estimated 2016 revenues of \$68,375,227. This increase is driven primarily by updated projections of sales and use tax revenue. Also in the 2017 budget, there is an additional \$91,715 budgeted based on the anticipated fees to be collected for recreational marijuana retail and/or growing operations application review. 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 31, 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. For fiscal year 2016 property tax revenue was estimated to be \$2,596,469 based on an estimated assessed valuation of \$791,606,250. The 2017 budget includes projected property tax revenues of \$2,411,830 based on an estimated assessed valuation of \$796,546,830.

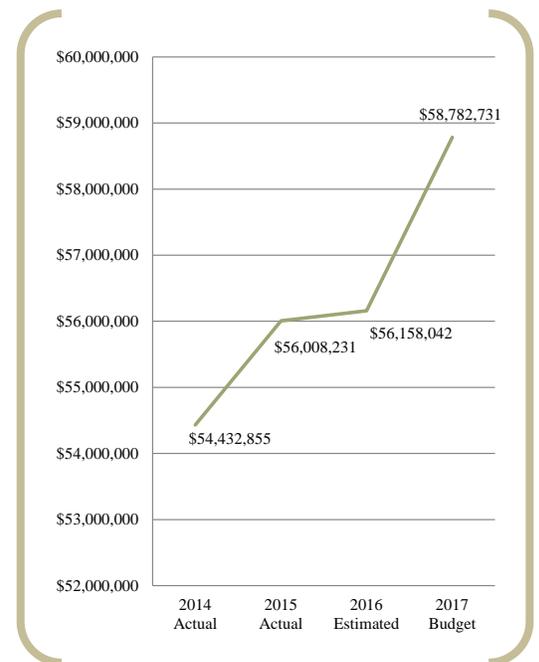
Sales and Use Taxes

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 2017 are projected to increase 5.2% over 2016 budgeted revenues to \$50,399,692. Sales and use tax revenues now flow into the General Fund.

A large transfer of \$9,796,587 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 municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements. HUT will increase slightly to \$1,777,999 in the 2017 budget.



2017 FINANCIAL SUMMARY

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 2017 budget are projected at \$1,042,661; reflecting a projected increase of 12.1% from the 2016 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 2017 budget includes Plan Check fees of \$241,260.

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 \$3,084,681 in the 2017 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 2017 budget are \$1,702,375.

Excavating Permits

Excavation permit fee revenues are received from various contractors performing excavation activities within the City's various right-of-ways. The 2017 budget increased to \$490,000. 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 \$210,068 in motor vehicle fees for 2017.

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 slightly to \$890,488.

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 \$255,649 for 2017.

2017 FINANCIAL SUMMARY

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 2017 at \$2,814,699.

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, including earnings on investments, are projected to be \$435,000 in 2017. In 2017, we propose to use \$252,000 of estimated Conservation Funds available for replacing equipment at the Buffalo Run Golf Course.

Impact Fee Fund

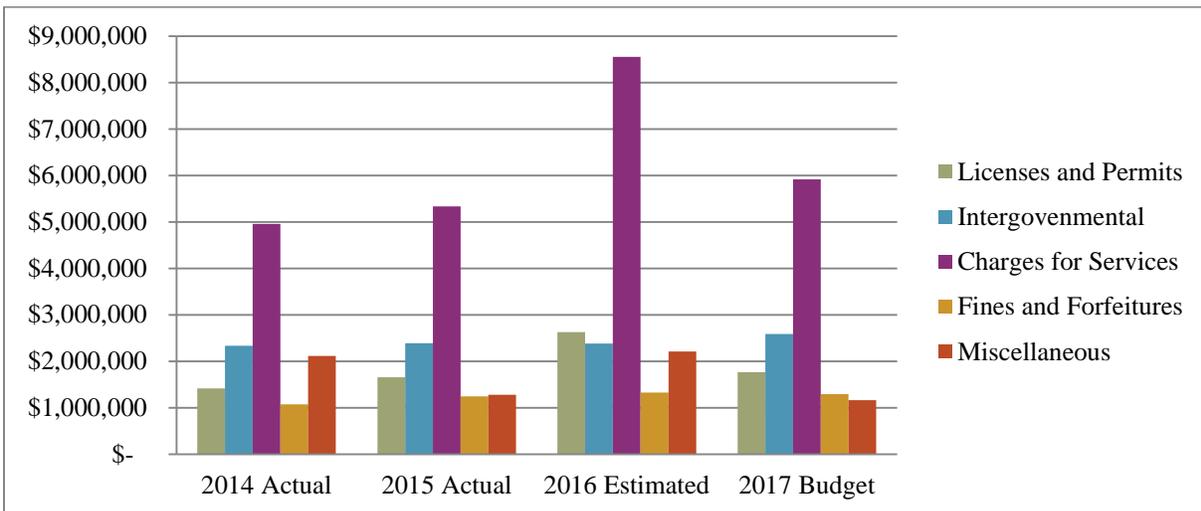
Impact fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with the necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. In 2017 the Second Creek Drainage Basin Impact Fee is estimated to provide \$40,000 in revenues, the Buffalo Run Tributary Drainage fee is estimated to provide \$80,000 in revenues, the Third Creek Drainage Basin is estimated to provide \$1,000 in revenues, and the DFA053 Drainage Basin is estimated to provide \$60,000 in revenues.

Future Growth Fund

Previously, the City Council directed that two points of the use tax on new construction occurring north of 88th Avenue be transferred to the Future Growth Fund for future capital projects. Council will need to provide policy direction regarding what the City will do going forward.

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 \$400,000 in 2017.



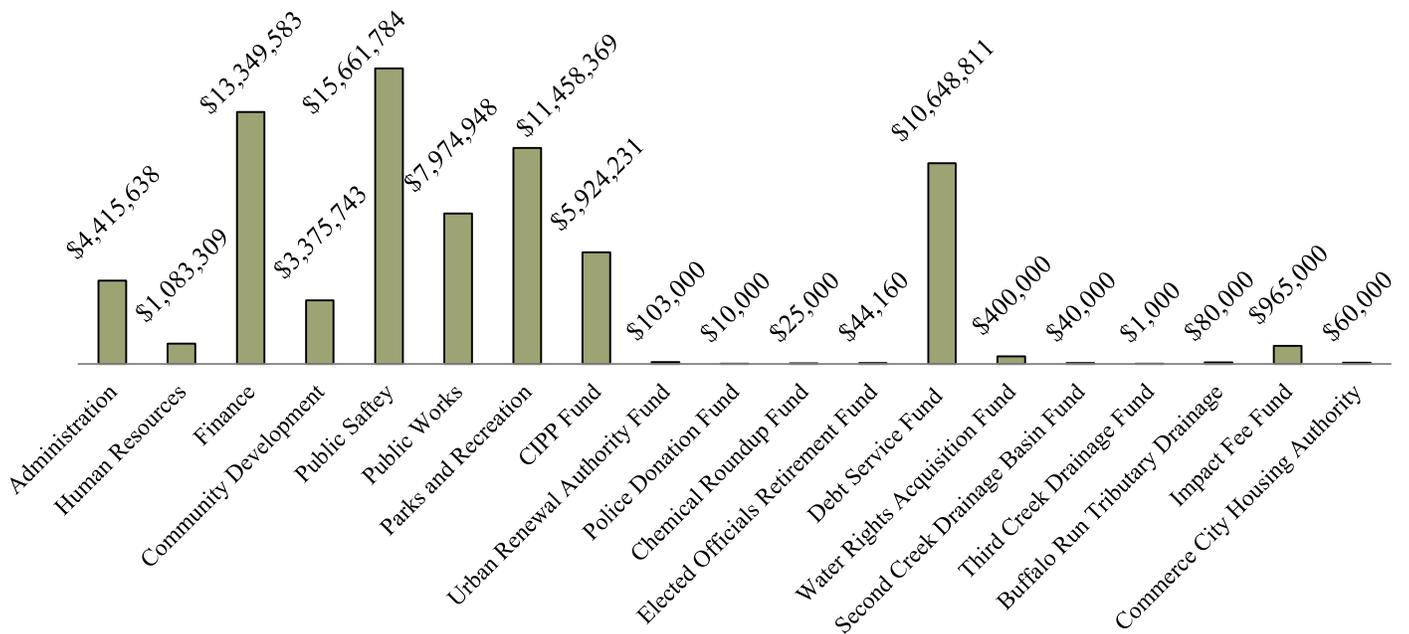
2017 FINANCIAL SUMMARY

EXPENDITURES SUMMARY

	Personnel Services					Total
	Salaries	Benefits	Materials and Supplies	Services and Charges	Capital Outlay	
Administration	\$ 2,295,027	\$ 270,331	\$ 21,850	\$ 1,828,430	\$ -	\$ 4,415,638
Human Resources	567,068	76,776	6,050	433,415	-	1,083,309
Finance	2,791,830	5,318,445	51,840	4,307,468	880,000	13,349,583
Community Development	1,999,084	251,973	44,945	1,079,741	-	3,375,743
Public Safety	9,344,138	1,232,838	457,799	4,627,009	-	15,661,784
Public Works	2,541,871	318,947	396,798	4,717,332	-	7,974,948
Parks and Recreation	5,533,389	550,870	1,467,934	3,678,551	227,625	11,458,369
CIPP Fund	-	-	-	5,924,231	-	5,924,231
Urban Renewal Authority Fund	-	-	-	103,000	-	103,000
Police Donation Fund	-	-	-	10,000	-	10,000
Chemical Roundup Fund	-	-	-	25,000	-	25,000
Elected Officials Retirement Fund	-	-	-	44,160	-	44,160
Debt Service Fund	-	-	-	10,648,811	-	10,648,811
Water Rights Acquisition Fund	-	-	-	400,000	-	400,000
Second Creek Drainage Basin Fund	-	-	-	40,000	-	40,000
Third Creek Drainage Fund	-	-	-	1,000	-	1,000
Buffalo Run Tributary Drainage	-	-	-	80,000	-	80,000
Impact Fee Fund	-	-	-	965,000	-	965,000
Commerce City Housing Authority	-	-	-	60,000	-	60,000
Total	\$ 25,072,407	\$ 8,020,180	\$ 2,447,216	\$ 38,973,148	\$ 1,107,625	\$ 75,620,576

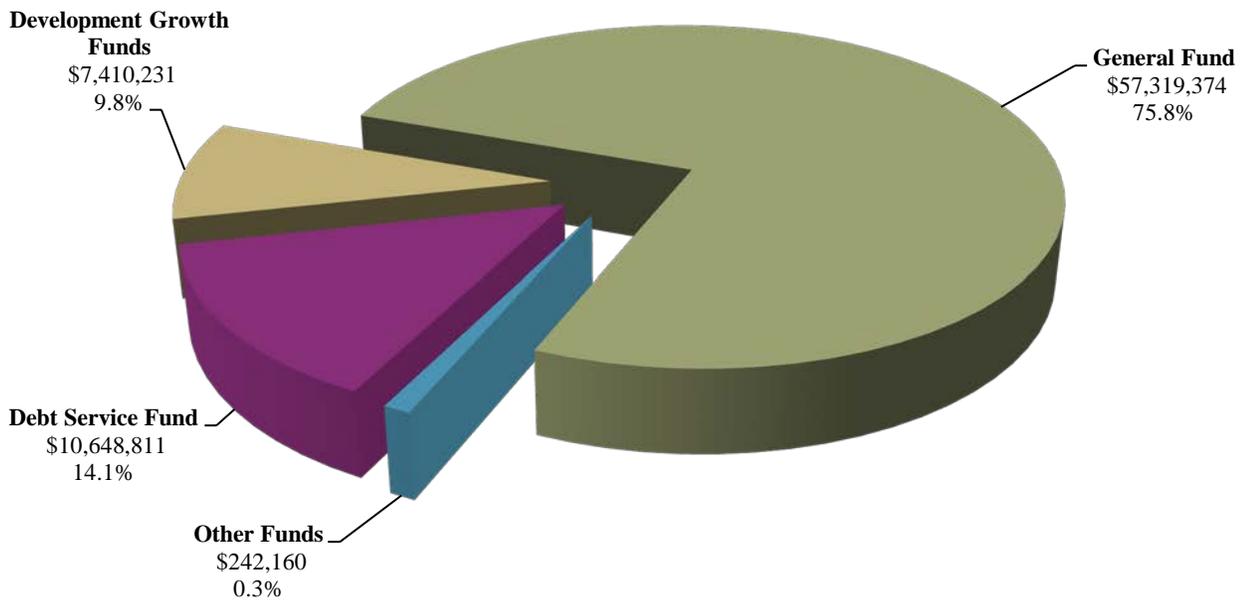
Note:

- Excludes Finance Authority Fund
- Excludes Solid Waste Management Fund
- Includes Internal Service Fund Allocations

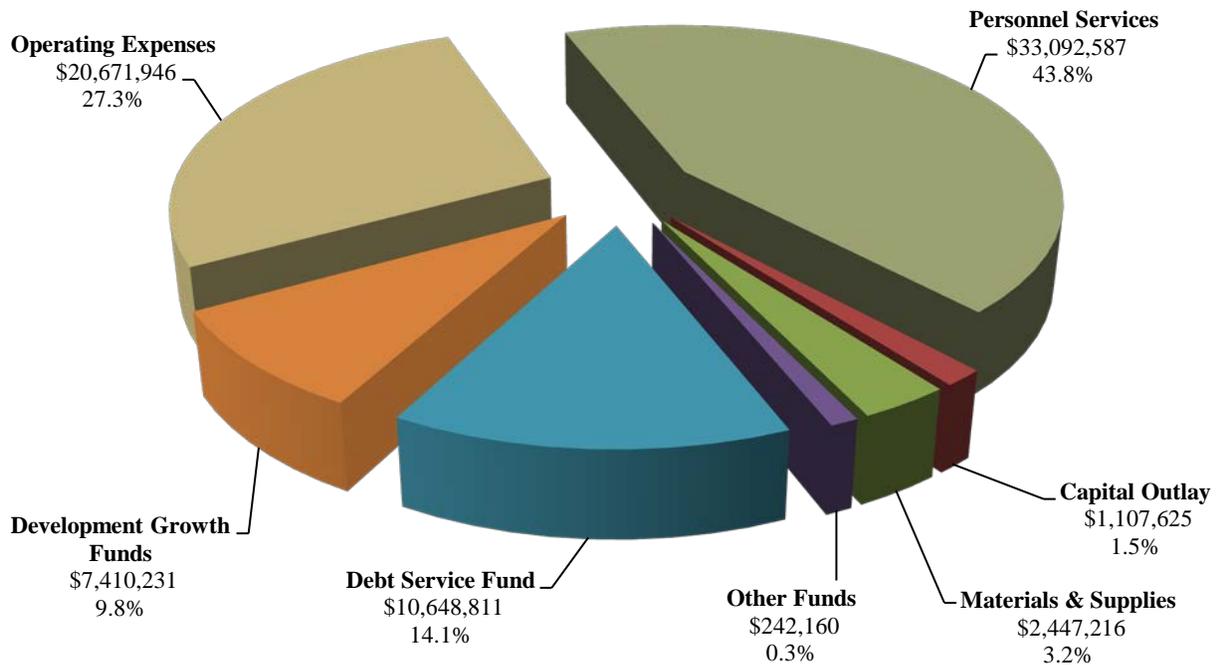


2017 FINANCIAL SUMMARY

EXPENDITURES SUMMARY BY FUND 2017

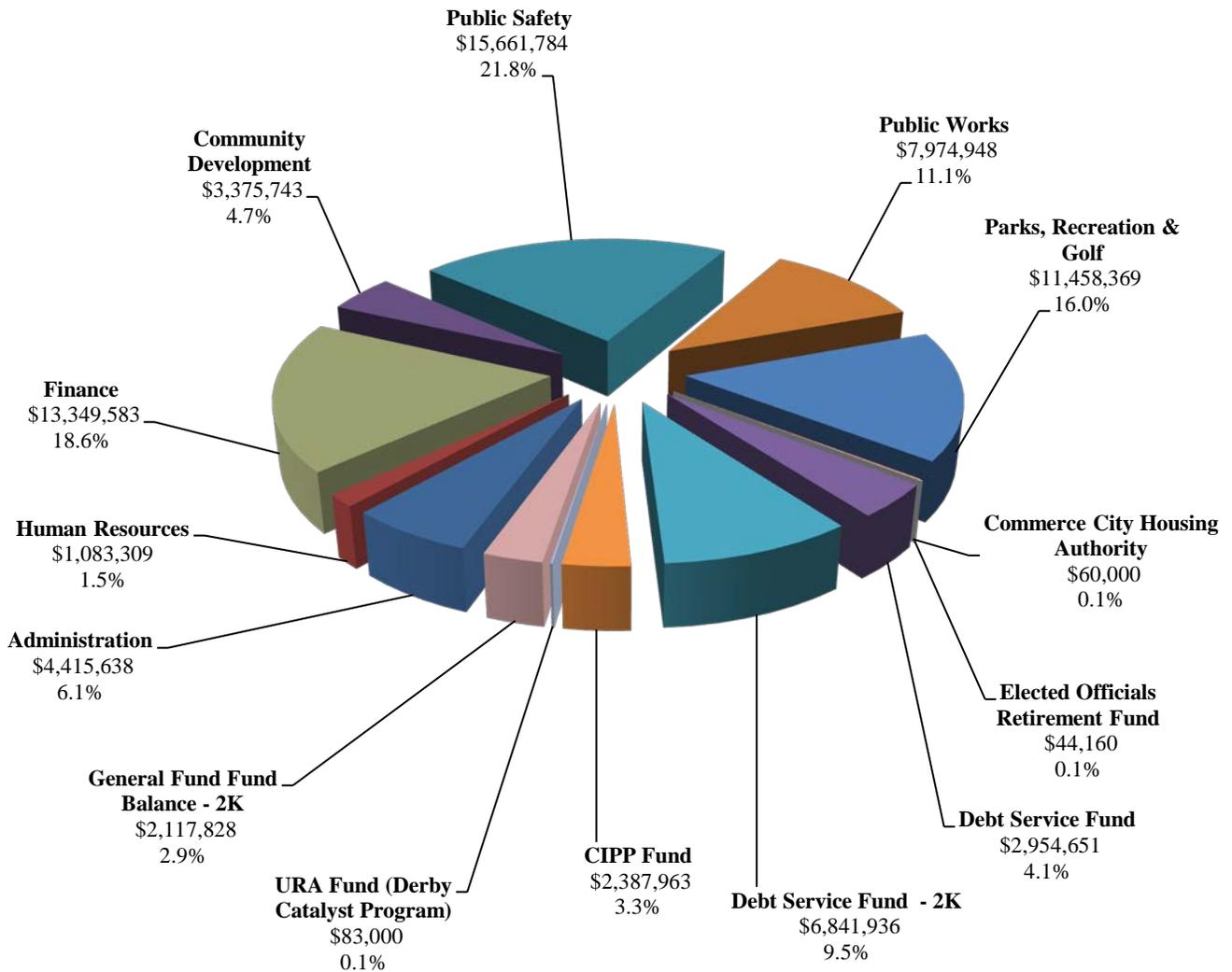


EXPENDITURES SUMMARY BY TYPE 2017



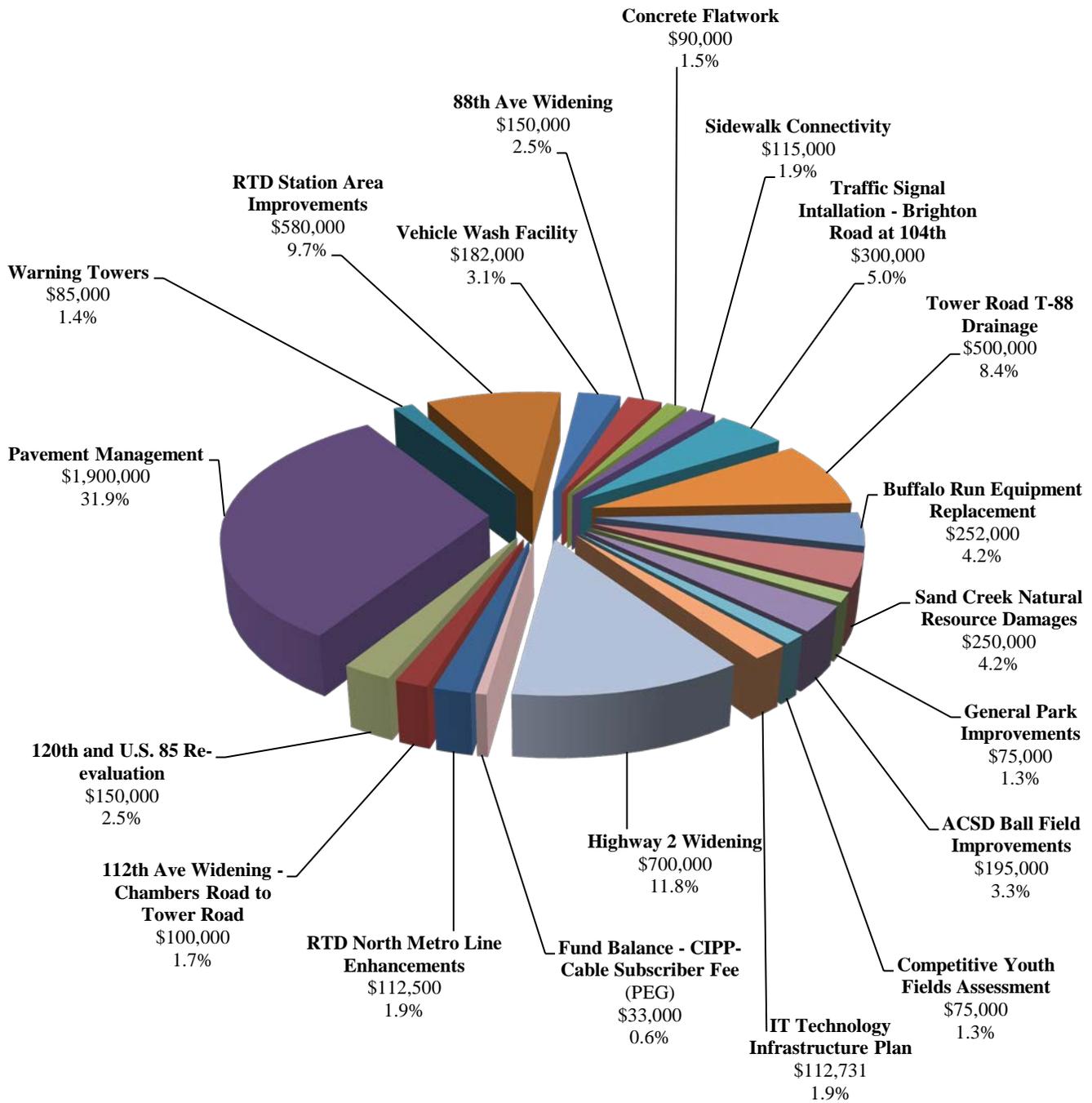
2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-GENERAL FUND 2017



2017 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-CAPITAL IMPROVEMENT AND PRESERVATION PLAN 2017



2017 FINANCIAL SUMMARY

2017 EXPENDITURES OVERVIEW

Planned expenditures for the 2017 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 \$75,620,576.

The majority of program operating budgets reflect an increase from the 2016 budget.

DEPARTMENTAL OPERATING BUDGETS

Outlined below is a brief discussion of the 2017 departmental budgets.

Administration

Administration consists of seven programs with a combined 2017 budget of \$4,415,638 representing an increase from the 2016 budget. The programs comprising administration are as follows:

- **Legislative.** The budget for legislative activities is \$592,256 representing a 9.8% increase from 2016 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 District, Urban Renewal Authority and the Commerce City Housing Authority are billed separately and are not included within this budget.
 - City Attorney – the 2017 City Attorney budget increased to \$613,778 compared to the 2016 budget of \$510,379. This increase is primarily due to budgeting for contract services for 2017
 - Legal Services – the 2017 legal services budget decreased slightly to \$220,575 due to absorbing legal services from Municipal Court..
- **City Manager’s Office.** The City Manager’s Office is composed of four programs.
 - City Manager. The budget for the City Manager decreased 2.2% to \$1,005,862 compared to the 2016 budget of \$1,028,351. This decrease is primarily due to an Administrative position being moved to the Financial Services Division in the Finance Department.
 - City Clerk. The City Clerk budget increased 10.5% to \$311,266 compared to the 2016 budget of \$281,777. The increase is due to higher computer allocations and operating expenses in 2017.
 - Economic Development. The Economic Development budget increased by 0.3% to \$523,936 from \$522,321 in 2016.
 - Communications and Intergovernmental Retention. The Communications and intergovernmental Relations budget increased 11.3% to \$1,147,965 from \$1,031,492 in 2016. The increase is primarily from the reorganization efforts, of the department and a new FTE.

Human Resources

The Human Resources Department consists of four divisions with a combined budget of \$1,083,309 representing an increase of 10.6% from the \$979,683 in 2016.

- **Human Resources.** The Human Resources budget increased to \$919,056 compared to the \$801,645 budgeted in 2016, increasing by 14.6%. An additional position is budgeted in 2017, causing the increase.

2017 FINANCIAL SUMMARY

- Risk Management. The Risk Management budget increased to \$122,253 compared to the \$118,538 budgeted in 2016.
- Organizational Development. The Organizational Development training budget remained at \$42,000 for 2017.
- Employee Activity Committee. The 2017 the Employee Activity Committee’s budget was moved to the City Managers office where it will be budgeted going forward.

Finance

Finance includes five programs with a combined 2017 budget of \$13,349,583 representing a 3.4% increase from the 2016 budget of \$12,914,216. The five programs comprising Finance are as follows:

- Financial Planning and Budgeting. This program has increase 21.4% to \$491,028 from \$404,446 in 2016 due to division reorganization efforts, and an additional position in 2017 that has been temporary absorbed by Finance. A final decision will be made by City Manager later in 2016 to where that position will report.
- Financial Services. The Financial Services budget has increased by 13.9% to \$2,040,109. The 2016 Financial Services budget was \$1,791,776. The increase is due to division reorganization, with a new position and an increase in capital outlay.
- Tax. The budget decreased 2.5% to \$1,093,490 compared to the \$1,121,909 in 2016. This is primarily due to a decrease in the personnel services budget for 2017.
- Judicial. The City’s Municipal Court budget decreased 17.0% to \$497,705 from \$599,761 in 2016. In 2016 individuals hired under contract services were hired as employees. In 2017, contract services will decrease, while salaries will increase. This budget provides funding for the administration and operation of the City’s Municipal Court, contracting for the supervision of the Community Services Youth Offender program, prosecuting attorney compensation 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 increased 2.6% to \$9,227,251 from \$8,996,324 in 2016, due to budgeted costs in Health Insurance, Workers’ Compensation and general insurance premiums. Other services and activities include:

Health and Dental Insurance	Life Insurance and Disability Insurance
Unemployment Insurance	General Leave
Employee Assistance Program	Retiree Health Insurance Trust
Section 125 Flex Administration	Workers’ Compensation
CIRSA Liability Insurance	Bi-lingual Reward Program
City Postage Costs	Central Office Copier Lease/Supplies
Property Tax Rebate Program	Armored Car Service

Community Development

Community Development consists of five programs. The department’s 2017 budget increased 7.2% to \$3,375,743 compared to \$3,148,933 in 2016.

- Administration. The Administration budget increased 7.8% to \$560,396 from \$519,877 in 2016. In 2017, the Community Development department will be moving all office supply expenditure budgets to the Administration division.
- Planning. The budget increased 9.0% to \$722,335 compared to \$662,990 in 2016.

2017 FINANCIAL SUMMARY

- **Building Safety.** The Building Safety budget increased 5.6% to \$1,111,377 from \$1,052,726. The increase is due to an increase in building safety related outside services.
- **Neighborhood Services.** The Neighborhood Services budget has increased by 3.2% to \$735,274 compared to the \$712,607 in 2016.
- **Housing Authority.** The Housing program budget increased to \$246,361 from \$200,733 in 2016. The increase is due to the conversation of a part-time to full-time Housing Authority position for 2017. Housing provides the staffing to administer the various housing grant programs on behalf of the Commerce City Housing Authority. The Housing Authority Fund reimburses the City for these costs.

Public Safety

The Public Safety Department is organized into five programs. The Public Safety departmental budget for 2017 remained relatively flat at \$15,661,784 compared to \$15,208,846 in 2016, increasing slightly by 3.0%.

- **Administration.** The 2016 Administration budget decreased 6.4% to \$1,276,609 from \$1,364,140 in 2016. The decrease is driven the reallocation of operating supply expenses, which will now be spread throughout each division to support the personnel within them. In 2017 office supplies will be allocated completely out of the Administration division.
- **Support Operations.** The 2017 budget increased 2.2% to \$5,216,507 compared to the \$5,104,981 in 2016. The increase is due to the reallocation of operating and office supplies within the division.
- **Patrol Operations.** The 2017 Patrol Operations budget increased 5.3% to \$8,606,812 from \$8,174,525 in 2016. The increase is due to the reallocation of operating and office supplies within the division.
- **Community Justice.** The 2017 Community Justice budget decreased 3.3% to \$343,653 from \$355,399 in 2016. The decrease is due to removing the vehicle allocation for this division.
- **Emergency Management.** The 2017 Emergency Management budget increased 4.0% to \$218,203 from \$209,801 in 2016. The budget increase is primarily due to personnel services increasing in 2017.

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 six individual programs including Administration, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning, Refuse Collection (trash and rubbish removal), and Engineering (civil and traffic engineering). The 2017 Public Works Department budget decreased to \$7,974,948 from \$7,460,490 in 2016.

- **Administration.** The Administration budget increased 8.6% to \$496,670 from \$457,488 in 2016. This increase is primarily due to additional allocations for vehicles and computer, along with an increase in operating expenses for 2017.
- **Street and Traffic Maintenance.** The budget increased by 24.1% to \$2,710,586 from \$2,184,866 in 2016. This increase is due to Snow and Ice Control and Street Cleaning personnel services budgets being shifted to the Street and Traffic Maintenance budget.
- **Snow and Ice Control.** The budget decreased by 46.4% to \$189,800 from \$353,832 in 2016 due to personnel services expenditures being reallocated to the Street and Traffic Maintenance division.
- **Street Cleaning.** The budget decreased by 38.1% to \$300,107 from \$485,154 in 2016. This decrease is due to personnel services expenditures being reallocated to the Street and Traffic Maintenance division.
- **Engineering.** The budget increased by 9.7% to \$2,525,611 from \$2,302,828 in 2016.

2017 FINANCIAL SUMMARY

- Refuse Collection. The budget increased by 4.5% to \$1,752,174 from \$1,676,322 in 2016. The 2017 Budget reflects cost outlined in the contract.

Parks, Recreation & Golf

The department consists of Administration, Parks Maintenance Administration, Recreation Activities, Golf, and Community Events. The combined 2017 budget increased 5.6% to \$11,458,369 compared to \$10,853,012 in 2016.

- Administration. The Administration budget increased 9.0% to \$1,438,468 compared to \$1,319,792 in 2016. The increase is due to salary adjustments and benefits.
- Parks Maintenance Administration. The Parks Maintenance Administration budget increased 4.0% to \$3,212,434 compared to \$3,090,212 in 2016. The increase is due to an additional increase for part-time hourly wage adjustments, and for an increase in operating expenses anticipated in 2017.
- Parks Maintenance – 2K Parks. This budget increased to \$416,935 compared to \$379,641 in 2016. The 2017 budget includes Fonterra Park, Turnberry, and the Villages at Buffalo Run East.
- Recreation Programs. Recreation Programs includes the youth, adult and senior activities. The budget decreased 0.8% to \$2,528,470 compared to \$2,548,987 in 2016.
- Outdoor Leisure Pool. This budget increased to \$700,609 compared to \$645,359 in 2016. This is primarily due to an increase in facilities allocations for 2017.
- Buffalo Run Golf Course. Buffalo Run Golf Course includes the operations, maintenance, and the restaurant. The 2017 budget is \$3,015,720 as compared to \$2,723,288. 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 \$145,733 for 2017.

INTERNAL SERVICE FUNDS

Facility Services

The 2017 budget increased 12.4% to \$1,973,820 compared to \$1,755,846 in 2016. The increase is due to the centralization of custodial contracts for 2017. 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 addition of equipment or vehicles to the fleet. The fund is under the administration of the Public Works Department. The 2017 budget decreased 4.6% to \$5,041,974 from \$5,285,838 of which \$2,094,000 is allocated to equipment and vehicle replacements and \$2,947,974 is allocated to garage operations, including vehicle depreciation.

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.

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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 2017 budget increased 17.9% to \$3,237,003 from the 2016 budgeted expenditures of \$2,745,509. The increase is due to an increase in application software allocations and the addition of two new positions.

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 2017 budget at the budget retreat, and a proposed list is included in the 2017 budget.

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 2017. We will need to seek 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.

ENTERPRISE FUNDS

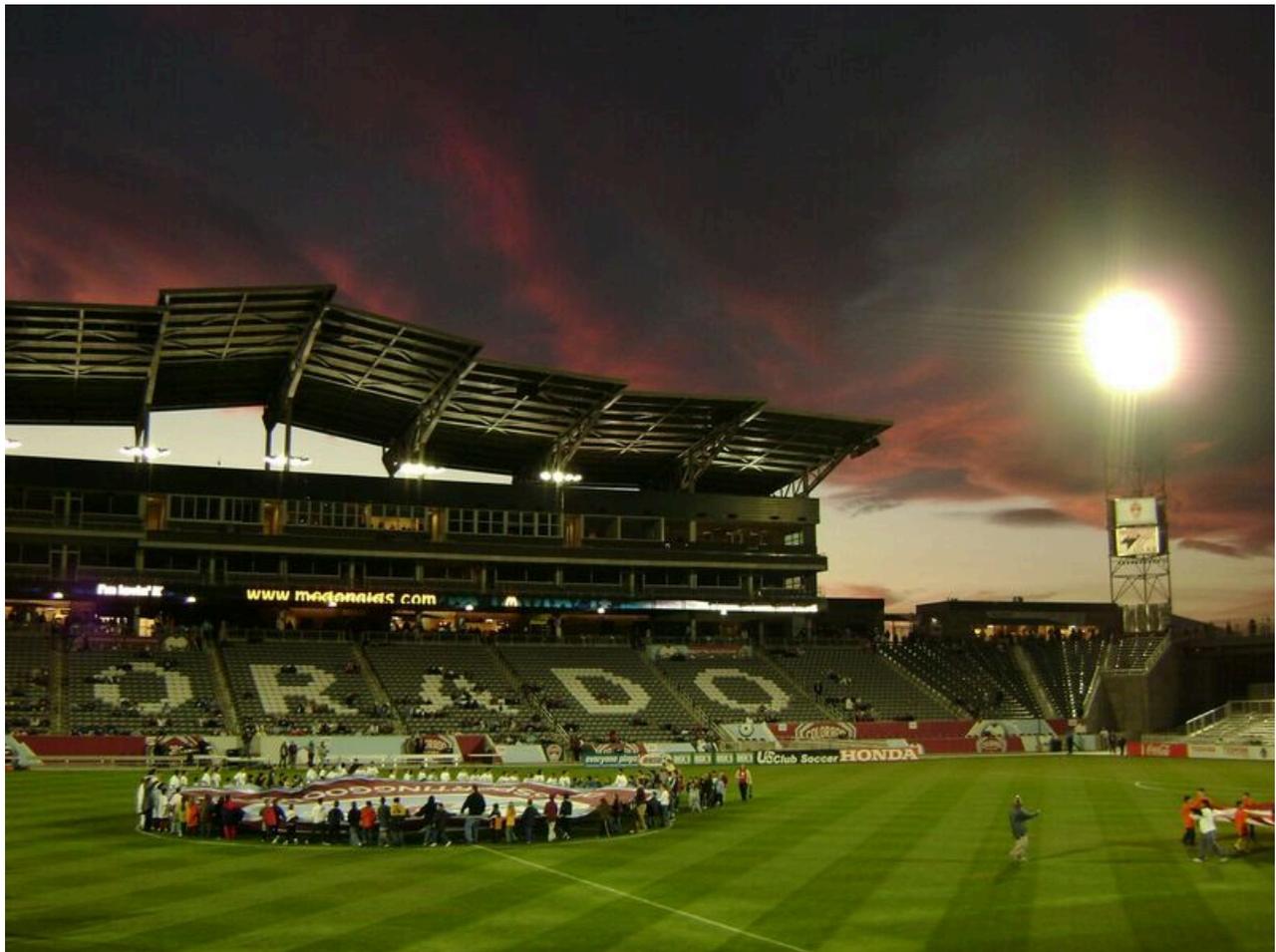
Solid Waste Management

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 managing the impacts of the solid waste landfill operation. Therefore, capital expenditures are limited to the construction and maintenance of road and

2017 FINANCIAL SUMMARY

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 2017 proposed budget at the budget retreat. The total is included in the 2017 budget.

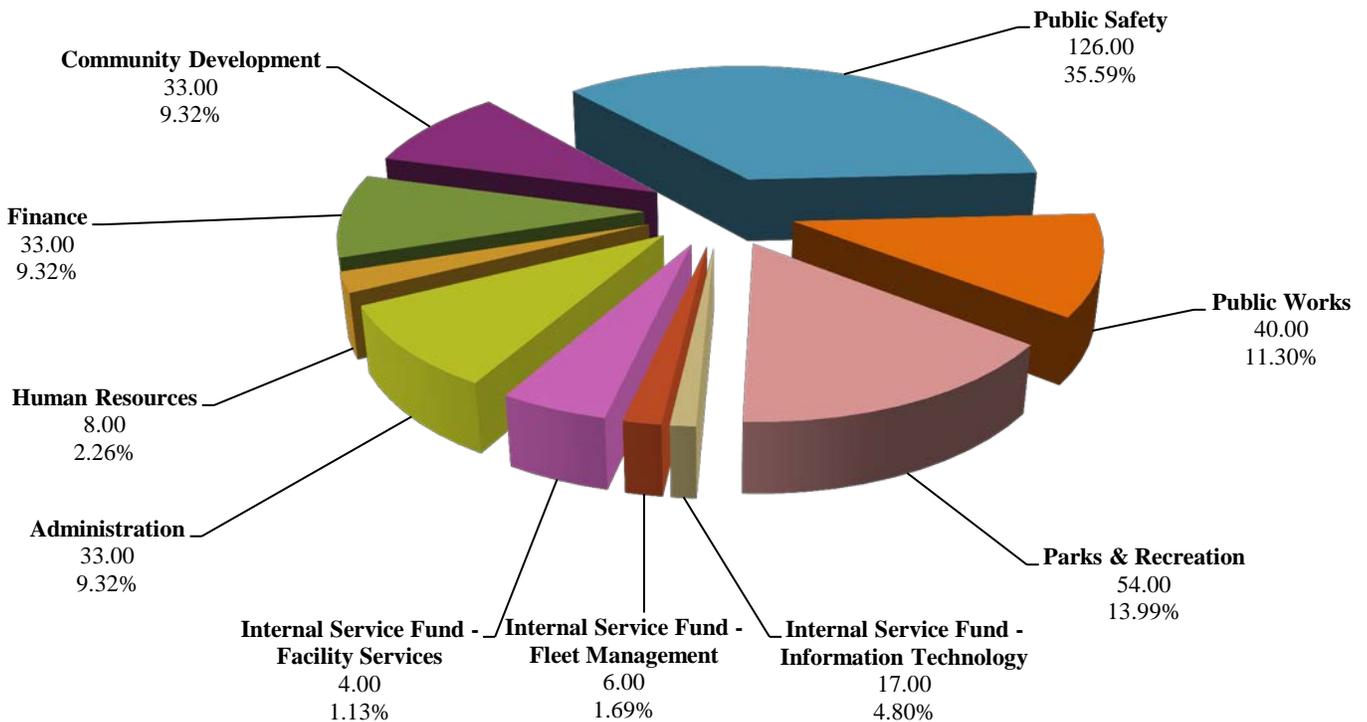


PERSONNEL

HUMAN RESOURCES OVERVIEW

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	32.00	32.00	33.00	33.00
Human Resources	7.00	7.00	8.00	8.00
Finance	30.00	32.00	33.00	33.00
Community Development	34.00	31.00	33.00	33.00
Public Safety	127.50	129.00	126.00	126.00
Public Works	43.00	40.00	40.00	40.00
Parks, Recreation & Golf	55.00	57.00	54.00	54.00
Internal Service Fund - Facility Services	4.00	4.00	4.00	4.00
Internal Service Fund - Fleet Management	6.00	6.00	6.00	6.00
Internal Service Fund - Information Technology	16.00	14.00	17.00	17.00
Total FTEs	354.50	352.00	354.00	354.00

2017 HUMAN RESOURCES OVERVIEW



2017 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 2017 compensation plan is formatted to adhere to the union's two year 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%

Level 3 – 2.75%

Level 4 – 3.25%

Level 5 (highest) 3.5 – 5.5%, at management discretion

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.

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, 2017 to December 31, 2017. On April 1, 2017 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 and life and disability insurance. 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 2017 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. As in past years, the health insurance rates are established in accordance with FOP and AFSCME contracts.
- **Dental Insurance.** The City continues to offer dental insurance for 2017 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

PERSONNEL

bargaining agreement will receive a 10% matching contribution from the City, plus the employee's contribution of 10%, to the retirement plan.

- **Workers' Compensation.** The City's Workers' Compensation premium for 2017 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 2017.
- **Employee Computer Loan Program.** The City will continue to provide an employee home computer purchase program for 2017. The purpose of the program is to increase computer literacy for all employees, resulting in higher use of technology and added productivity.

2018 FINANCIAL SUMMARY

SUMMARY OF GENERAL FUND FINANCIALS

	2017 Budget
<u>Financial Sources</u>	
General Fund Revenue	\$ 72,805,887
Total Financial Sources	\$ 72,805,887
<u>Financial Uses</u>	
Primary Government	
Administration	4,431,019
Human Resources	1,105,523
Finance	13,674,445
Community Development	3,303,832
Public Safety	15,977,571
Public Works	8,089,399
Parks, Recreation & Golf	11,808,602
Total Primary Government	58,390,391
Transfers To:	
Commerce City Housing Authority	60,000
Elected Officials Retirement Fund	48,000
Debt Service Fund	2,959,211
Debt Service - 2K-2014	4,534,988
Debt Service Fund - 2K-2016	2,670,900
CIPP Fund-Pavement Management	502,822
URA Fund-Derby Catalyst	83,000
Fund Balance - General Fund	1,331,063
Fund Balance - General Fund - 2K	2,225,512
Total Transfers	14,415,496
Total Financial Uses	\$ 72,805,887

2018 FINANCIAL SUMMARY

SUMMARY OF CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

	2018 Plan
<u>Financial Sources</u>	
Transportation Tax	\$ 1,000,000
Adams County Open Space Tax	400,000
Cable Subscriber Fee (PEG)	33,000
Transfers From:	
General Fund - Road and Bridge Tax	502,822
Total Financial Sources	\$ 1,935,822
<u>Financial Uses</u>	
Approved Projects	
Pavement Management	\$ 502,822
Transfers To:	
Fund Balance - CIPP-Transportation Tax	1,000,000
Fund Balance - CIPP-Adams County Open Space Tax	400,000
Fund Balance - CIPP-Cable Subscriber Fee (PEG)	33,000
Total Financial Uses	\$ 1,935,822

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

SOLID WASTE MANAGEMENT FUND

	2018 Plan
<u>Financial Sources</u>	
Revenues	\$ 750,000
Total Financial Sources	\$ 750,000
<u>Financial Uses</u>	
Transfers To:	
Fund Balance - Solid Waste Management Fund	\$ 750,000
Total Financial Uses	\$ 750,000

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

URBAN RENEWAL AUTHORITY FUND

	2018 Plan
<u>Financial Sources</u>	
Revenues	\$ 525,000
Investment Earnings	20,000
Transfers From:	
General Fund	83,000
Total Financial Sources	\$ 628,000
<u>Financial Uses</u>	
Project Expense	93,000
Property Tax Collection Fee	10,000
Transfers To:	
Debt Service Fund	525,000
Total Financial Uses	\$ 628,000

POLICE DONATION FUND

	2018 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

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

CONSERVATION TRUST FUND

	2018 Plan
<u>Financial Sources</u>	
Revenues	\$ 425,000
Investment Earnings	10,000
Total Financial Sources	\$ 435,000
<u>Financial Uses</u>	
Transfers To:	
Fund Balance - Conservation Trust Fund	435,000
Total Financial Uses	\$ 435,000

CHEMICAL ROUNDUP FUND

	2018 Plan
<u>Financial Sources</u>	
Revenues	\$ 25,000
Total Financial Sources	\$ 25,000
<u>Financial Uses</u>	
Chemical Roundup Expense	\$ 25,000
Total Financial Uses	\$ 25,000

ELECTED OFFICIALS RETIREMENT FUND

	2018 Plan
<u>Financial Sources</u>	
Transfers From:	
General Fund	\$ 48,000
Total Financial Sources	\$ 48,000
<u>Financial Uses</u>	
City Council Retirement Fund	\$ 48,000
Total Financial Uses	\$ 48,000

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

DEBT SERVICE FUND

	2018 Plan
<u>Financial Sources</u>	
KSS Reimbursement	\$ 329,864
Transfers From	
General Fund	2,959,211
General Fund - 2K-Series 2014	4,534,988
General Fund - 2K-Series 2016	2,670,900
Urban Renewal Authority	525,000
Total Transfers From	10,690,099
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

WATER RIGHTS ACQUISITION FUND

	2018 Plan
<u>Financial Sources</u>	
Water Acquisition Fee	\$ 400,000
Total Financial Sources	\$ 400,000
<u>Financial Uses</u>	
Project Expense	\$ 400,000
Total Financial Uses	\$ 400,000

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

SECOND CREEK DRAINAGE BASIN FUND

		2018 Plan
<u>Financial Sources</u>		
Impact Fee - Second Creek Drainage Basin		\$ 40,000
Total Financial Sources		\$ 40,000
<u>Financial Uses</u>		
Restricted Impact - Second Creek Drainage Basin		\$ 40,000
Total Financial Uses		\$ 40,000

THIRD CREEK DRAINAGE BASIN FUND

		2018 Plan
<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 FUND

		2018 Plan
<u>Financial Sources</u>		
Impact Fee - Buffalo Run Tributary Drainage		\$ 80,000
Total Financial Sources		\$ 80,000
<u>Financial Uses</u>		
Restricted Impact - Buffalo Run Tributary Drainage		\$ 80,000
Total Financial Uses		\$ 80,000

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

IMPACT FEES FUND

	2018 Plan
<u>Financial Sources</u>	
Impact Fees - parks/open space	\$ 500,000
Impact Fees - transportation	400,000
Impact Fees - drainage	60,000
Impact Fees - landscape	5,000
Total Financial Sources	\$ 965,000
<u>Financial Uses</u>	
Restricted Impact - parks/open space	\$ 500,000
Restricted Impact - transportation	400,000
Restricted Impact - drainage	60,000
Restricted Impact - landscape	5,000
Total Financial Uses	\$ 965,000

FINANCE AUTHORITY FUND

	2018 Plan
<u>Financial Sources</u>	
Lease Payment - Civic Center	\$ 2,009,982
Total Financial Sources	\$ 2,009,982
<u>Financial Uses</u>	
Bond Issue Principal - COPS Series 2006	\$ 655,000
Bond Issue Interest - COPS Series 2006	1,350,932
Bank Service Fees	4,050
Total Financial Uses	\$ 2,009,982

2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FLEET MANAGEMENT FUND

		2018 Plan
<u>Financial Sources</u>		
Transfers From:		
Fleet Retained Earnings	\$	1,215,200
Total Financial Sources	\$	1,215,200
<u>Financial Uses</u>		
Transfers To:		
Fleet Capital Outlay - Vehicles	\$	1,215,200
Total Financial Uses	\$	1,215,200

HOUSING AUTHORITY FUND

		2018 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

2018 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund						
Taxes						
General property tax	\$ 2,331,857	\$ 2,596,469	\$ 2,577,809	\$ 2,596,469	\$ 2,411,830	\$ 2,460,067
Specific ownership tax	211,167	200,673	141,225	200,673	218,837	223,214
Vehicle transfer tax	7,657	8,868	4,460	8,868	7,018	7,159
Franchise fees	2,976,560	2,935,601	1,842,709	2,935,601	3,084,681	3,146,374
Accommodation fees	17,594	16,739	11,677	16,739	16,723	17,057
Sales and use tax	39,757,029	40,193,490	30,504,218	40,193,490	41,841,983	42,576,822
Sales and use tax - 1%	10,706,367	10,206,202	5,558,759	10,206,202	11,201,659	11,425,692
Total Taxes	56,008,231	56,158,042	40,640,858	56,158,042	58,782,731	59,856,385
Licenses and Permits						
Liquor licenses	49,214	47,279	41,305	47,279	47,000	47,940
Occupation licenses	11,330	27,767	10,730	27,767	14,252	14,538
Contractors' licenses	54,599	82,000	40,665	82,000	78,712	80,286
Building permits	904,987	930,489	1,078,906	1,618,360	1,042,661	1,063,514
Excavating permits	545,259	378,031	489,323	733,984	490,000	500,000
Marijuana fees	88,500	50,000	73,300	109,950	91,715	93,549
Other	1,540	904	5,145	7,718	3,011	3,070
Total Licenses and Permits	1,655,429	1,516,470	1,739,373	2,627,057	1,767,351	1,802,897
Intergovernmental						
Road and bridge tax	475,684	514,511	497,783	514,511	492,963	502,822
Cigarette tax	102,901	101,790	58,966	101,790	106,639	108,772
Highway users tax	1,616,231	1,572,724	1,083,756	1,572,724	1,777,999	1,813,559
Motor vehicle registration tax	196,922	190,468	137,281	190,468	210,068	214,270
Total Intergovernmental	2,391,738	2,379,493	1,777,786	2,379,493	2,587,669	2,639,423
Charges for Services						
Zoning	82,151	61,500	57,190	61,500	85,135	86,839
Plan check fees	232,804	266,362	340,110	510,166	241,260	246,085
Docket fees	120,664	110,801	80,954	110,801	109,989	117,517
Court surcharge fees	238,086	196,264	164,659	196,264	223,822	235,297
Fuel surcharge	83,980	69,633	58,879	69,633	78,566	82,798
Housing Authority revenue	81,793	84,078	41,027	84,078	84,764	86,460
Special duty assignment	180,385	19,313	366,224	549,336	186,938	190,676
Employee activity committee	8,913	7,515	5,135	7,515	9,237	9,421
Weed removal fee	115,238	183,519	111,412	183,519	117,174	119,517
Passports	23,715	28,000	27,264	28,000	44,100	44,982
Towing administration fees	49,896	42,252	24,549	42,252	51,708	52,743
Reimbursement by others	25,712	390,552	2,591,652	2,591,652	-	-
NMTF Reimbursement	76,601	75,925	34,555	75,925	79,383	80,971
Reimbursement - school district	161,282	122,866	98,245	122,866	167,141	170,483
Recreational activity fees	865,149	838,303	764,830	838,303	890,488	907,401
Outdoor pool - 2K	188,043	155,930	284,652	426,977	255,649	255,649
Golf Course fees	2,664,617	2,575,998	2,170,686	2,575,998	2,814,699	2,822,199
Other	134,552	23,800	53,153	79,730	477,499	486,803
Total Charges for Services	5,333,581	5,252,611	7,275,177	8,554,515	5,917,552	5,995,841

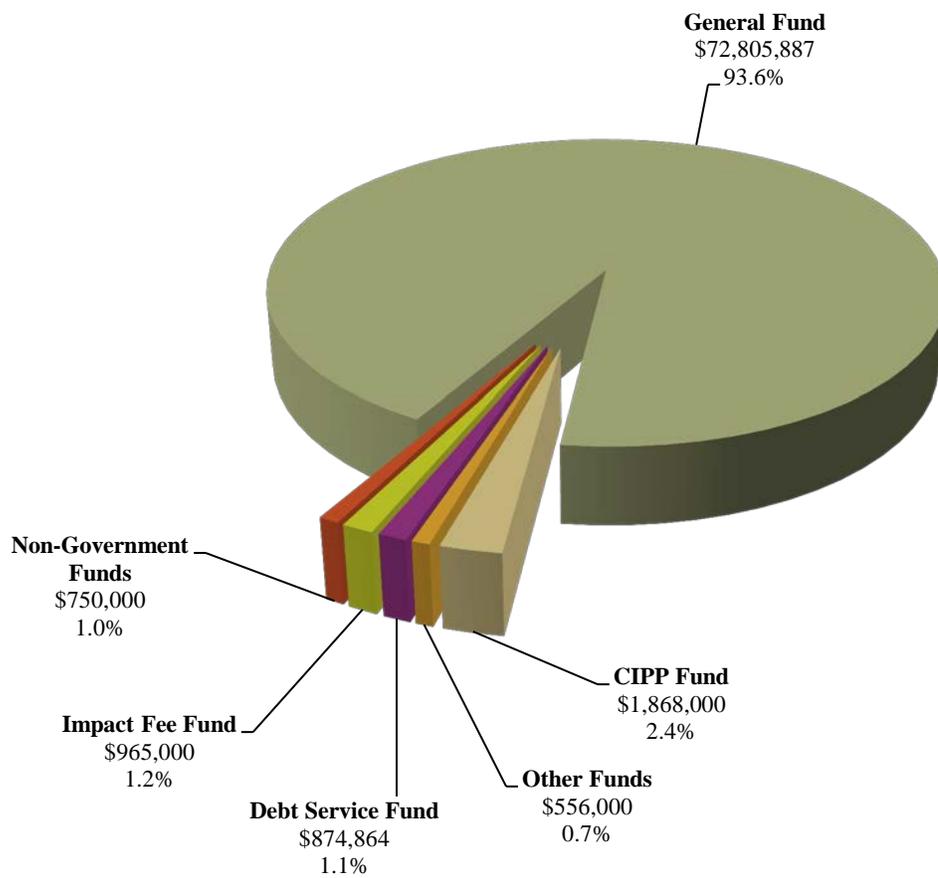
2018 FINANCIAL SUMMARY

REVENUE SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Fines and Forfeitures						
Municipal court	804,707	668,804	511,488	668,804	761,820	788,967
DUI fees	26,873	32,415	12,488	32,415	20,000	20,400
Bond fees	7,220	9,802	3,980	9,802	7,878	8,834
Photo red light enforcement	405,826	399,058	411,280	616,921	500,000	510,000
Other	461	250	120	250	300	300
Total Fines and Forfeitures	1,245,088	1,110,329	939,356	1,328,192	1,289,998	1,328,501
Miscellaneous						
Investment earnings	813,563	1,416,191	679,856	1,416,191	843,115	859,977
Unclassified revenue	305,449	541,741	146,558	541,741	315,048	321,588
Loan interest	146	-	-	-	-	-
Other	161,020	350	166,022	249,033	1,250	1,275
Total Miscellaneous	1,280,177	1,958,282	992,436	2,206,965	1,159,413	1,182,840
Total General Revenues	67,914,245	68,375,227	53,364,986	73,254,263	71,504,714	72,805,887
Other Funds						
Adams County Open Space tax	392,171	377,000	222,878	377,000	400,000	400,000
Conservation Trust Fund	472,186	422,500	308,325	422,500	435,000	435,000
Transpiration tax	1,137,430	900,000	556,659	900,000	1,000,000	1,000,000
Police Donation Fund	12,893	10,000	20,454	30,681	10,000	10,000
Urban Renewal Authority Fund	774,151	295,000	746,045	1,119,067	545,000	545,000
KSS debt reimbursement	614,445	577,924	219,462	577,924	327,224	329,864
Cable subscriber fees (Peg)	32,504	33,000	17,129	33,000	33,000	33,000
Chemical Round Up Fund	30,435	25,000	3,732	25,000	25,000	25,000
Impact Fee Fund - parks/open space	336,196	400,000	651,950	977,925	500,000	500,000
Impact Fee Fund - transportation	590,846	350,000	524,746	787,119	400,000	400,000
Impact Fee Fund - drainage	68,927	50,000	68,571	102,856	60,000	60,000
Impact Fee Fund - landscape	3,265	5,000	3,044	5,000	5,000	5,000
Water Rights Acquisition Fund	749,348	310,000	418,920	628,381	400,000	400,000
Second Creek Drainage Basin Fund	44,277	75,000	38,630	75,000	40,000	40,000
Buffalo Run Tributary Drainage Basin Fund	90,143	60,000	97,042	145,562	80,000	80,000
Third Creek Drainage Basin Fund	657	1,000	427	1,000	1,000	1,000
Total Other Funds	5,349,875	3,891,424	3,898,014	6,208,015	4,261,224	4,263,864
Total Governmental Funds	73,264,120	72,266,651	57,263,000	79,462,278	75,765,938	77,069,751
Enterprise Funds						
Solid Waste Management Fund	635,830	550,000	348,361	550,000	750,000	750,000
Total Enterprise Funds	635,830	550,000	348,361	550,000	750,000	750,000
Total Governmental and Enterprise Funds	\$ 73,899,950	\$ 72,816,651	\$ 57,611,362	\$ 80,012,278	\$ 76,515,938	\$ 77,819,751

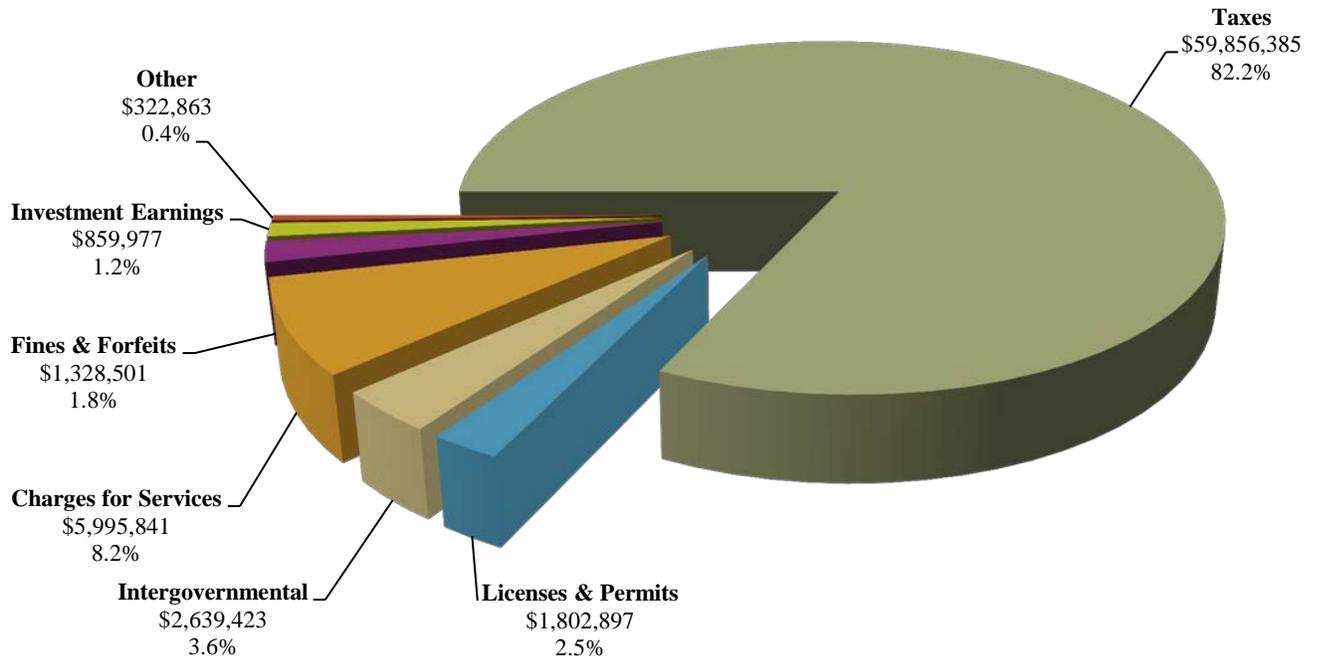
2018 FINANCIAL SUMMARY

REVENUE SUMMARY 2018

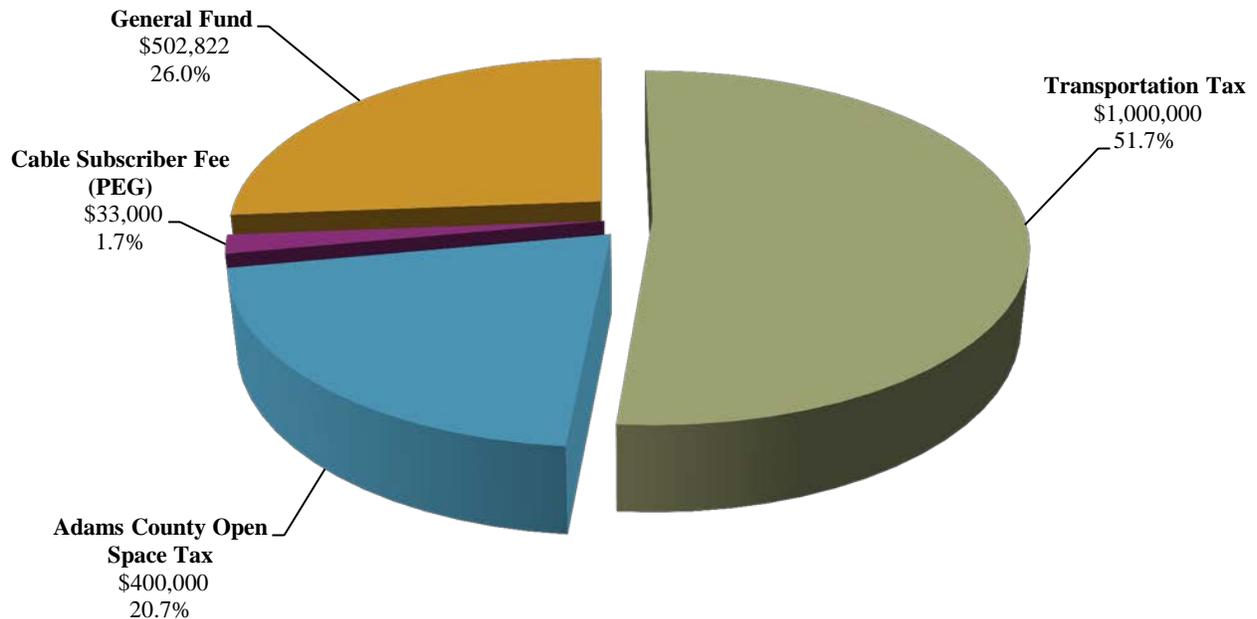


2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL SOURCES-GENERAL FUND 2018



SUMMARY OF FINANCIAL SOURCES 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 decrease 1.4% to \$70,805,887 from estimated 2017 revenues of \$71,808,912. 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 31, 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 2017 property tax revenue was estimated to be \$2,411,830 based on an estimated assessed valuation of \$796,546,830. The 2018 budget includes an increased projected property tax collection of \$2,460,067.

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 \$1,063,514.

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 \$264,085.

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 1.8% over 2017 budgeted revenues to \$54,002,514. Sales and use tax revenues now flow into the General Fund. A large transfer of \$10,165,099 goes to the 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.

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 \$2,146,374 in the 2018 budget.

2018 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 2018 budget are \$1,764,113.

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 \$1,813,559 in the 2018 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 is planned at \$500,000.

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 \$214,270 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 remain the same in 2018 at \$907,401.

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 \$255,649 for 2018.

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 2018 at \$2,822,199.

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 \$435,000 in 2018.

2018 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 2018, the Second Creek Drainage Basin Impact Fee is estimated to provide \$40,000 in revenues, the Buffalo Run Tributary Drainage fee is estimated to provide \$80,000 in revenues, the Third Creek Drainage Basin is estimated to provide \$1,000 in revenues, and the DFA053 Drainage Basin is estimated to provide \$60,000 in revenues. The 2018 budget includes road impact fees, drainage systems, and parks/open space and trails in the City's northern growth areas.

Future Growth Fund

Previously, the City Council directed that two points of the 4.5% use tax on new construction occurring north of 88th Avenue be transferred to the Future Growth Fund for future capital projects. Council will need to provide policy direction regarding what the City will do for 2017 going forward.

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 \$400,000 in 2018.

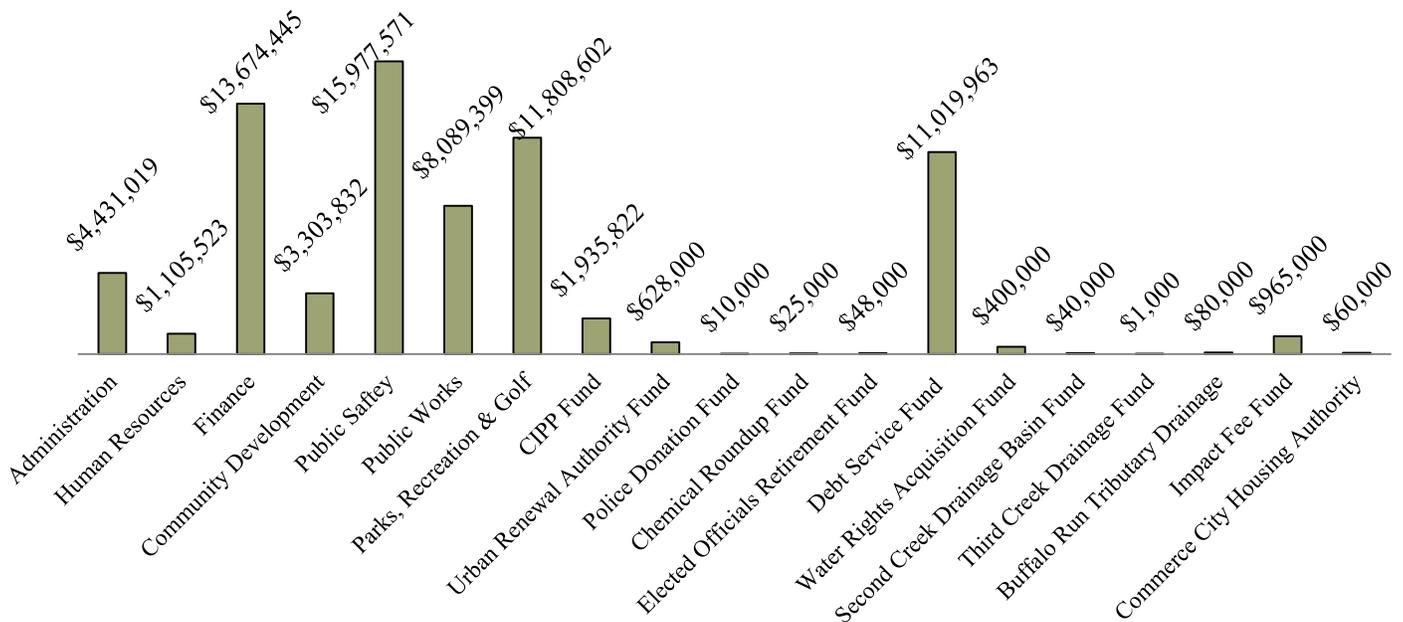


2018 FINANCIAL SUMMARY

EXPENDITURES SUMMARY

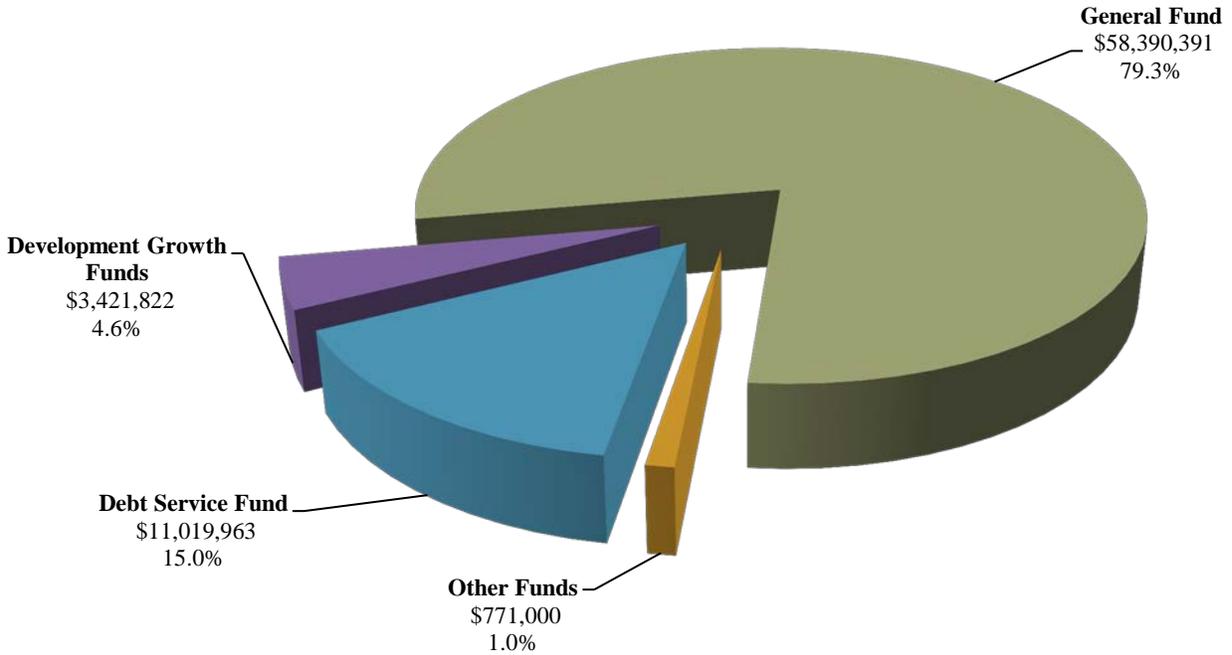
	Personnel Services				Capital Outlay	Total
	Salaries	Benefits	Materials and Supplies	Services and Charges		
Administration	\$ 2,196,155	\$ 273,685	\$ 21,889	\$ 1,939,290	-	\$ 4,431,019
Human Resources	584,079	79,080	6,050	436,314	-	1,105,523
Finance	2,873,872	5,492,376	51,840	4,376,357	880,000	13,674,445
Community Development	2,016,534	256,435	44,945	985,918	-	3,303,832
Public Safety	9,589,049	1,266,801	472,099	4,649,622	-	15,977,571
Public Works	2,541,527	275,166	393,700	4,879,006	-	8,089,399
Parks, Recreation & Golf	5,721,582	566,171	1,485,025	3,808,199	227,625	11,808,602
CIPP Fund	-	-	-	1,935,822	-	1,935,822
Urban Renewal Authority Fund	-	-	-	628,000	-	628,000
Police Donation Fund	-	-	-	10,000	-	10,000
Chemical Roundup Fund	-	-	-	25,000	-	25,000
Elected Officials Retirement Fund	-	-	-	48,000	-	48,000
Debt Service Fund	-	-	-	11,019,963	-	11,019,963
Water Rights Acquisition Fund	-	-	-	400,000	-	400,000
Second Creek Drainage Basin Fund	-	-	-	40,000	-	40,000
Third Creek Drainage Fund	-	-	-	1,000	-	1,000
Buffalo Run Tributary Drainage	-	-	-	80,000	-	80,000
Impact Fee Fund	-	-	-	965,000	-	965,000
Commerce City Housing Authority	-	-	-	60,000	-	60,000
Total	\$ 25,522,798	\$ 8,209,714	\$ 2,475,548	\$ 36,287,491	\$ 1,107,625	\$ 73,603,176

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

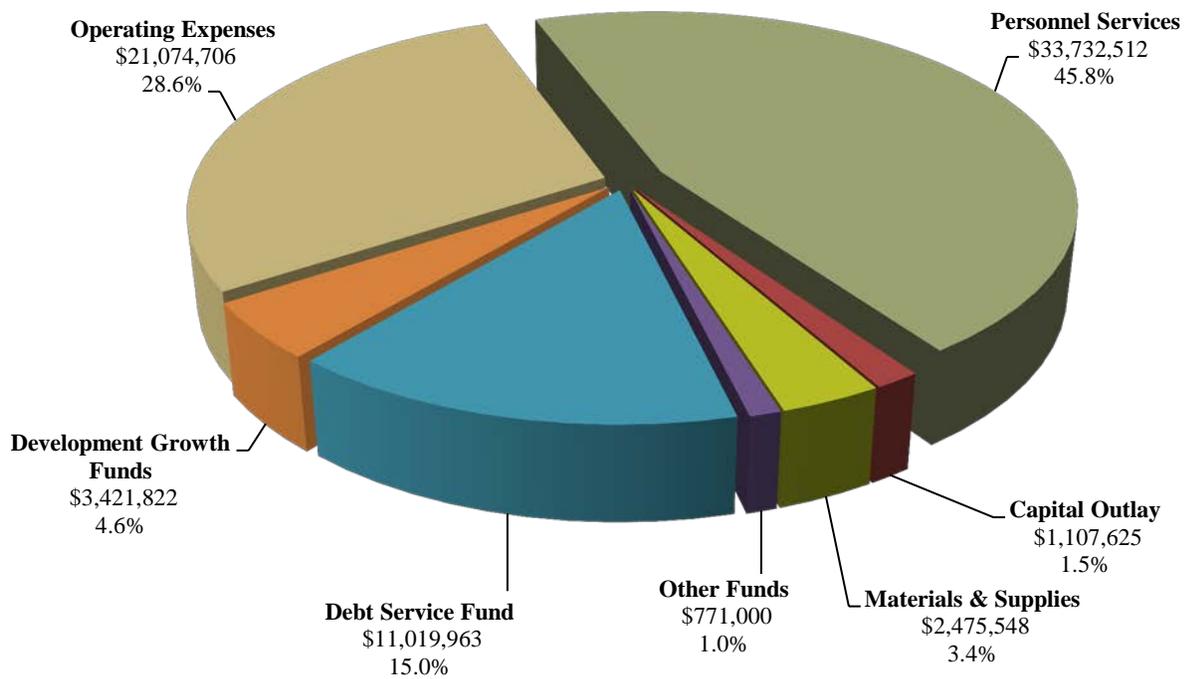


2018 FINANCIAL SUMMARY

EXPENDITURES SUMMARY BY FUND 2018

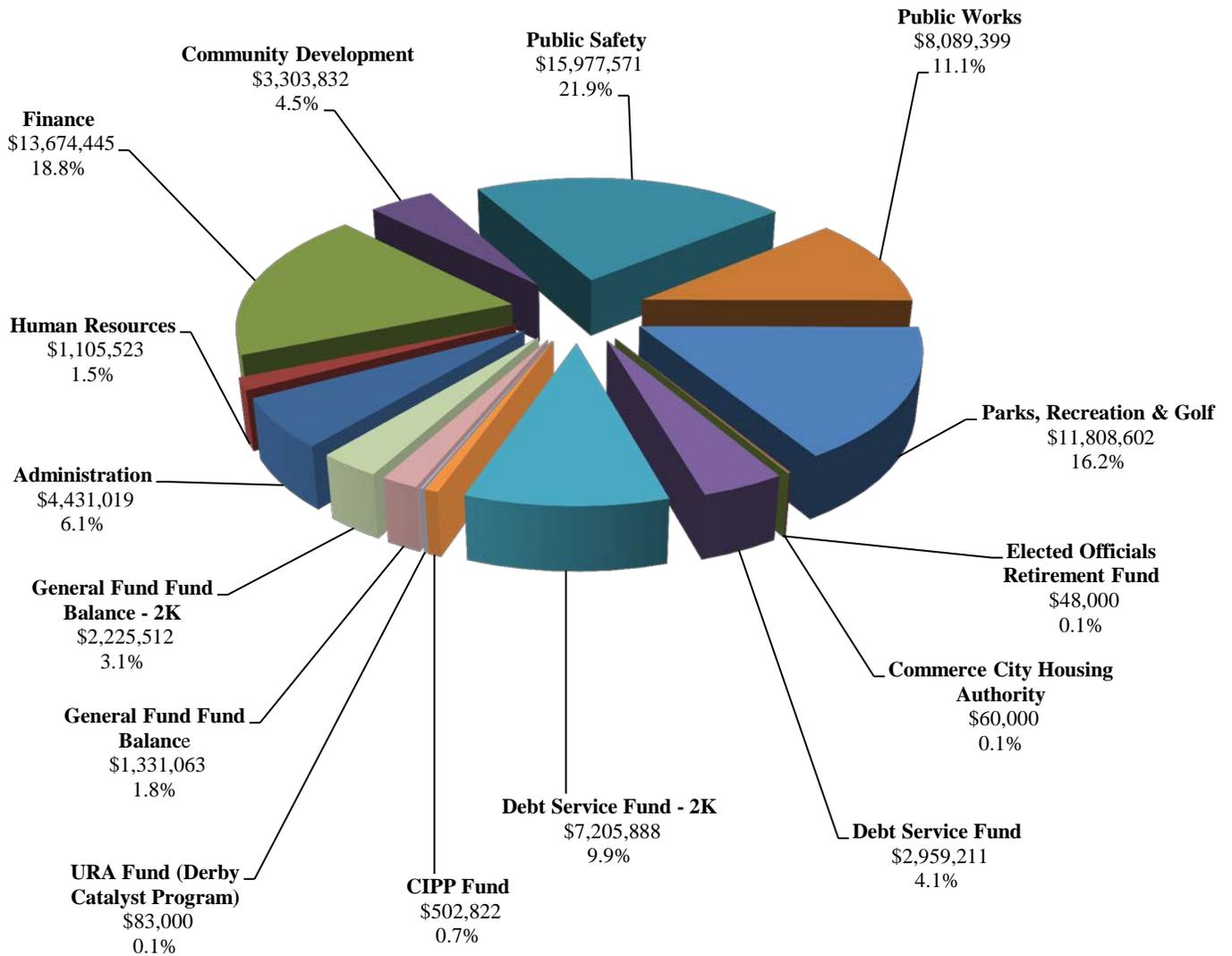


EXPENDITURES SUMMARY BY TYPE 2018



2018 FINANCIAL SUMMARY

SUMMARY OF FINANCIAL USES-GENERAL FUND 2018



2018 FINANCIAL SUMMARY

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 \$73,603,176.

The majority of program operating budgets reflect an increase from the 2017 budget. The 2018 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 2018 departmental budgets.

Administration

Administration consists of seven programs with a combined 2018 budget of \$4,431,019 representing an increase of 0.9% from the 2017 budget. The programs comprising administration are as follows:

- **Legislative.** The budget for legislative activities is \$569,998 representing an increase of 0.5% 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 total budget for all legal services is \$862,901 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 2018 City Attorney budget increased from \$635,709 compared to the 2017 budget of \$613,778.
 - Legal Services – The 2018 legal services budget increased slightly to \$227,192.
- **City Manager’s Office.** The City Manager’s Office is composed of four programs.
 - City Manager – The budget for the City Manager decrease 0.9% to \$997,132 compared to the 2017 budget of \$1,005,862.
 - City Clerk – The City Clerk budget increased to \$320,365 compared to the 2017 budget of \$311,266.
 - Economic Development – The Economic Development budget increased to \$538,795 from \$523,936 in 2017.
 - Communications and Intergovernmental Relations .The Communications and Intergovernmental Relations budget decreased slightly to \$1,141,828 from \$1,147,965 in 2017.

Human Resources

The Human Resources Department consists of four divisions with a combined budget of \$1,105,523 which increased 2.1% from \$1,083,309 in 2017.

- **Human Resources.** The Human Resources budget increased to \$937,882 compared to the \$919,056 budgeted in 2017.
- **Risk Management.** The Risk Management division increased to \$125,641 compared to the \$122,253 budgeted in 2017.

2018 FINANCIAL SUMMARY

- Employee Activity Committee. The Employee Activity Committee budget for 2017 was moved to the City Managers office as a line item expense. Going forward this division will be closed.
- The Organizational Development training budget for 2018 remained at the 2017 level of \$42,000.

Finance

Finance includes five programs with a combined 2018 budget of \$13,735,819 representing a 2.9% increase from the 2017 budget of \$13,349,583. The five programs comprising Finance are as follows:

- Financial Planning and Budgeting. This program has increased 2.6% at \$503,597 in 2018 from \$491,028 in 2017.
- Financial Services. The Financial Services budget has increased 1.7% at \$2,074,518. The 2017 Financial Services budget was \$2,040,109.
- Tax. The budget is \$1,130,488 compared to the \$1,093,490 in 2017.
- Judicial. The City's Municipal Court budget increased to \$514,199 from \$497,705 in 2017. 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, prosecuting attorney compensation 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 increased 2.4% to \$9,451,643 from \$9,227,251 in 2017, due to projected increases in Health Insurance, Workers' Compensation and general insurance premiums. Other services and activities include:

Health and Dental Insurance	Life Insurance and Disability Insurance
Unemployment Insurance	General Leave
Employee Assistance Program	Retiree Health Insurance Trust
Section 125 Flex Administration	Workers' Compensation
CIRSA Liability Insurance	Bi-lingual Reward Program
City Postage Costs	Central Office Copier Lease/Supplies
Property Tax Rebate Program	Armored Car Service

Community Development

Community Development consists of five programs. The department's 2017 budget decreased 2.1% to \$3,303,832 from the \$3,375,743 in 2017.

- Administration. The Administration budget increased to \$577,986 from \$560,396 in 2017.
- Planning. The budget decreased 1.7% to \$709,955 compared to \$722,335 in 2017.
- Building Safety. The Building Safety budget increased 3.5% to \$1,149,915 from \$1,111,377. The budget provides for building inspection, plans examination and the related operations.
- Neighborhood Services. The Neighborhood Services budget has increased 0.8% to \$741,029 compared to the \$735,274 in 2017.
- Housing Authority. The Housing program budget decreased to \$125,947 from \$246,361 in 2016 due to one-time costs.

Public Safety

The Public Safety Department is organized into five programs. The Public Safety departmental budget for 2018 increased 2.0% to \$15,977,571 compared to \$15,661,784 in 2017.

2018 FINANCIAL SUMMARY

- Administration. The 2018 Administration budget decreased 2.1% to \$1,249,832 from \$1,276,609 in 2017.
- Support Operations. The 2018 budget increased 2.7% to \$5,357,382 compared to the \$5,216,507 in 2017.
- Patrol Operations. The 2018 Patrol Operations budget increased 2.1% to \$8,791,342 from \$8,606,812 in 2017.
- Community Justice. The 2018 Community Justice budget increased to \$353,887 from \$343,653 in 2017.
- Emergency Management. The 2018 budget increased 3.2% to \$225,128 from \$218,203 in 2017.

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 six individual programs including Administration, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning, Refuse Collection (trash and rubbish removal), and Engineering (civil and traffic engineering). The 2018 Public Works Department budget increased 1.4% to \$8,089,399 from \$7,974,948 in 2017.

- Administration. The Administration budget increased 3.9% to \$515,952 from \$496,670 in 2017.
- Street and Traffic Maintenance. The budget increased by 4.7% to \$2,287,964 from \$2,184,866 in 2016.
- Snow and Ice Control. The budget for 2018 stayed relatively flat, decreasing only slightly to \$2,710,332 from \$2,710,586 in 2017.
- Street Cleaning. The budget increased by 23.1% to \$369,347 from \$300,107 in 2017. This is primarily due to an expected increase in vehicle allocation cost.
- Engineering. The budget decreased by 4.0% to \$2,424,108 from \$2,525,611 in 2017.
- Refuse Collection. The budget increased by 7.3% to \$1,879,860 from \$1,752,174 in 2017.

Parks, Recreation & Golf

The department consists of Administration, Parks Maintenance, including 2K Parks, Recreation Activities, Outdoor Leisure Pool, Community Events and Buffalo Run Golf Course. The combined 2018 budget increased to \$11,808,602 compared to \$11,458,369 in 2017.

- Administration. The Administration budget increased 1.8% to \$1,464,149 compared to \$1,438,468 in 2017.
- Parks Maintenance Administration. The Parks Maintenance Administration budget increased 4.2% to \$3,347,380 compared to \$3,212,434 in 2017.
- Parks Maintenance – 2K Parks. The 2K Parks Maintenance budget increased to \$431,488 compared to \$416,935 in 2017.
- Recreation Programs. Recreation Programs includes the youth, adult and senior activities. The budget increased to \$2,635,069 compared to \$2,528,470 in 2017.
- Outdoor Leisure Pool. The Outdoor Leisure Pool budget increased to \$714,420 compared to \$700,609 in 2017.
- Buffalo Run Golf Course. The golf course budget increased slightly to \$3,070,363 compared to \$3,015,720 in 2017.
- Community Events. The 2018 Community Events budget is expected to stay at the 2017 level of \$145,733.

2018 FINANCIAL SUMMARY

INTERNAL SERVICE FUNDS

Facility Services

The 2018 budget decreased 8.5% to \$1,819,131 compared to \$1,973,820 in 2017. 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 2018 budget decreased 17.3% from \$4,167,953 to \$5,041,974 of which \$1,215,200 is allocated to equipment and vehicle replacements, and \$2,952,753 allocated to garage operations.

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 2018 is \$3,415,653. The 2018 budget allocation increased 5.5 % over the 2017 budgeted allocation of \$3,237,003.

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 2018 budget at the 2017 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 2015 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.

2018 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 2018 CIPP budget at the 2017 budget meeting.

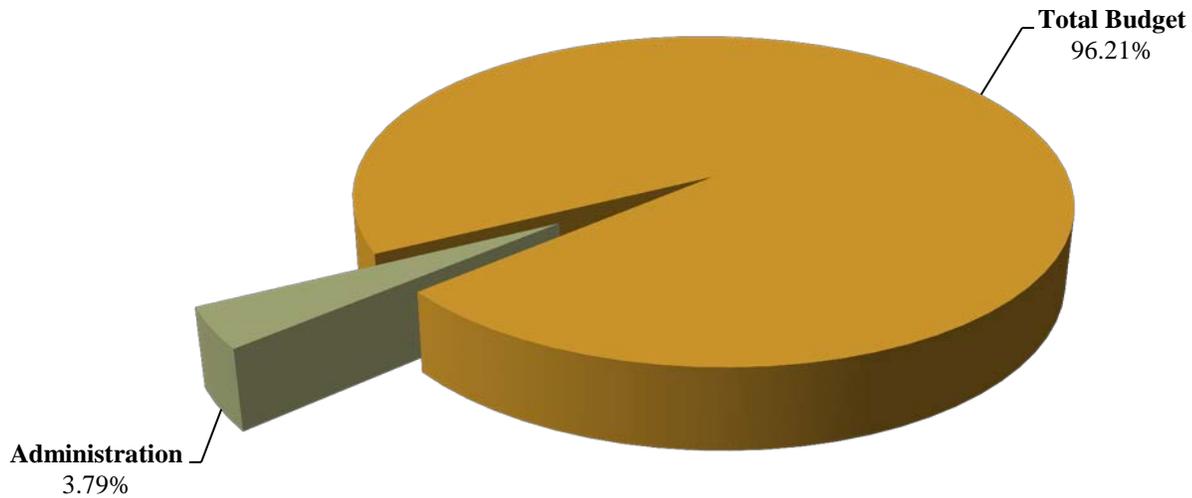
GENERAL FUND

GENERAL FUND CHART

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance				
Restricted/unrestricted pooled cash and investm	\$ 31,497,345	\$ 39,581,438	\$ 39,581,438	\$ 39,581,438
Revenues				
Taxes	56,008,231	56,158,042	58,782,731	59,856,385
Licenses and permits	1,655,429	1,516,470	1,767,351	1,802,897
Intergovernmental	2,391,738	2,379,493	2,587,669	2,639,423
Charges for services	5,333,581	5,252,611	5,917,552	5,995,841
Fines and forfeits	1,245,088	1,110,329	1,289,998	1,328,501
Investment earnings	813,563	1,416,191	843,115	859,977
Miscellaneous	466,615	542,091	316,298	322,863
Transfers In				
Lease purchase agreement	-	40,000	-	-
Proceeds from the sale of capital assets	-	-	-	-
Reserve Equipment Fund Balance	-	-	-	-
Information Technology Retained Earnings	-	-	-	-
Fund Balance	-	140,000	304,198	-
Ordinances	-	-	-	-
Revenue source to be determined	-	-	-	-
Total Revenues	67,914,245	68,555,227	71,808,912	72,805,887
Expenditures				
Primary Government	52,374,432	54,699,470	57,294,374	58,390,391
Transfers Out				
General Fund - Fund Balance	-	891,384	-	1,331,063
General Fund - Fund Balance - 2K	-	3,517,557	2,117,828	2,225,512
CIPP Fund	55,880	1,669,530	2,387,963	502,822
Finance Authority Fund	11,520	-	-	-
Fleet Management Fund	5,265	98,000	-	-
Information Technology Fund	25,588	-	-	-
Facility Management Fund	3,777	-	-	-
Commerce City Housing Authority	-	60,000	60,000	60,000
Elected Officials Retirement Fund	39,360	44,160	44,160	48,000
Debt Service Fund	2,696,253	2,958,551	2,954,651	2,959,211
Debt Service Fund - 2K	4,535,075	4,533,575	6,841,936	7,205,888
URA Fund (Derby Catalyst Program)	83,000	83,000	83,000	83,000
Quality Community Foundation	-	-	25,000	-
Total Expenditures	59,830,150	68,555,227	71,808,912	72,805,887
Ending Fund Balance				
Nonspendable fund balance	125,162	125,162	125,162	125,162
Restricted - emergency reserve fund	2,041,031	2,041,031	2,041,031	2,041,031
Restricted - capital outlay and operations	4,643,876	4,643,876	4,643,876	4,643,876
Committed - Court Surcharge	265,994	265,994	265,994	265,994
Assigned - Operating reserves	5,469,947	5,469,947	5,469,947	5,469,947
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	2,905,865	2,905,865	2,905,865	2,905,865
Unassigned fund balance	17,392,956	17,392,956	17,392,956	17,392,956
Total Ending Fund Balance	\$ 39,581,438	\$ 39,581,438	\$ 39,581,438	\$ 39,581,438

ADMINISTRATION

ADMINISTRATION



	<u>2017 Budget</u>	<u>2018 Plan</u>
Legislative	\$ 592,256	\$ 569,998
Legal	834,353	862,901
City Manager	1,005,862	997,132
City Clerk	311,266	320,365
Economic Development	523,936	538,795
Communications	1,147,965	1,141,828
Total	\$ 4,415,638	\$ 4,431,019

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.



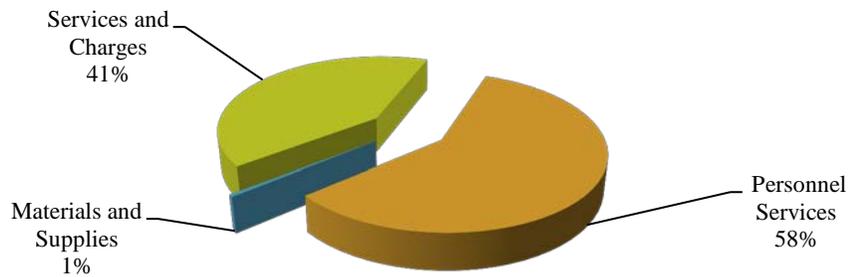
ADMINISTRATION

ADMINISTRATION

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 2,265,122	\$ 2,382,620	\$ 2,565,358	\$ 2,579,930
Materials and Supplies	16,976	21,850	21,850	21,889
Services and Charges	1,845,704	1,729,820	1,828,430	1,829,200
Total	\$ 4,127,802	\$ 4,134,290	\$ 4,415,638	\$ 4,431,019

2017 ADMINISTRATION DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 4,127,802	\$ 4,134,290	\$ 4,415,638	\$ 4,431,019
Total	\$ 4,127,802	\$ 4,134,290	\$ 4,415,638	\$ 4,431,019

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
32.00	32.00	33.00	33.00

ADMINISTRATION

LEGISLATIVE

DESCRIPTION

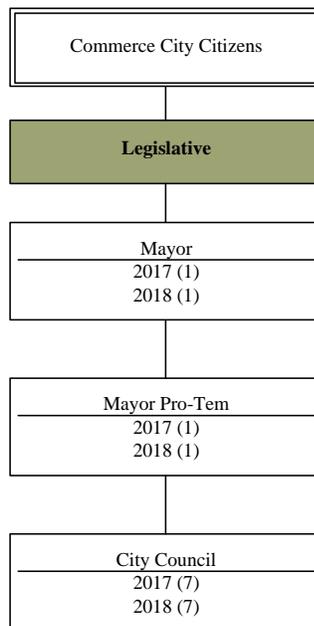
The City Council serves as the legislative and governing body of the City and has the responsibility for establishing City policies, goals and enacting law. The City Council has the authority to adopt ordinances, resolutions and policies as needed to conduct the business of the City. The City Council 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



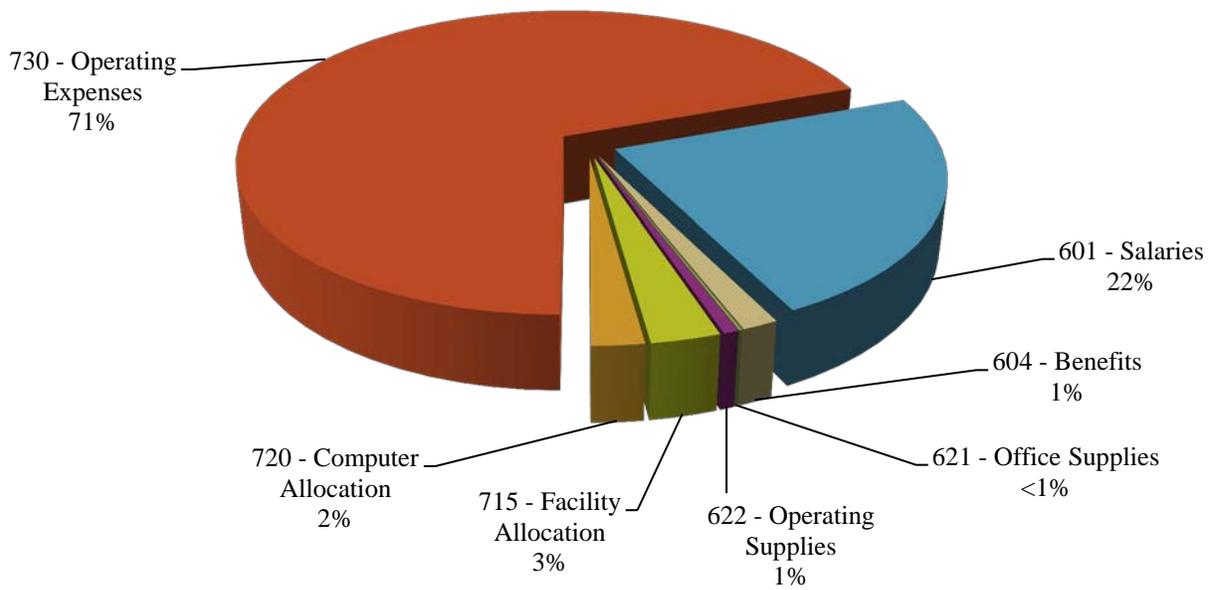
ADMINISTRATION

LEGISLATIVE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 104,391	\$ 105,348	\$ 79,537	\$ 106,050	\$ 131,512	\$ 133,408
604 - Benefits	8,157	8,280	5,777	7,703	8,557	8,528
<u>Materials and Supplies</u>						
621 - Office Supplies	(33)	750	170	750	750	750
622 - Operating Supplies	2,902	3,600	3,723	3,723	3,600	3,600
<u>Services and Charges</u>						
715 - Facility Allocation	22,973	16,844	12,633	16,844	16,348	16,503
720 - Computer Allocation	36,588	7,980	5,985	7,980	12,381	13,101
730 - Operating Expenses	371,555	396,593	318,894	396,593	419,108	394,108
Total	\$ 546,533	\$ 539,395	\$ 426,720	\$ 539,642	\$ 592,256	\$ 569,998

2017 LEGISLATIVE DIVISION EXPENDITURES



ADMINISTRATION

LEGAL

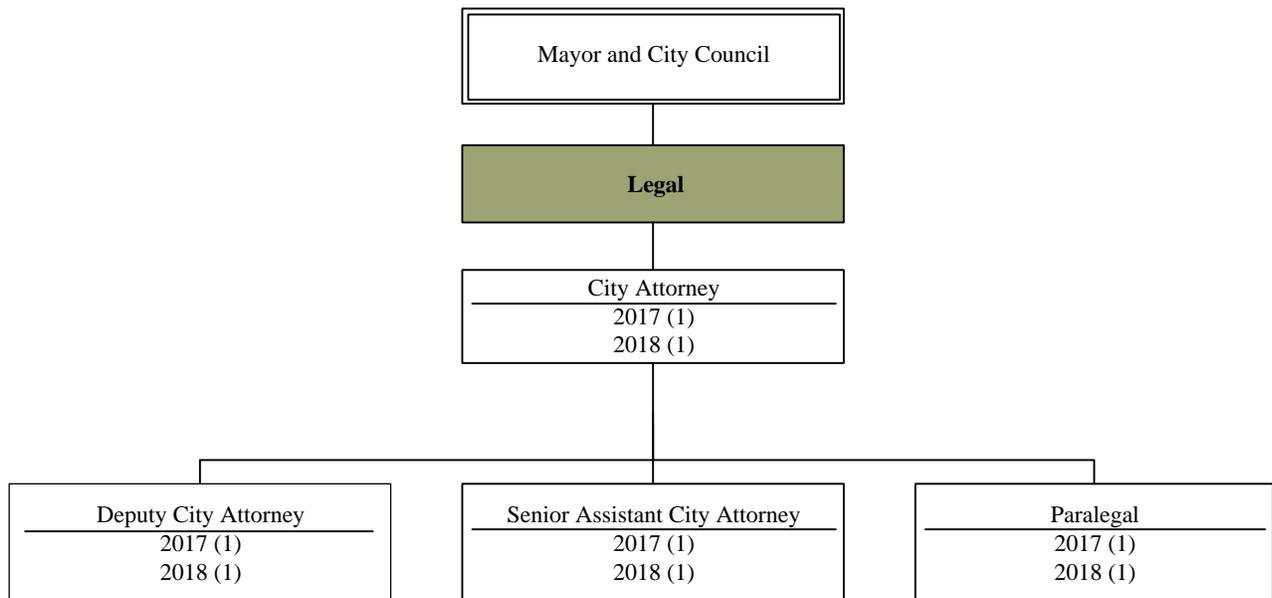
DESCRIPTION

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



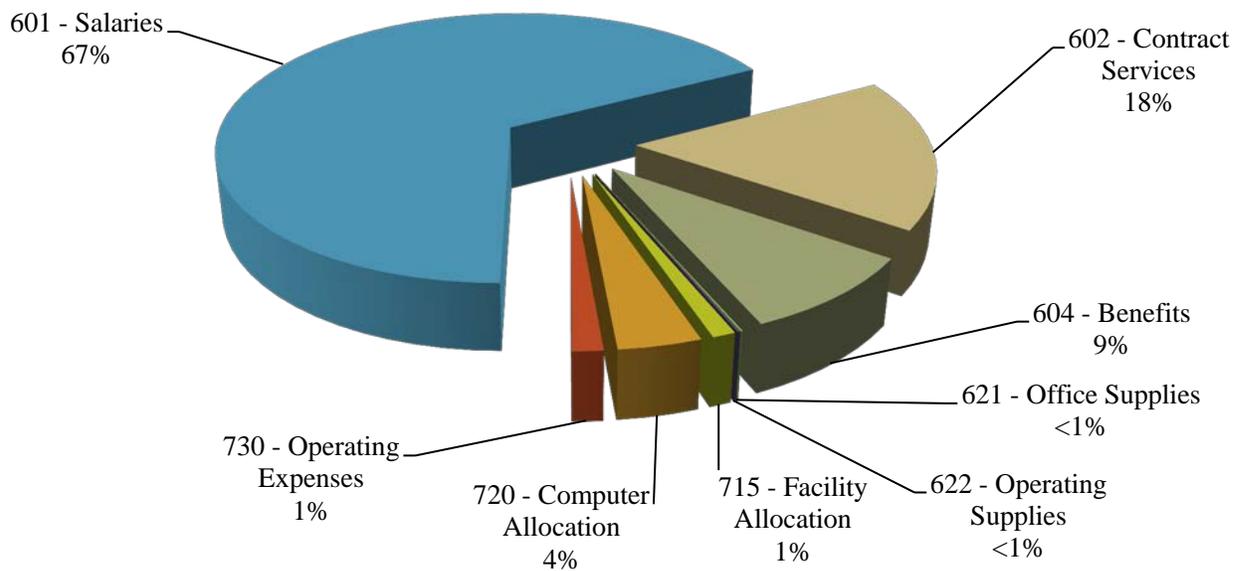
ADMINISTRATION

LEGAL – CITY ATTORNEY

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 408,049	\$ 417,605	\$ 259,416	\$ 354,991	\$ 412,348	\$ 430,133
602 - Contract Services	-	-	-	-	107,000	107,000
604 - Benefits	55,550	55,351	34,266	46,890	54,582	57,012
<u>Materials and Supplies</u>						
621 - Office Supplies	411	500	463	500	500	515
622 - Operating Supplies	671	800	1,569	1,569	800	824
<u>Services and Charges</u>						
715 - Facility Allocation	9,155	6,712	5,034	6,712	6,515	6,576
720 - Computer Allocation	18,002	20,661	15,496	20,661	23,283	24,636
730 - Operating Expenses	10,353	8,750	4,198	8,750	8,750	9,013
Total	\$ 502,192	\$ 510,379	\$ 320,442	\$ 440,072	\$ 613,778	\$ 635,709

2017 LEGAL - CITY ATTORNEY DIVISION EXPENDITURES



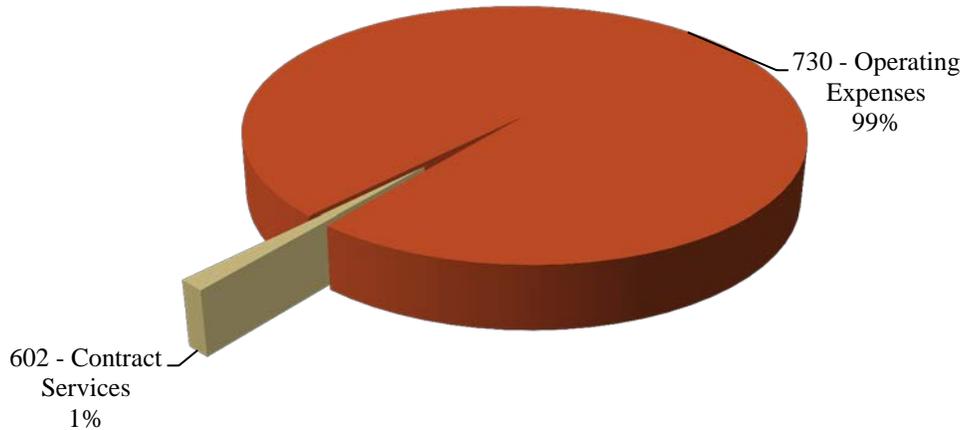
ADMINISTRATION

LEGAL – LEGAL SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
602 - Contract Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<u>Services and Charges</u>						
730 - Operating Expenses	402,512	217,575	139,977	217,575	217,575	224,102
Total	\$ 402,512	\$ 217,575	\$ 139,977	\$ 217,575	\$ 217,575	\$ 224,102

2017 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

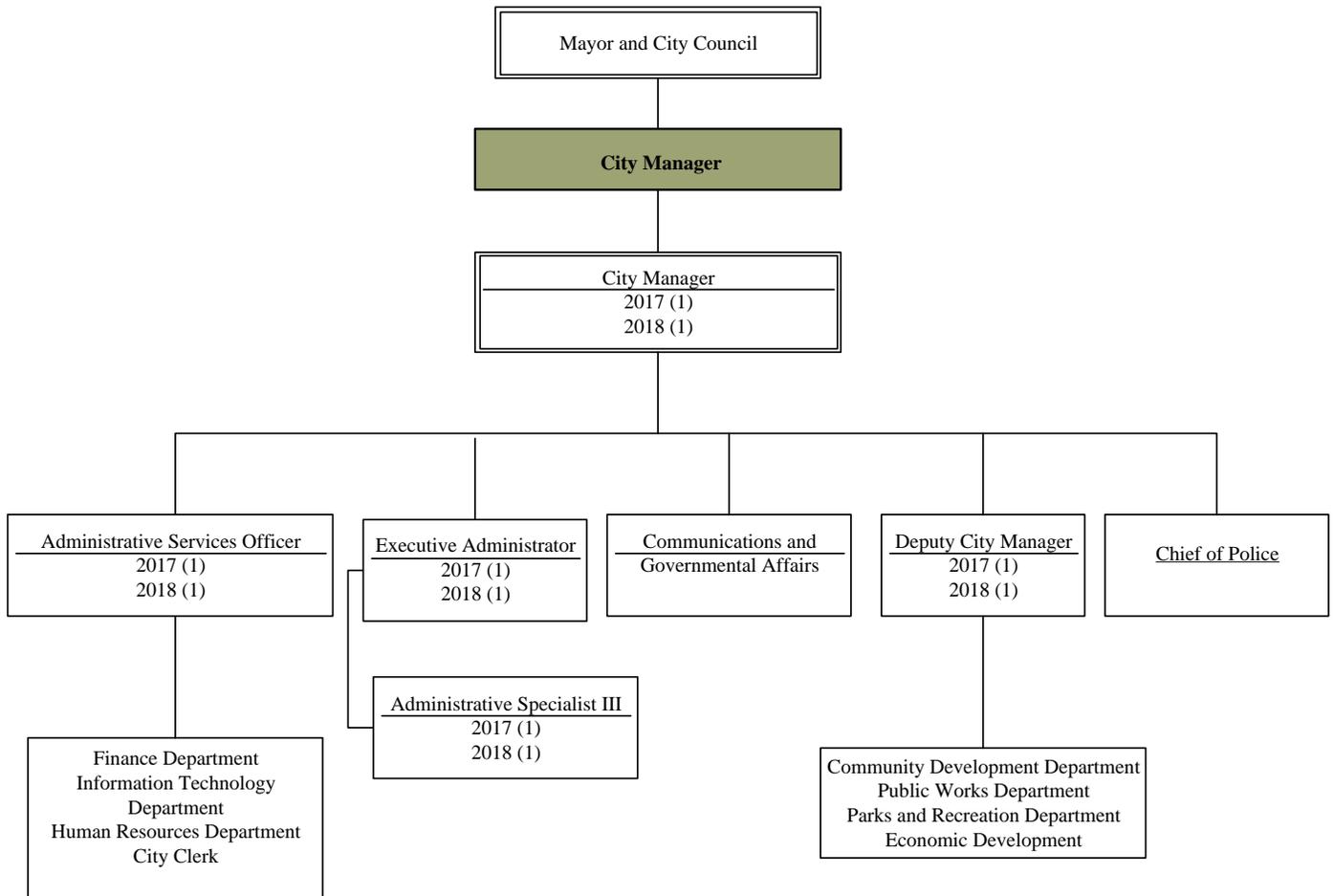
- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service and address future needs
- Implement aggressive and proactive risk management strategies reducing litigation and financial losses
- Continue to develop the city's new identity and maintain and enhance 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



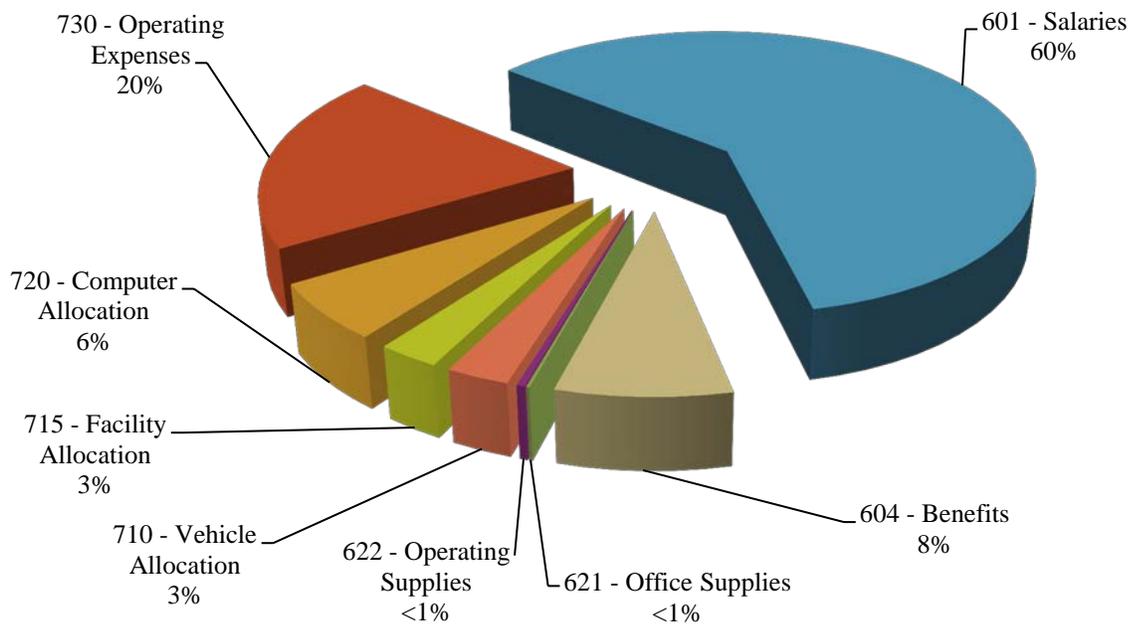
ADMINISTRATION

CITY MANAGER

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 594,487	\$ 628,134	\$ 424,565	\$ 580,983	\$ 608,992	\$ 597,171
604 - Benefits	84,572	104,104	65,031	88,990	75,994	76,084
<u>Materials and Supplies</u>						
621 - Office Supplies	1,283	1,500	302	1,500	1,500	1,500
622 - Operating Supplies	2,175	3,625	1,990	3,625	3,625	3,625
<u>Services and Charges</u>						
710 - Vehicle Allocation	20,018	19,851	14,888	19,851	27,797	26,998
715 - Facility Allocation	38,639	28,330	21,247	28,330	27,496	27,756
720 - Computer Allocation	53,063	60,739	45,554	60,739	60,890	64,430
730 - Operating Expenses	171,614	182,068	818,355	818,355	199,568	199,568
Total	\$ 965,851	\$ 1,028,351	\$ 1,391,933	\$ 1,602,373	\$ 1,005,862	\$ 997,132

2017 CITY MANAGER DIVISION EXPENDITURES



ADMINISTRATION

CITY CLERK

DESCRIPTION

The city clerk's division, under general policy direction administrative services officer, 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

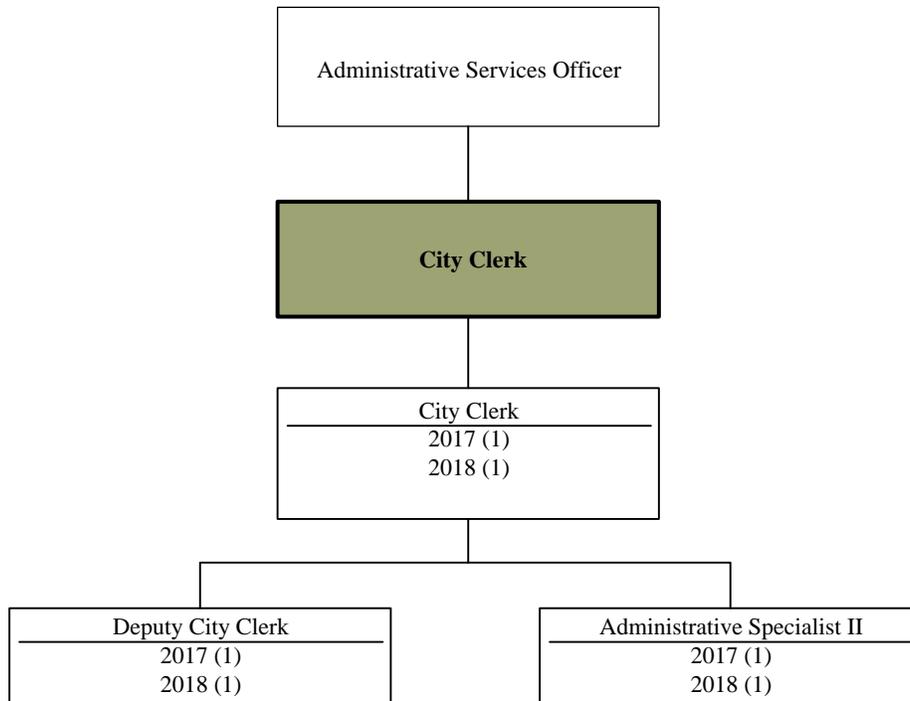
- Provide a full range of internal and external programs and services in support of department operations and the implementation of Council goals:
- Conduct and manage municipal and general improvement district elections
- Serve as deputy county clerk and recorder for purposes of voter registration only 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



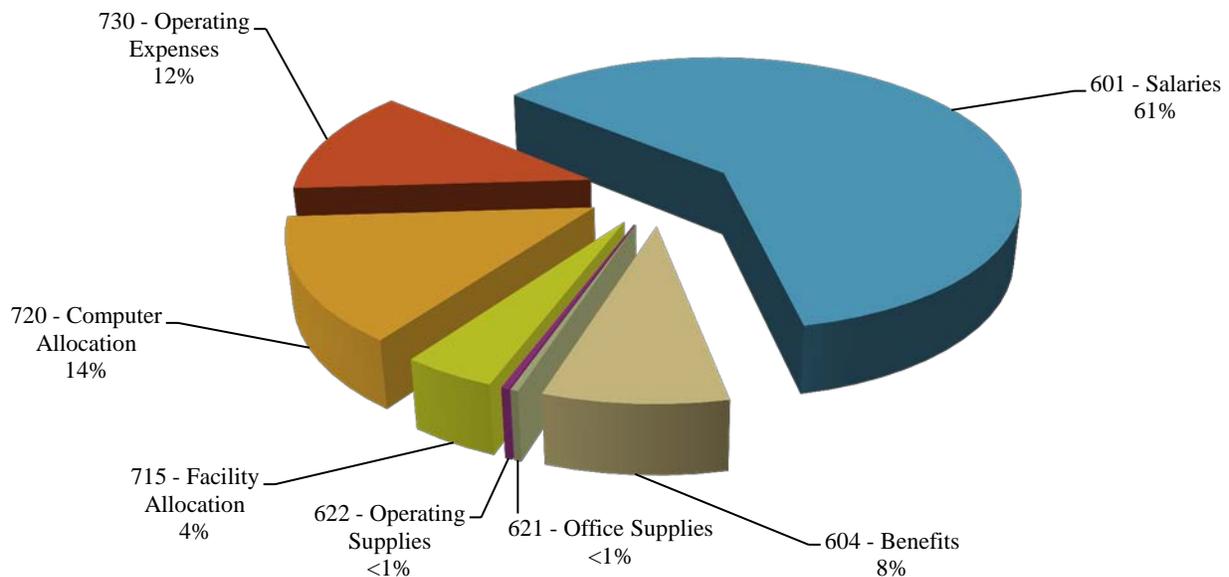
ADMINISTRATION

CITY CLERK

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 181,049	\$ 181,018	\$ 134,443	\$ 183,975	\$ 188,786	\$ 194,450
604 - Benefits	24,851	24,711	18,046	24,695	25,771	26,544
<u>Materials and Supplies</u>						
621 - Office Supplies	623	1,100	360	1,100	1,100	1,100
622 - Operating Supplies	337	1,100	616	1,100	1,100	1,100
<u>Services and Charges</u>						
715 - Facility Allocation	18,544	13,597	10,198	13,597	13,197	13,321
720 - Computer Allocation	34,496	37,601	28,201	37,601	43,662	46,200
730 - Operating Expenses	32,563	22,650	19,384	22,650	37,650	37,650
TOTAL:	\$ 292,464	\$ 281,777	\$ 211,248	\$ 284,718	\$ 311,266	\$ 320,365

2017 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



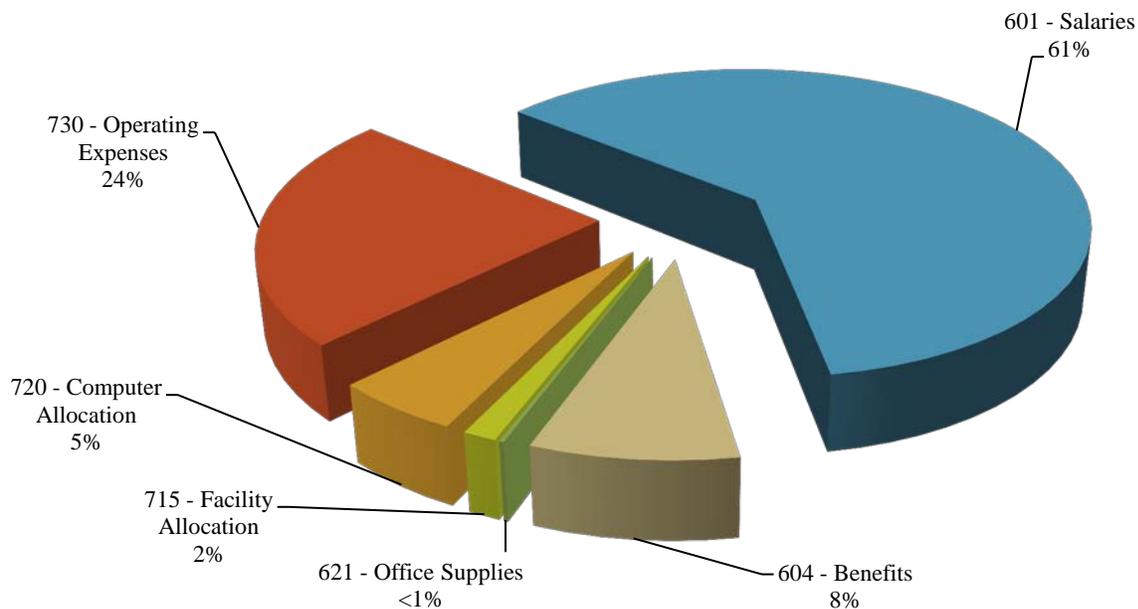
ADMINISTRATION

ECONOMIC DEVELOPMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 276,465	\$ 315,792	\$ 226,623	\$ 310,115	\$ 321,236	\$ 330,783
604 - Benefits	37,413	46,972	30,505	41,744	43,203	44,500
<u>Materials and Supplies</u>						
621 - Office Supplies	1,057	1,000	142	1,000	1,000	1,000
<u>Services and Charges</u>						
715 - Facility Allocation	9,922	7,275	5,456	7,275	7,061	7,127
720 - Computer Allocation	27,656	27,342	20,507	27,342	27,496	29,095
730 - Operating Expenses	111,369	123,940	75,124	123,940	123,940	126,290
Total	\$ 463,882	\$ 522,321	\$ 358,357	\$ 511,417	\$ 523,936	\$ 538,795

2017 ECONOMIC DEVELOPEMENT EXPENDITURES



ADMINISTRATION

COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS

DESCRIPTION

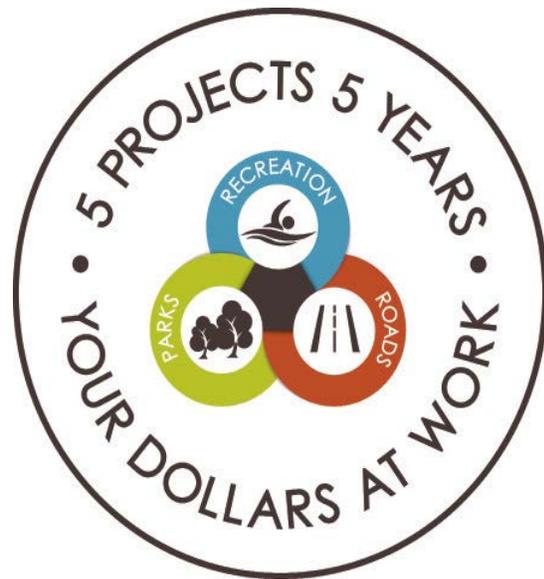
The Communications and Intergovernmental Relations Division provides public information, communications, marketing, community relations and government affairs services for external and internal audiences citywide for internal and external communication. The division's goal is to engage the public to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

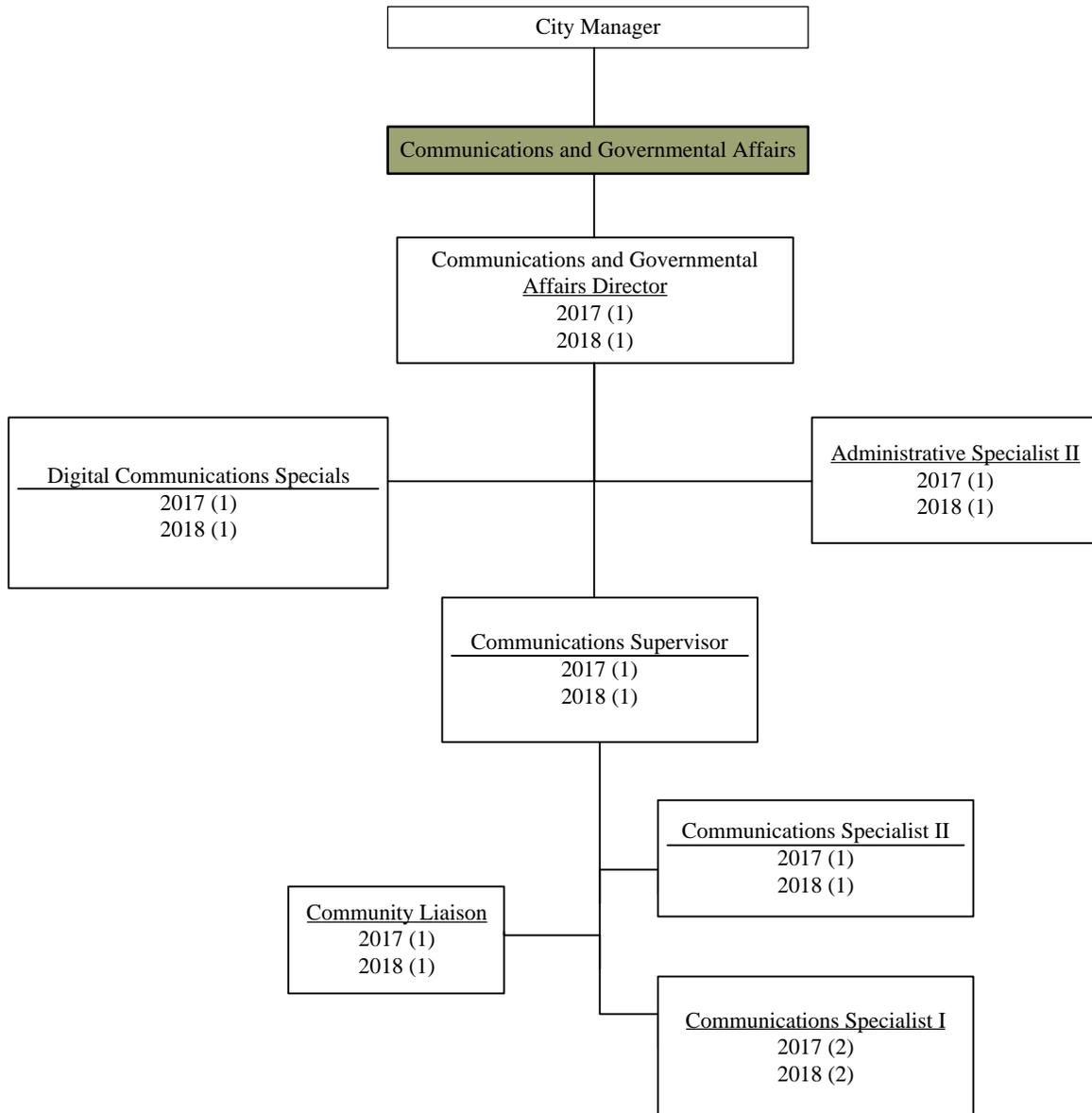
- Build a citizenry that is informed and engaged about Commerce City's vision and purpose through a proactive, integrated communication program.
- Create a communications program that builds pride, connectivity and engagement among Commerce City residents, businesses, employees and others.
- Establish 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



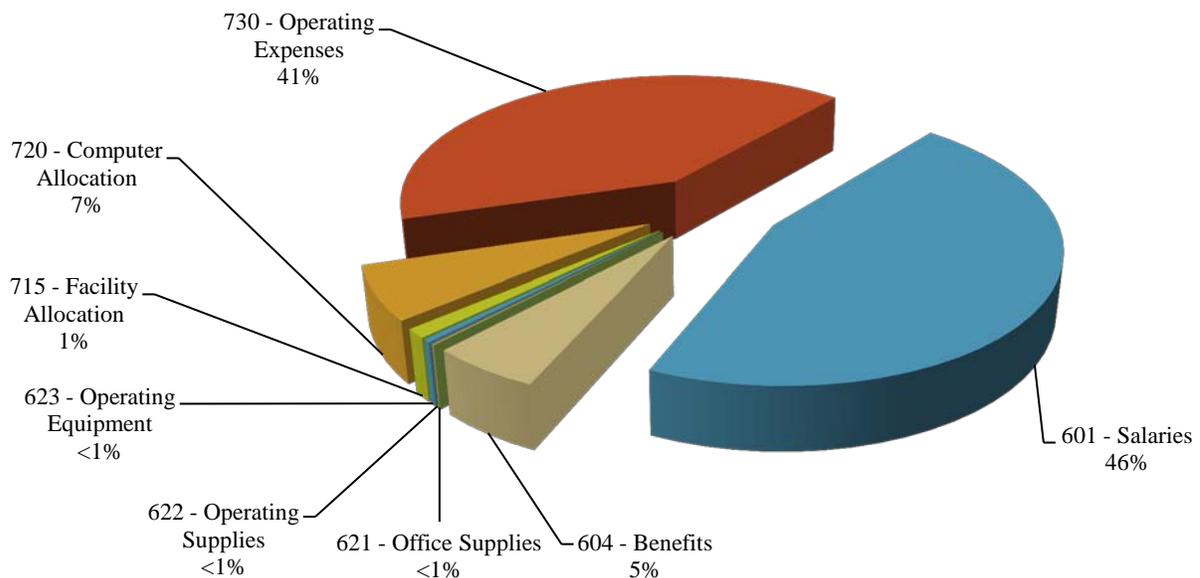
ADMINISTRATION

COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

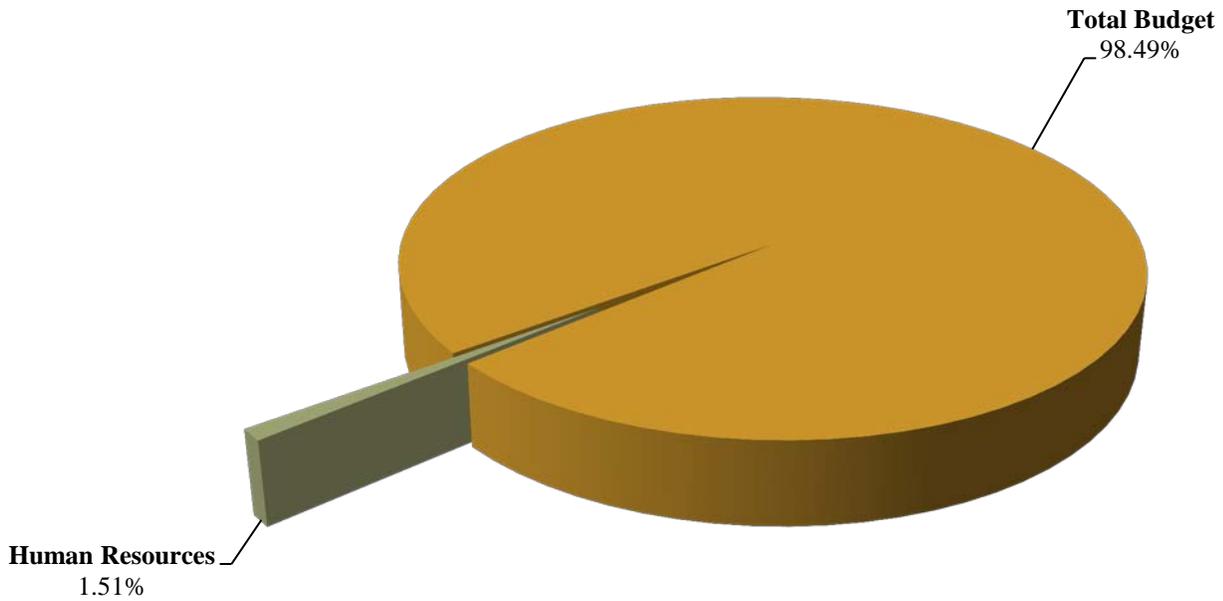
	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 427,768	\$ 434,578	\$ 331,169	\$ 453,178	\$ 522,153	\$ 510,210
604 - Benefits	58,054	57,727	42,394	58,013	62,224	61,017
<u>Materials and Supplies</u>						
621 - Office Supplies	922	1,900	916	1,900	1,900	1,900
622 - Operating Supplies	2,251	1,450	1,442	1,450	1,450	1,450
623 - Operating Equipment	4,377	4,525	60	4,525	4,525	4,525
<u>Services and Charges</u>						
715 - Facility Allocation	20,062	13,218	9,914	13,218	12,829	12,950
720 - Computer Allocation	51,824	59,592	44,694	59,592	73,818	78,110
730 - Operating Expenses	384,794	458,502	285,463	458,502	469,066	471,666
Total	\$ 950,053	\$ 1,031,492	\$ 716,051	\$ 1,050,378	\$1,147,965	\$1,141,828

2017 COMMUNICATIONS AND INTERGOVERNMENTAL RELATIONS EXPENDITURES



HUMAN RESOURCES

HUMAN RESOURCES



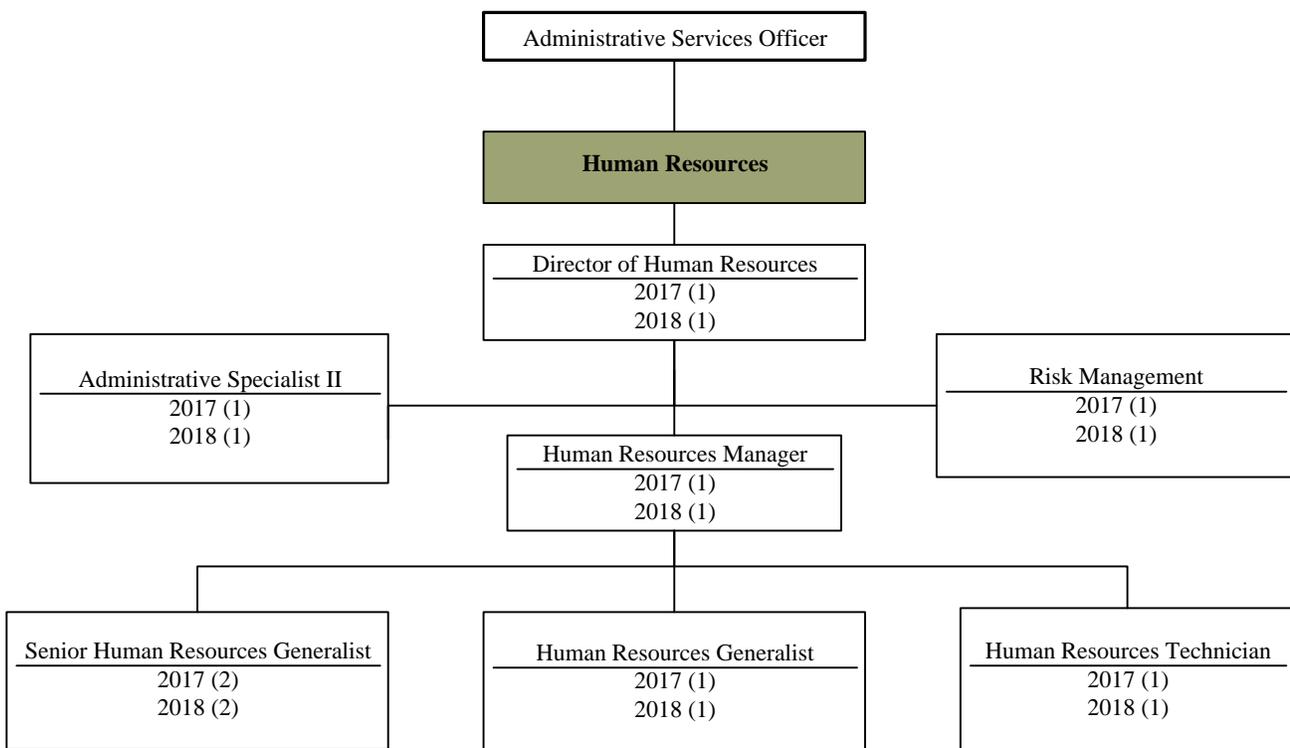
	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 919,056	\$ 937,882
Risk Management	122,253	125,641
Organizational Development	42,000	42,000
Employee Activity Committee	-	-
Employee Assisted Housing	-	-
Total	\$ 1,083,309	\$ 1,105,523

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.



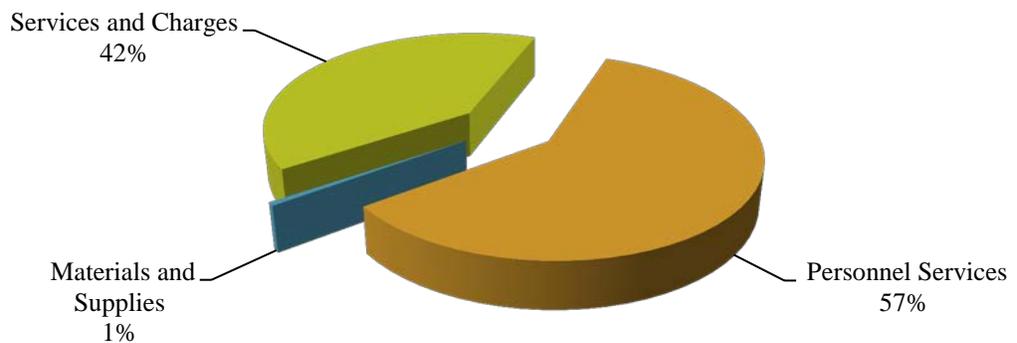
HUMAN RESOURCES

HUMAN RESOURCES

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 555,689	\$ 561,637	\$ 643,844	\$ 663,159
Materials and Supplies	8,242	9,550	6,050	6,050
Services and Charges	379,794	408,496	433,415	436,314
Total	\$ 943,726	\$ 979,683	\$ 1,083,309	\$ 1,105,523

2017 HUMAN RESOURCE DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 943,726	\$ 979,683	\$ 1,083,309	\$ 1,105,523
Total	\$ 943,726	\$ 979,683	\$ 1,083,309	\$ 1,105,523

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 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



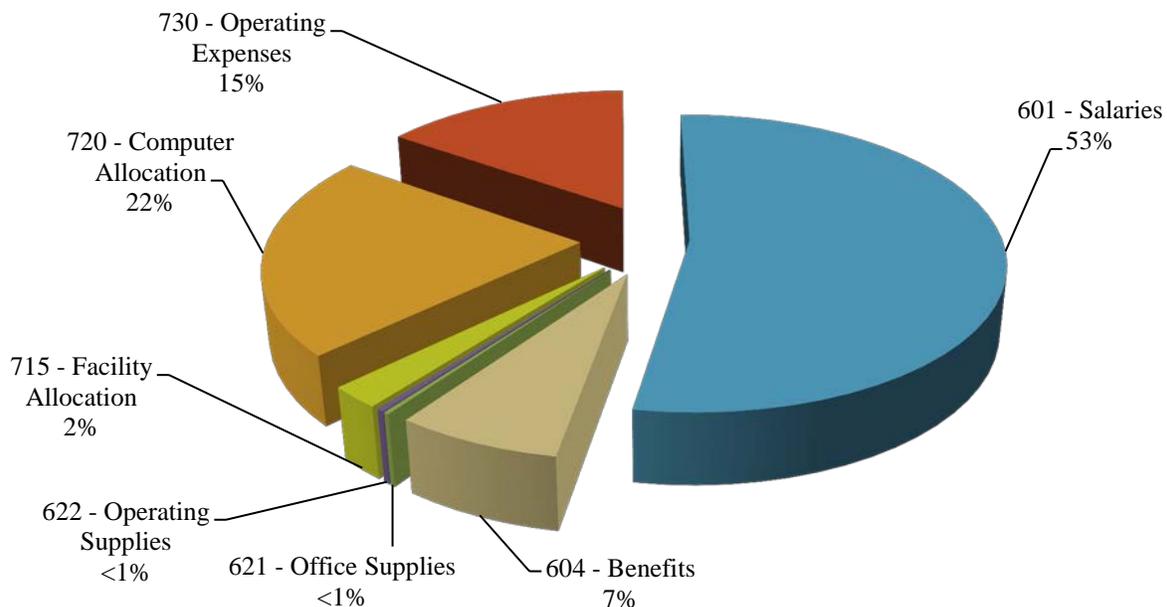
HUMAN RESOURCES

HUMAN RESOURCES ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 414,787	\$ 421,365	\$ 310,986	\$ 425,559	\$ 487,067	\$ 501,678
604 - Benefits	57,013	57,157	42,544	58,217	65,854	67,830
<u>Materials and Supplies</u>						
621 - Office Supplies	1,489	2,300	814	2,300	2,300	2,300
622 - Operating Supplies	2,947	3,000	1,837	3,000	3,000	3,000
<u>Services and Charges</u>						
715 - Facility Allocation	29,922	21,939	16,454	21,939	21,293	21,494
720 - Computer Allocation	163,736	166,269	124,702	166,269	201,942	211,265
730 - Operating Expenses	125,716	129,615	88,641	129,615	137,600	130,315
Total	\$ 795,610	\$ 801,645	\$ 585,977	\$ 806,900	\$ 919,056	\$ 937,882

2017 HUMAN RESOURCES ADMINISTRATION EXPENDITURES



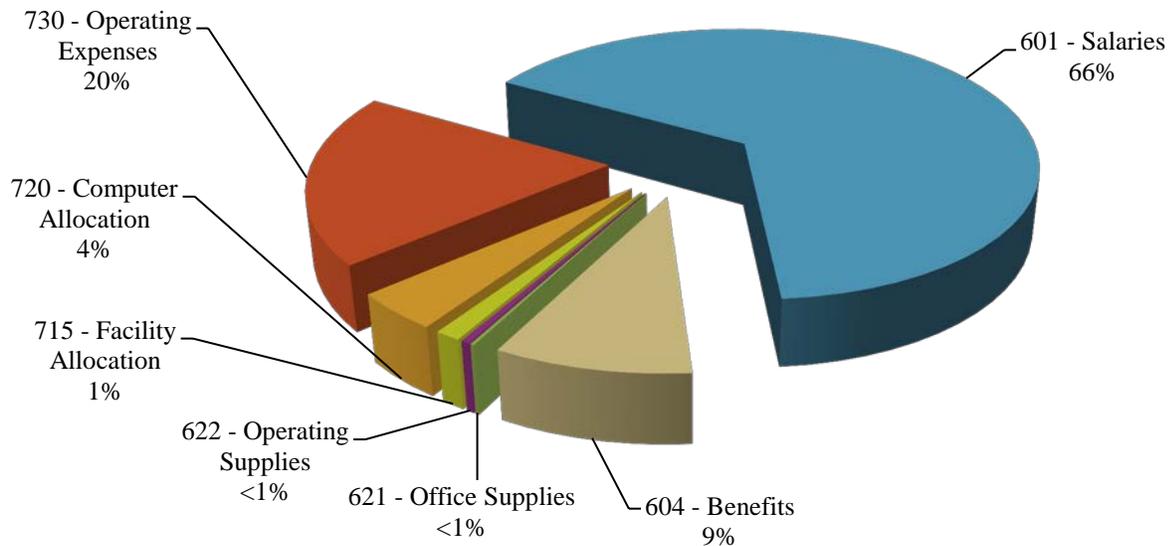
HUMAN RESOURCES

RISK MANAGEMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 73,677	\$ 73,131	\$ 48,275	\$ 66,060	\$ 80,001	\$ 82,401
604 - Benefits	10,213	9,984	6,450	8,826	10,922	11,250
<u>Materials and Supplies</u>						
621 - Office Supplies	64	250	212	250	250	250
622 - Operating Supplies	287	500	827	827	500	500
<u>Services and Charges</u>						
715 - Facility Allocation	2,035	1,492	5,560	5,560	1,448	1,461
720 - Computer Allocation	4,495	4,401	1,119	4,401	5,102	5,399
730 - Operating Expenses	2,413	28,780	11,846	28,780	24,030	24,380
Total	\$ 93,184	\$ 118,538	\$ 74,288	\$ 114,704	\$ 122,253	\$ 125,641

2017 RISK MANAGEMENT EXPENDITURES



HUMAN RESOURCES

ORGANIZATIONAL DEVELOPMENT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 42,945	\$ 42,000	\$ 32,583	\$ 42,000	\$ 42,000	\$ 42,000
Total	\$ 42,945	\$ 42,000	\$ 32,583	\$ 42,000	\$ 42,000	\$ 42,000

EMPLOYEE ACTIVITY COMMITTEE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Materials and Supplies</u>						
622 - Operating Supplies	\$ 3,454	\$ 3,500	\$ 2,901	\$ 3,500	\$ -	\$ -
<u>Services and Charges</u>						
730 - Operating Expenses	8,269	14,000	-	14,000	-	-
Total	\$ 11,723	\$ 14,000	\$ -	\$ 14,000	\$ -	\$ -

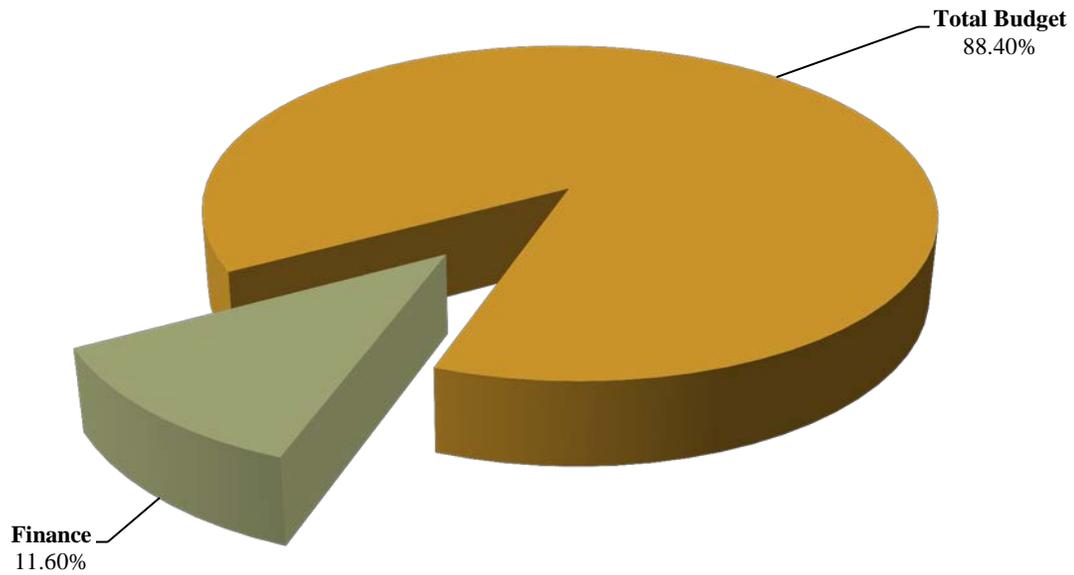
EMPLOYEE ASSISTED HOUSING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 264	\$ -	\$ (3,360)	\$ -	\$ -	\$ -
Total	\$ 264	\$ -	\$ (3,360)	\$ -	\$ -	\$ -

FINANCE

FINANCE



	<u>2017 Budget</u>	<u>2018 Plan</u>
Financial Planning & Budgeting	\$ 491,028	\$ 503,597
Financial Services	2,040,109	2,074,518
Tax	1,093,490	1,130,488
Municipal Court	497,705	514,199
Internal Services	9,227,251	9,451,643
Total	\$ 13,349,583	\$ 13,674,445

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.



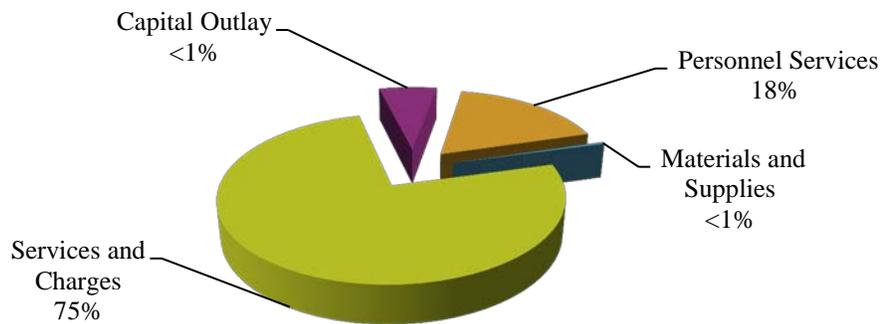
FINANCE

FINANCE

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 2,132,640	\$ 2,403,357	\$ 2,342,897	\$ 2,414,086
Materials and Supplies	40,094	45,440	51,840	51,840
Services and Charges	8,853,755	10,465,419	10,074,846	10,328,519
Capital Outlay	885,043	-	880,000	880,000
Total	\$ 11,911,533	\$ 12,914,216	\$ 13,349,583	\$ 13,674,445

2017 FINANCE DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 11,911,533	\$ 12,914,216	\$ 13,349,583	\$ 13,674,445
Total	\$ 11,911,533	\$ 12,914,216	\$ 13,349,583	\$ 13,674,445

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
30.00	32.00	33.00	33.00

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

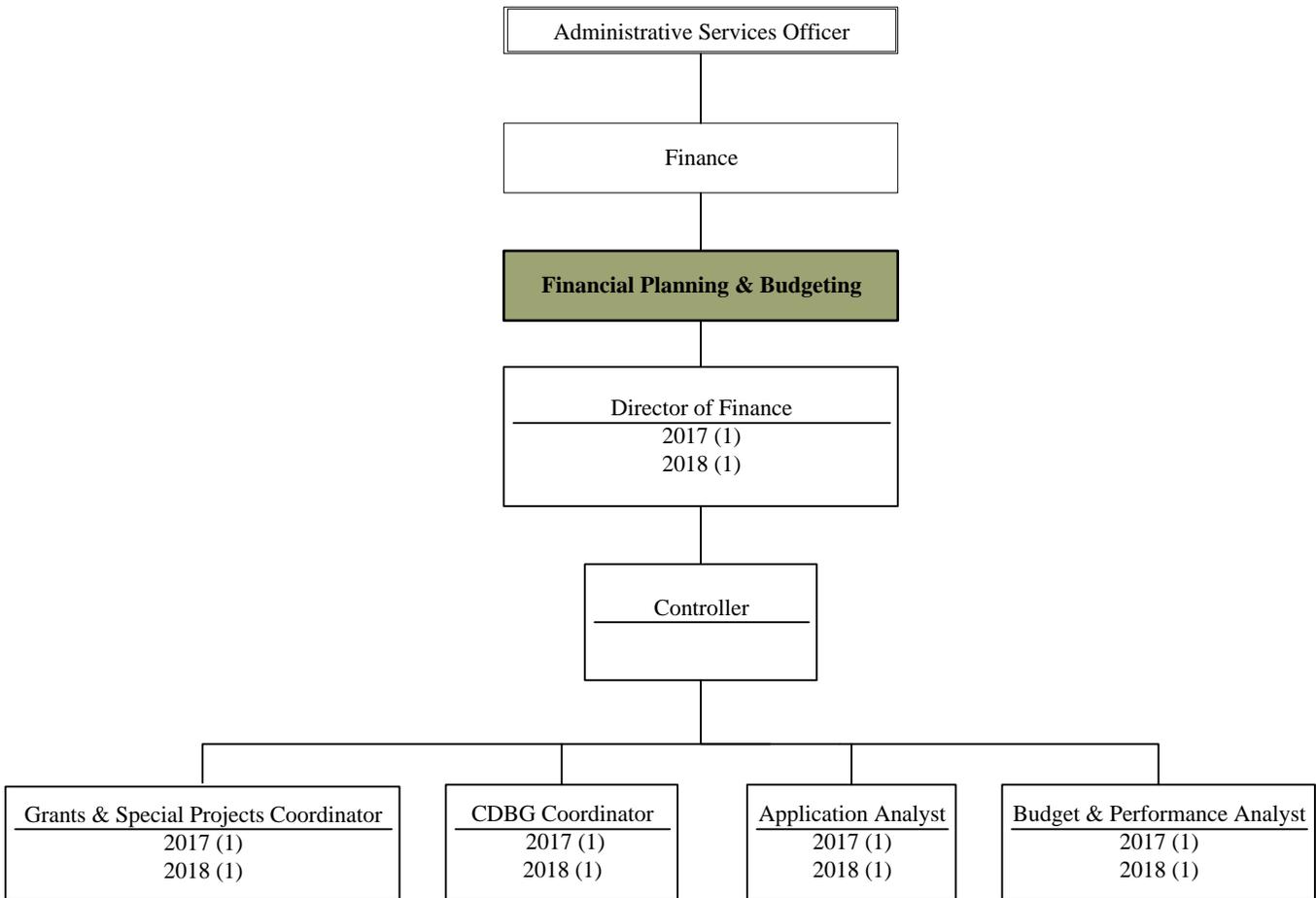
- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service, and address future needs
- Integrate the Council's goals and priorities with planning and budgeting processes
- Provide budgetary oversight and guidance to city departments
- Perform budget forecasting 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



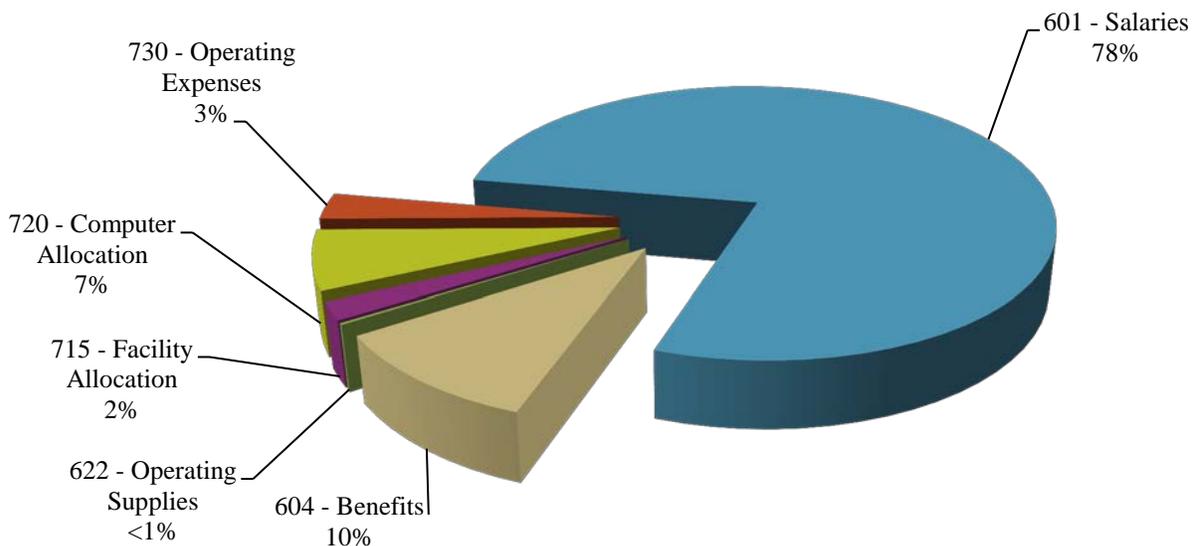
FINANCE

FINANCIAL PLANNING & BUDGETING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 284,638	\$ 310,101	\$ 294,228	\$ 402,627	\$ 381,109	\$ 392,542
604 - Benefits	39,995	38,480	30,911	42,299	51,604	53,153
<u>Materials and Supplies</u>						
622 - Operating Supplies	375	1,000	407	1,000	1,000	1,000
<u>Services and Charges</u>						
715 - Facility Allocation	11,768	10,120	7,590	10,120	9,822	9,915
720 - Computer Allocation	31,030	25,819	19,364	25,819	32,867	32,361
730 - Operating Expenses	11,884	18,926	8,412	18,926	14,626	14,626
Total	\$ 379,690	\$ 404,446	\$ 360,912	\$ 500,791	\$ 491,028	\$ 503,597

2017 FINANCIAL PLANNING & BUDGETING EXPENDITURES



FINANCE

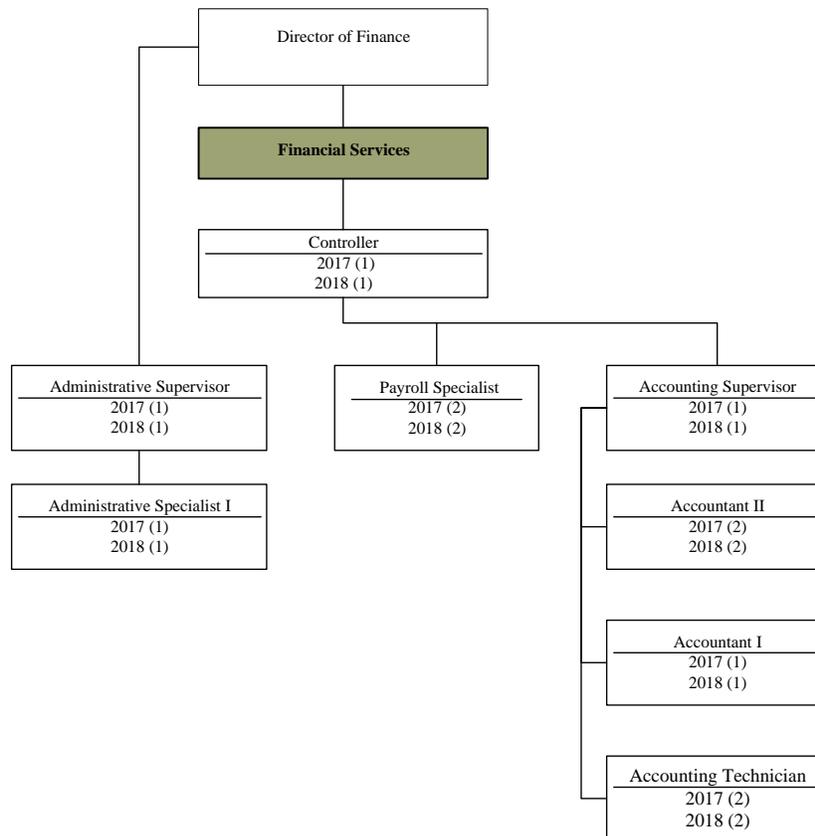
FINANCIAL SERVICES

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



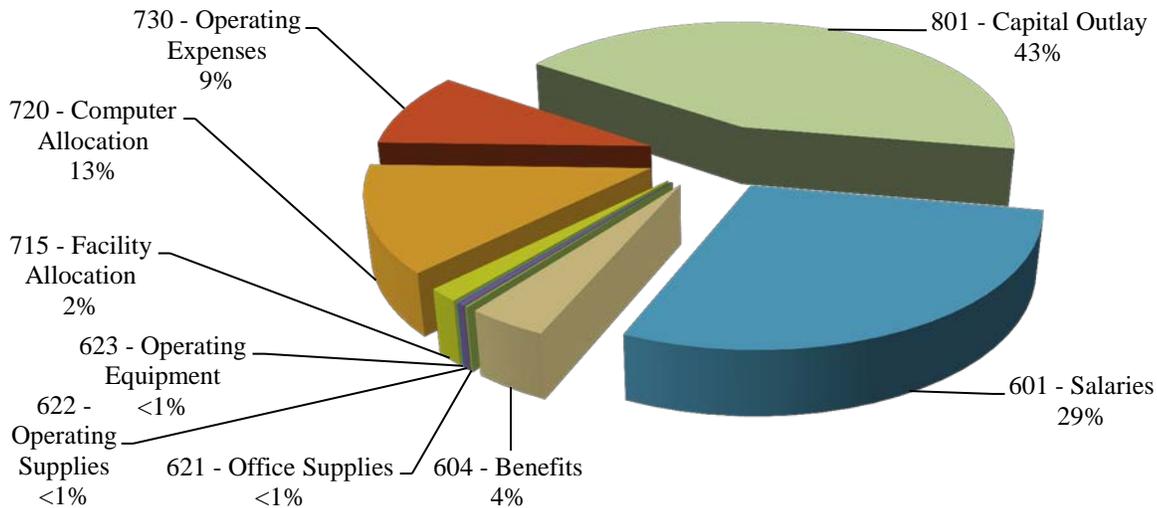
FINANCE

FINANCIAL SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 448,863	\$ 566,387	\$ 329,974	\$ 451,544	\$ 585,162	\$ 601,725
602 - Contract Services	31,245	-	-	-	-	-
604 - Benefits	62,691	77,360	44,986	61,559	79,927	82,187
<u>Materials and Supplies</u>						
621 - Office Supplies	2,795	3,000	1,928	3,000	3,000	3,000
622 - Operating Supplies	3,214	8,000	3,242	8,000	8,000	8,000
623 - Operating Equipment	1,056	2,000	425	2,000	1,500	1,500
<u>Services and Charges</u>						
715 - Facility Allocation	44,945	32,954	24,716	32,954	31,984	32,286
720 - Computer Allocation	206,864	210,920	158,190	210,920	262,881	278,165
730 - Operating Expenses	239,681	891,155	144,610	891,155	187,655	187,655
<u>Capital Outlay</u>						
801 - Capital Outlay	885,043	-	342,599	342,599	880,000	880,000
Total	<u>\$1,926,396</u>	<u>\$1,791,776</u>	<u>\$1,050,669</u>	<u>\$2,003,731</u>	<u>\$2,040,109</u>	<u>\$2,074,518</u>

2017 FINANCIAL SERVICES EXPENDITURES



FINANCE

TAX

DESCRIPTION

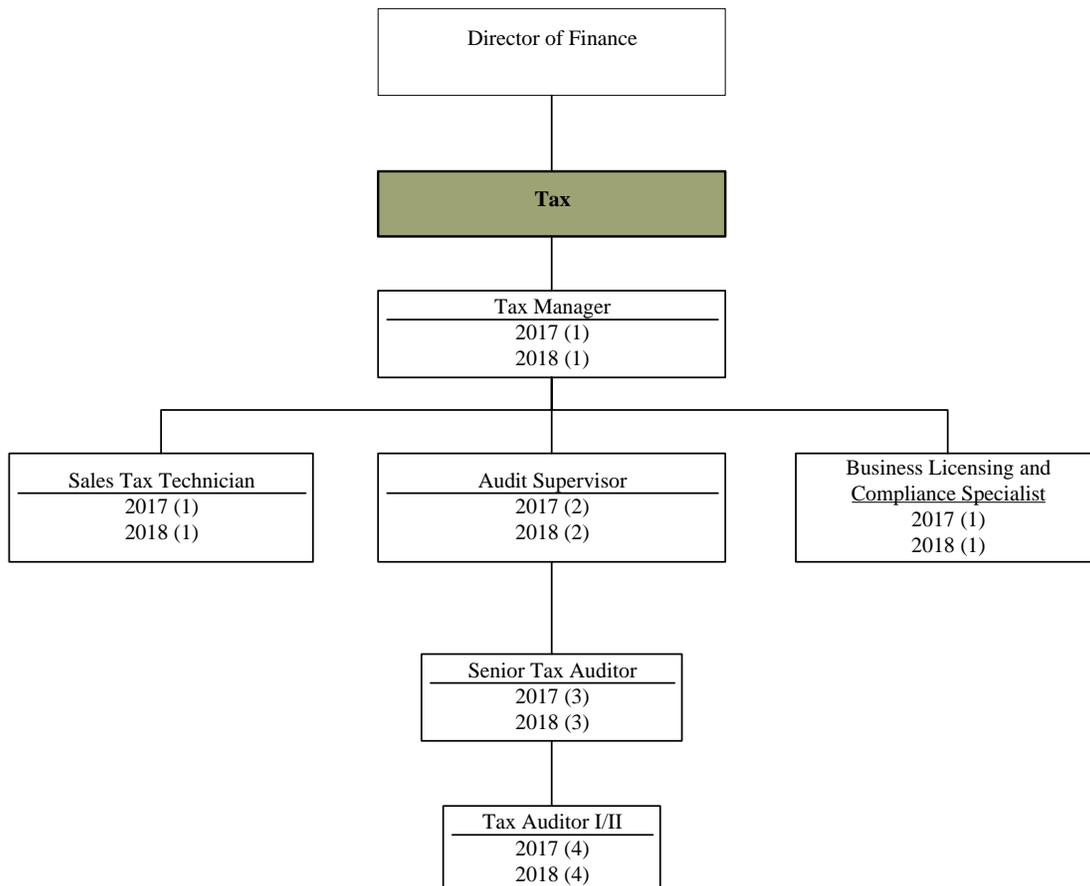
The Tax Division is responsible for sales and use tax education, compliance, licensing, collection and enforcement. The Tax Division works in conjunction with city departments to ensure compliance with licensing and tax code requirements.

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



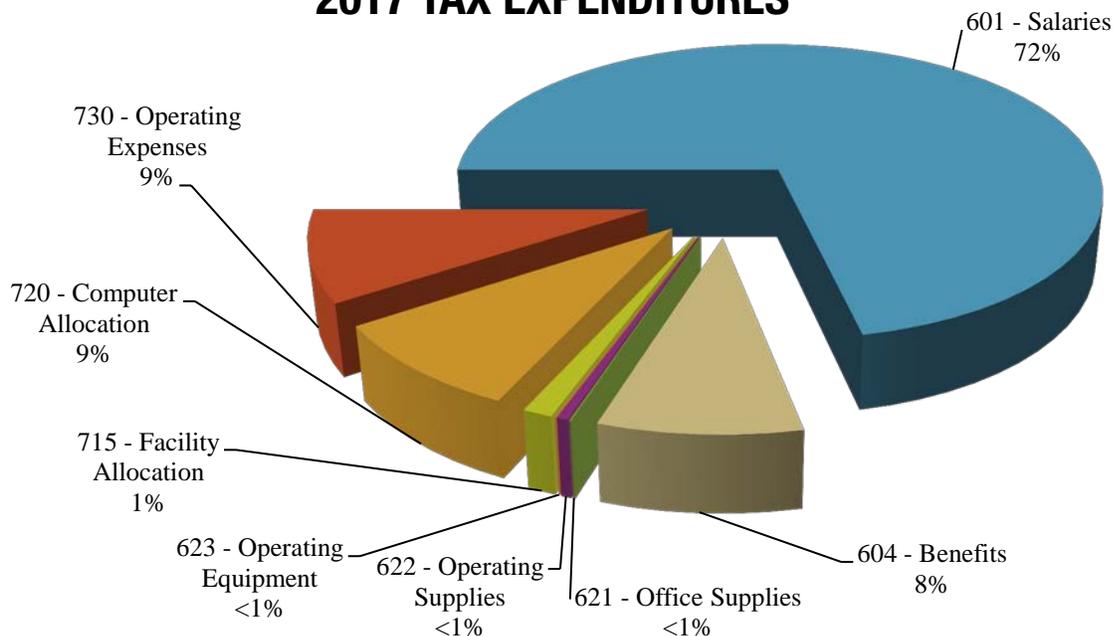
FINANCE

TAX

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 675,890	\$ 809,732	\$ 395,775	\$ 541,587	\$ 784,681	\$ 807,501
602 - Contract Services	6,600	-	-	-	-	-
604 - Benefits	93,207	108,454	52,871	72,350	90,010	95,495
<u>Materials and Supplies</u>						
621 - Office Supplies	331	1,000	69	1,000	1,000	1,000
622 - Operating Supplies	4,363	5,000	5,240	5,240	5,000	5,000
623 - Operating Equipment	-	400	882	882	400	400
<u>Services and Charges</u>						
715 - Facility Allocation	18,763	13,758	10,319	13,758	13,353	13,479
720 - Computer Allocation	81,589	81,915	61,436	81,915	97,396	103,058
730 - Operating Expenses	275,809	101,650	16,225	101,650	101,650	104,555
Total	\$ 1,156,553	\$ 1,121,909	\$ 542,818	\$ 818,383	\$ 1,093,490	\$ 1,130,488

2017 TAX EXPENDITURES



FINANCE

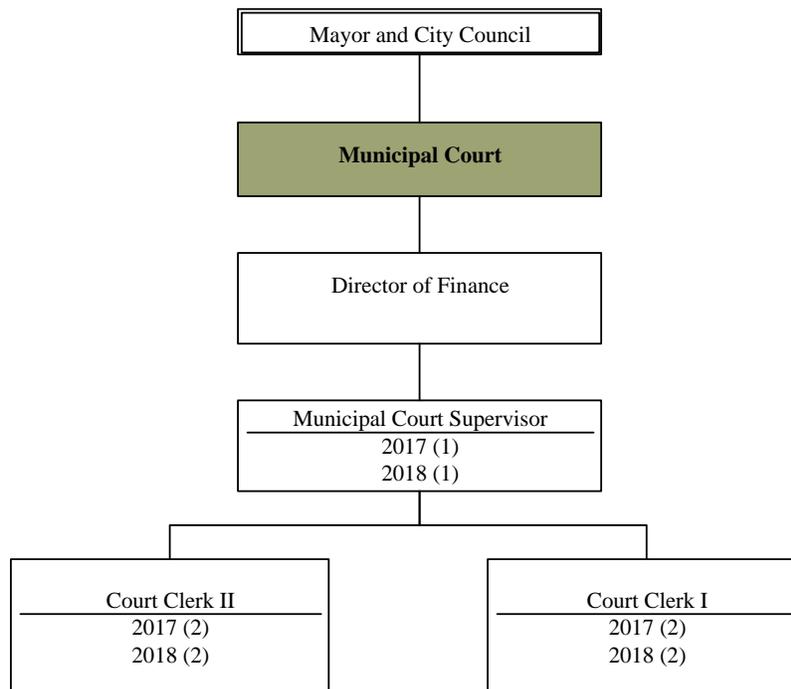
MUNICIPAL COURT

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



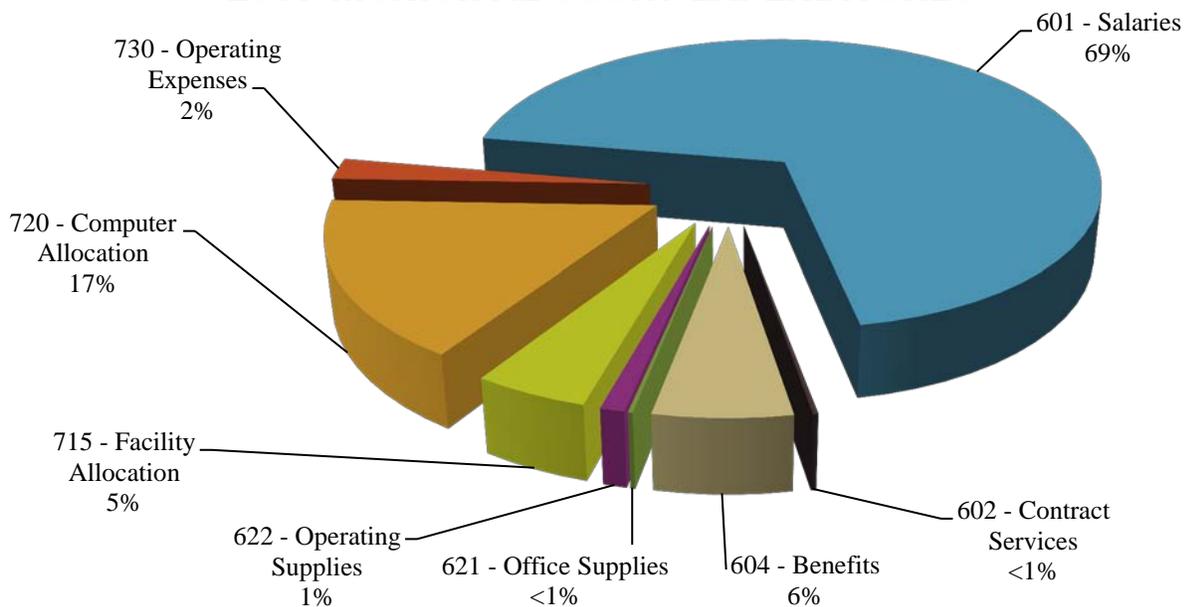
FINANCE

MUNICIPAL COURT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 249,968	\$ 240,432	\$ 240,459	\$ 329,049	\$ 340,878	\$ 351,104
602 - Contract Services	204,805	218,600	81,116	218,600	1,100	1,100
604 - Benefits	34,739	33,811	28,027	38,352	28,426	29,279
<u>Materials and Supplies</u>						
621 - Office Supplies	554	1,000	404	1,000	1,000	1,000
622 - Operating Supplies	6,013	5,000	4,647	5,000	5,000	5,000
623 - Operating Equipment	-	-	-	-	6,000	6,000
<u>Services and Charges</u>						
715 - Facility Allocation	33,223	24,360	18,270	24,360	23,643	23,866
720 - Computer Allocation	72,302	68,148	51,111	68,148	80,708	85,400
730 - Operating Expenses	9,270	8,410	5,759	8,410	10,950	11,450
Total	\$ 610,874	\$ 599,761	\$ 429,793	\$ 692,919	\$ 497,705	\$ 514,199

2017 MUNICIPAL COURT EXPENDITURES



FINANCE

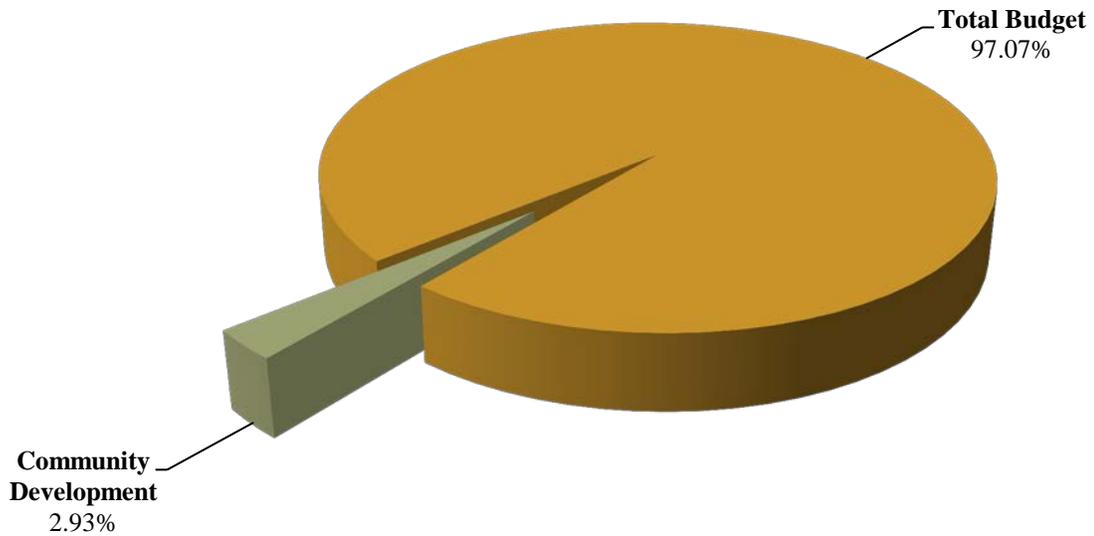
INTERNAL SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Materials and Supplies</u>						
623 - Operating Equipment	\$ 21,395	\$ 19,040	\$ 11,144	\$ 19,040	\$ 19,940	\$ 19,940
<u>Services and Charges</u>						
730 - Operating Expenses	7,816,625	8,977,284	5,004,162	8,977,284	9,207,311	9,431,703
Total	<u>\$ 7,838,021</u>	<u>\$ 8,996,324</u>	<u>\$ 5,015,306</u>	<u>\$ 8,996,324</u>	<u>\$ 9,227,251</u>	<u>\$ 9,451,643</u>

COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT



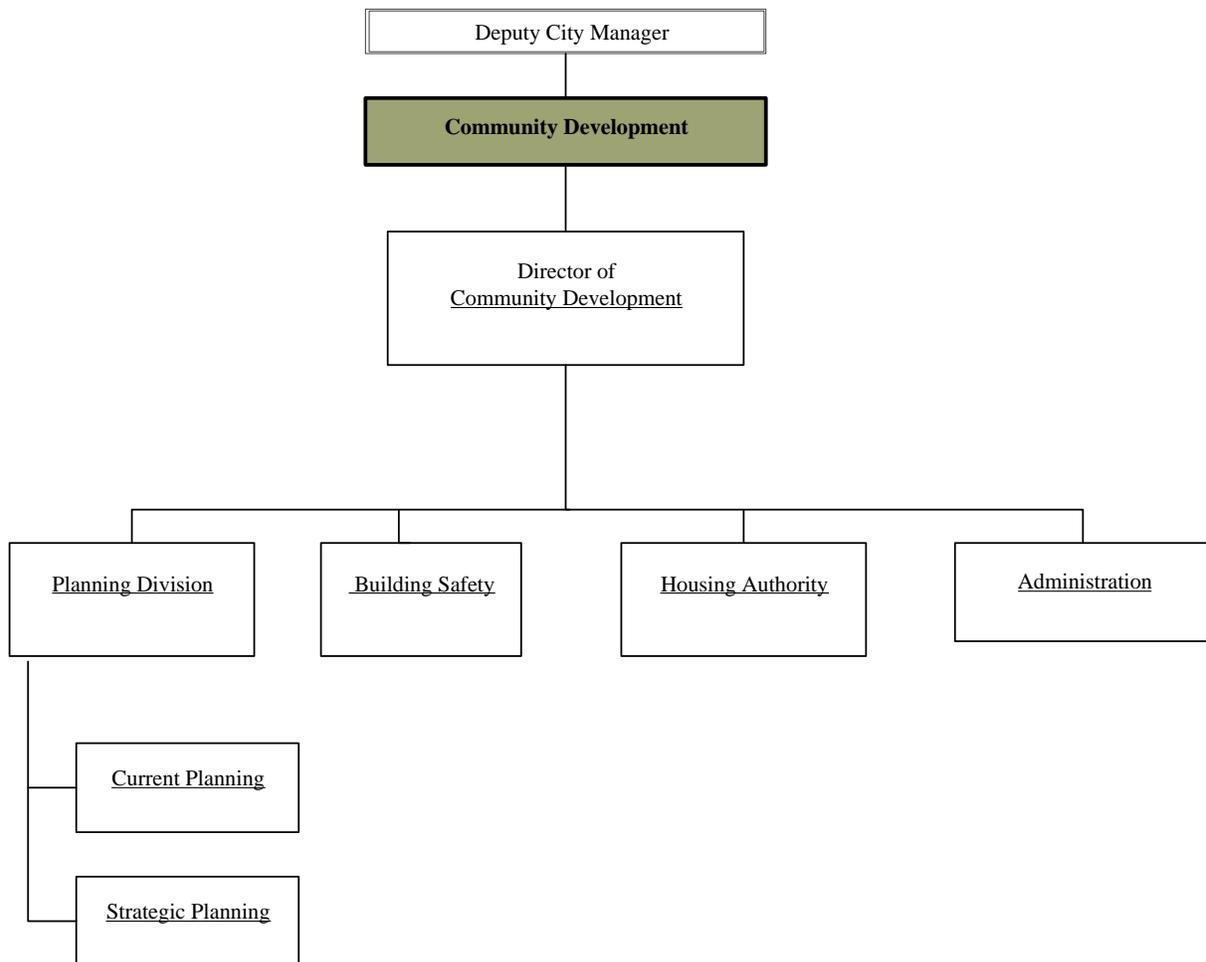
	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 560,396	\$ 576,986
Planning	722,335	709,955
Building Safety	1,111,377	1,149,915
Neighborhood Services	735,274	741,029
Housing Authority	246,361	125,947
Total	\$ 3,375,743	\$ 3,303,832

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.



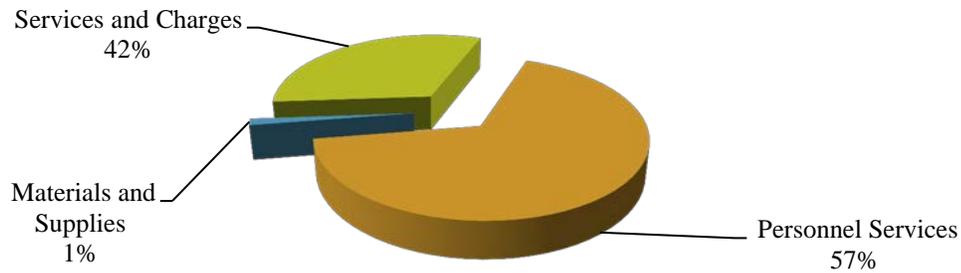
COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 2,064,805	\$ 2,128,875	\$ 2,261,057	\$ 2,282,969
Materials and Supplies	23,343	43,275	44,945	44,945
Services and Charges	858,164	976,783	1,069,741	975,918
Total	\$ 2,946,312	\$ 3,148,933	\$ 3,375,743	\$ 3,303,832

2017 COMMUNITY DEVELOPMENT DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCE

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 2,946,312	\$ 3,148,933	\$ 3,375,743	\$ 3,303,832
Total	\$ 2,946,312	\$ 3,148,933	\$ 3,375,743	\$ 3,303,832

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
34.00	31.00	33.00	33.00

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

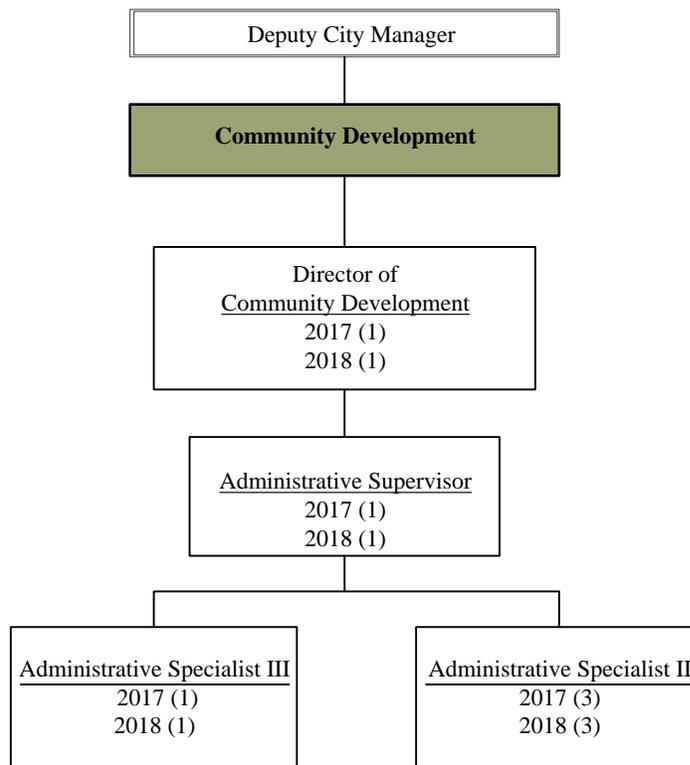
- Develop, maintain, and disseminate variety of monthly, quarterly, and annual reports and other pertinent development-related information generated by the Community Development Department
- Provide administrative support to the department through the implementation and maintenance of new and existing 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



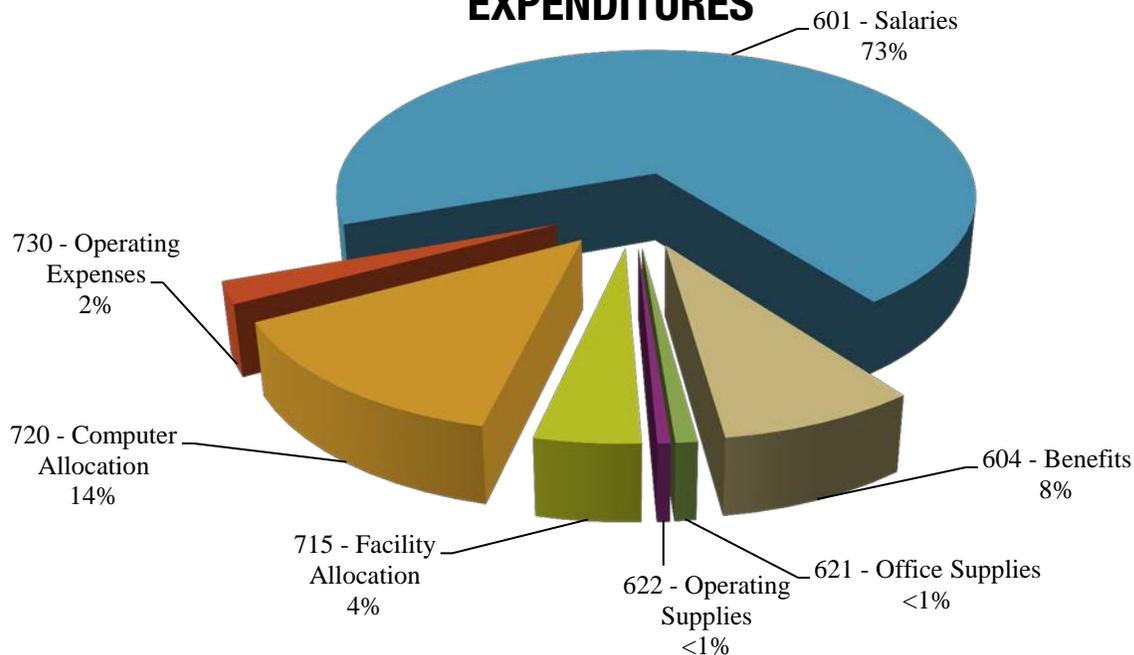
COMMUNITY DEVELOPMENT

COMMUNITY DEVELOPMENT ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 290,066	\$ 379,290	\$ 272,907	\$ 373,452	\$ 394,124	\$ 404,704
604 - Benefits	37,276	49,287	35,098	48,028	45,352	46,713
<u>Materials and Supplies</u>						
621 - Office Supplies	268	975	785	975	5,000	5,000
622 - Operating Supplies	57	200	-	200	3,000	3,000
<u>Services and Charges</u>						
715 - Facility Allocation	34,036	24,957	18,718	24,957	24,222	24,451
720 - Computer Allocation	56,919	53,168	39,876	53,168	76,023	80,443
730 - Operating Expenses	39,669	12,000	35,080	35,080	12,675	12,675
Total	\$ 458,292	\$ 519,877	\$ 402,463	\$ 535,860	\$ 560,396	\$ 576,986

2017 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

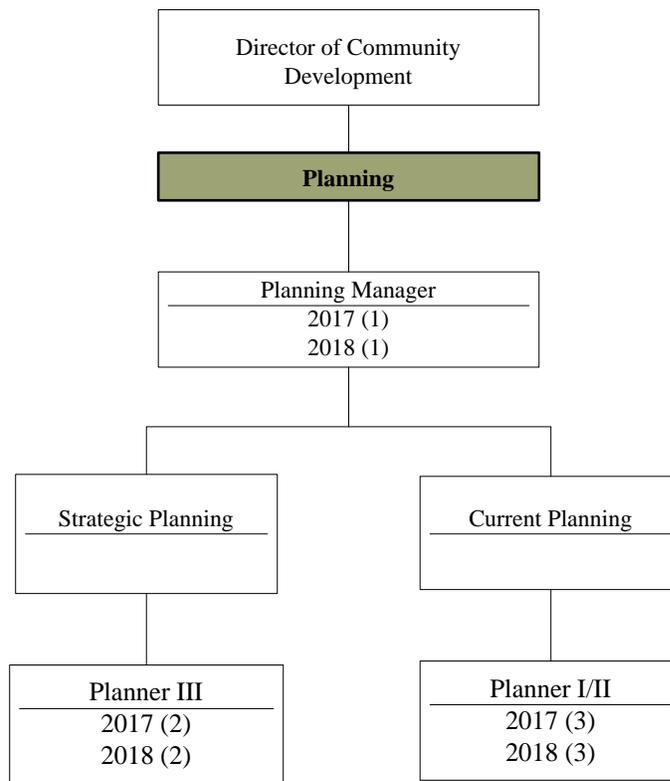
- Create a new identity for and improve the image of the City of Commerce City:
 - Develop neighborhood and sub-area plans
 - Maintain Land Development Code
 - Implementation of Appearance/Design from Comprehensive Plan
 - Review and evaluate ordinances
- Create new and expand existing avenues, programs 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



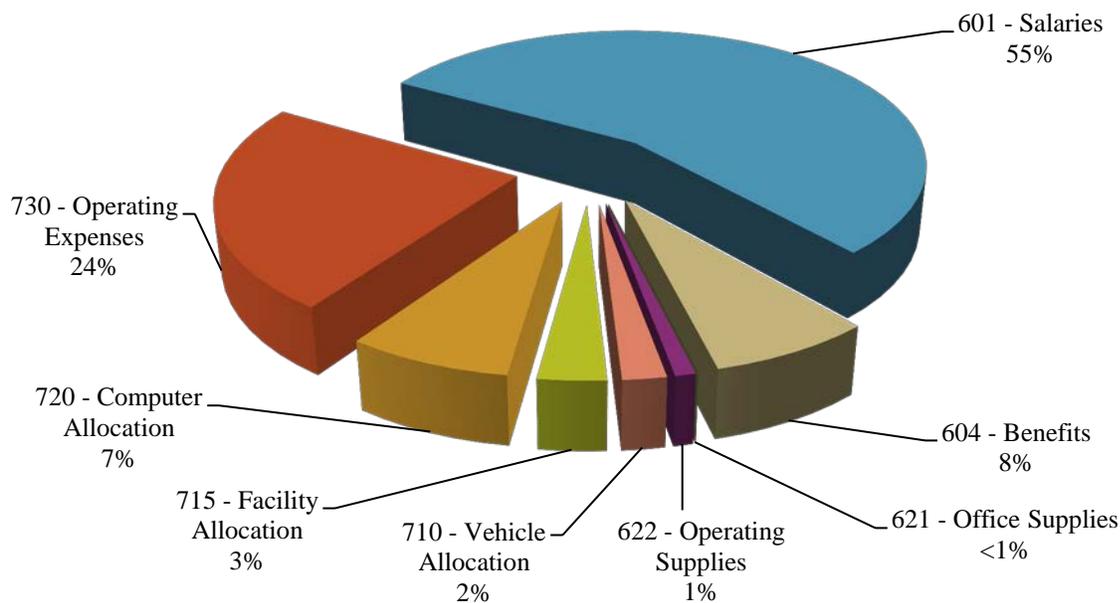
COMMUNITY DEVELOPMENT

COMMUNITY PLANNING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 389,950	\$ 386,829	\$ 282,722	\$ 386,883	\$ 399,288	\$ 411,266
604 - Benefits	54,373	52,898	37,094	50,760	54,505	56,139
<u>Materials and Supplies</u>						
621 - Office Supplies	1,872	1,800	813	1,800	-	-
622 - Operating Supplies	2,544	5,700	4,672	5,700	6,695	6,695
<u>Services and Charges</u>						
710 - Vehicle Allocation	21,680	34,940	26,205	34,940	14,383	40,892
715 - Facility Allocation	29,520	22,585	16,939	22,585	22,400	22,582
720 - Computer Allocation	43,578	42,619	31,964	42,619	54,111	57,257
730 - Operating Expenses	20,975	115,619	15,722	115,619	170,953	115,124
Total	\$ 564,492	\$ 662,990	\$ 416,132	\$ 660,906	\$ 722,335	\$ 709,955

2017 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

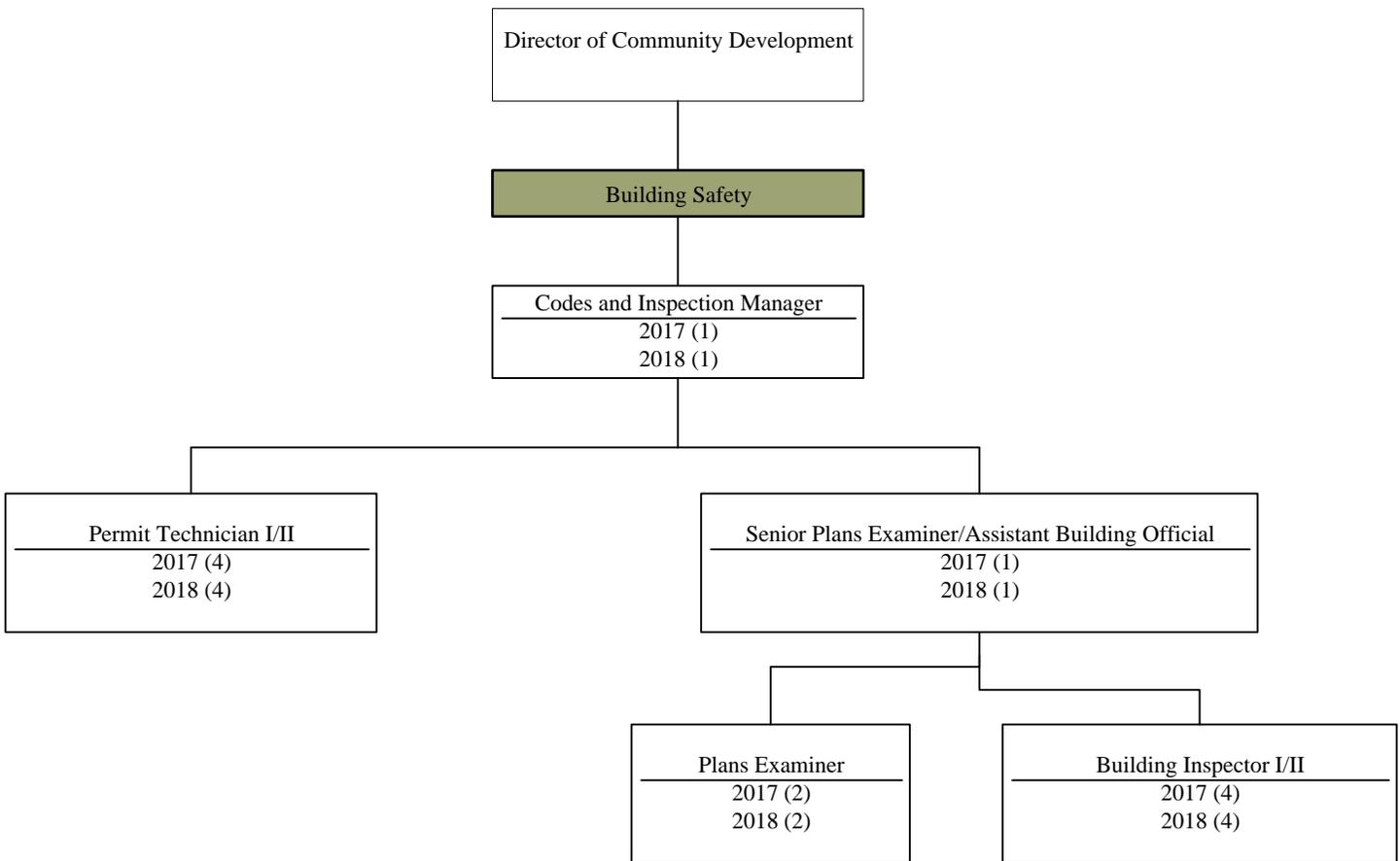
- Provide exemplary customer service to all customers of the City
- Provide concierge levels of service to customers navigating the City's permitting and inspection processes
- Provide consistent and reliable levels of service to all customers
- Develop and maintain relationships with stakeholders and 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

- Coordinate work with other divisions in Community Development to ensure turn-key service from first customer contact through to successful completion of projects



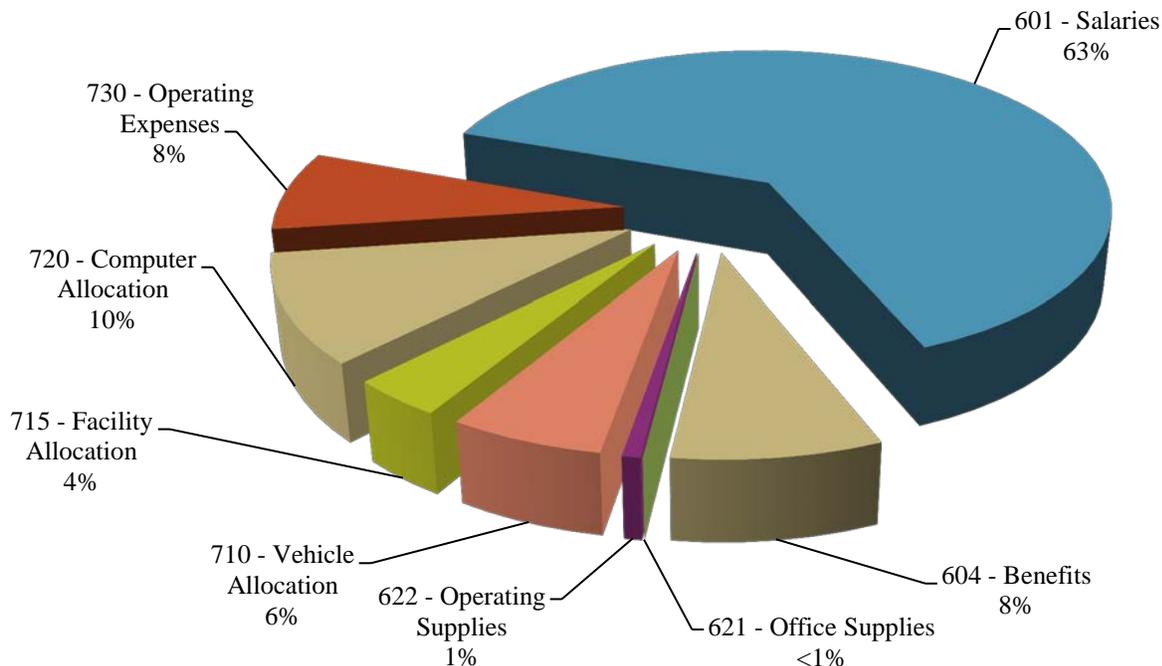
COMMUNITY DEVELOPMENT

BUILDING SAFETY

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 627,440	\$ 651,153	\$ 494,788	\$ 677,078	\$ 704,242	\$ 725,369
604 - Benefits	86,611	88,887	67,121	91,849	89,749	92,440
<u>Materials and Supplies</u>						
621 - Office Supplies	1,651	1,700	1,113	1,700	-	-
622 - Operating Supplies	5,642	6,475	5,655	6,475	7,825	7,825
<u>Services and Charges</u>						
710 - Vehicle Allocation	50,161	47,553	35,665	47,553	66,642	76,641
715 - Facility Allocation	57,182	41,927	31,445	41,927	40,693	41,077
720 - Computer Allocation	112,887	128,141	96,106	128,141	116,186	120,523
730 - Operating Expenses	71,494	86,890	545,633	545,633	86,040	86,040
Total	\$1,013,068	\$1,052,726	\$1,277,526	\$1,540,356	\$1,111,377	\$1,149,915

2017 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

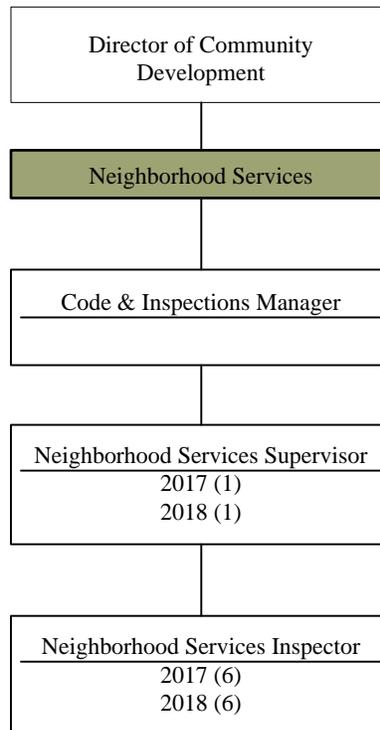
- Provide a full range of internal programs and services in support of division operations and the implementation of City Council goals
- Provide fair, consistent and equitable enforcement
- Provide education to the community of Commerce City regarding the codes and ordinances
- Encourage and explore 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



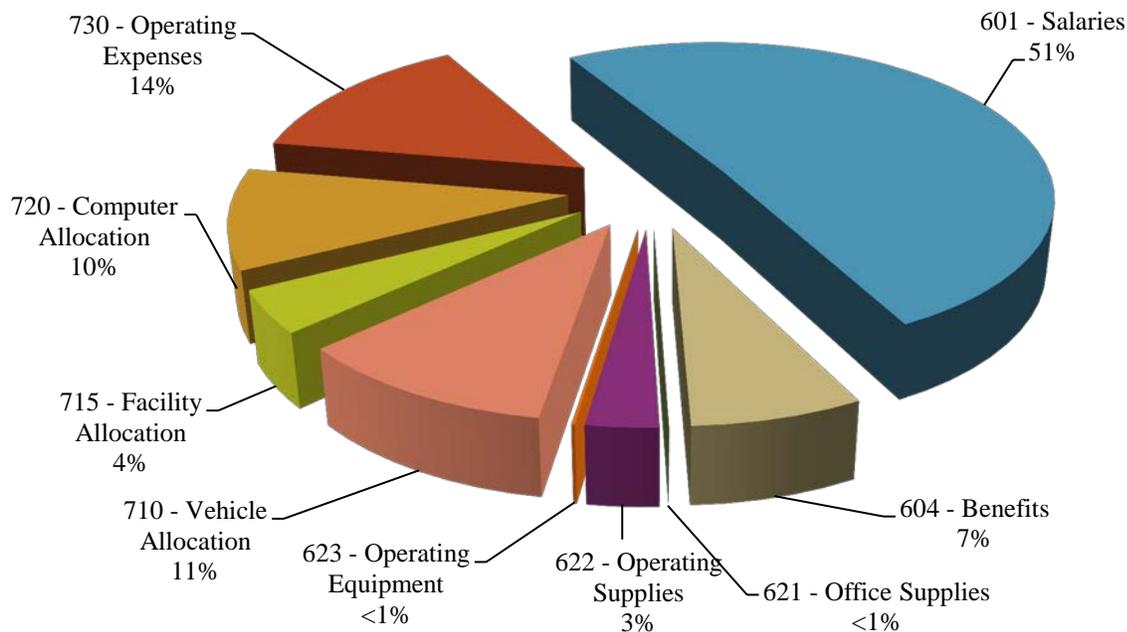
COMMUNITY DEVELOPMENT

NEIGHBORHOOD SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 438,995	\$ 364,914	\$ 274,792	\$ 376,031	\$ 373,785	\$ 384,999
604 - Benefits	60,401	49,816	37,378	51,149	51,025	52,556
<u>Materials and Supplies</u>						
621 - Office Supplies	1,107	2,500	1,180	2,500	-	-
622 - Operating Supplies	9,577	22,925	10,951	22,925	21,425	21,425
623 - Operating Equipment	625	1,000	22	1,000	1,000	1,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	67,125	58,861	44,146	58,861	79,039	67,389
715 - Facility Allocation	44,350	32,518	24,388	32,518	31,561	31,859
720 - Computer Allocation	86,193	76,663	57,497	76,663	75,029	79,391
730 - Operating Expenses	45,924	103,410	29,394	103,410	102,410	102,410
Total	\$ 754,296	\$ 712,607	\$ 479,747	\$ 725,057	\$ 735,274	\$ 741,029

2017 NEIGHBORHOOD SERVICES EXPENDITURES



COMMUNITY DEVELOPMENT

HOUSING AUTHORITY DIVISION

DESCRIPTION

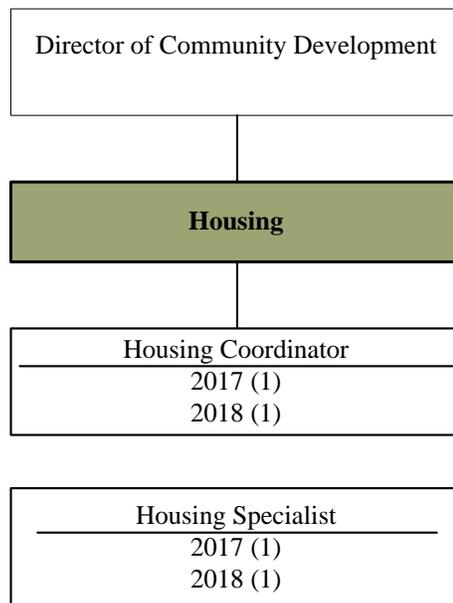
The Housing Authority Division is responsible for administration of Section 8 Housing Choice vouchers, home rehabilitation program, housing code violation program; down payment/closing costs assistance programs, and is a partner in the Conter Estates Apartments and the Pinecrest Apartments.

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



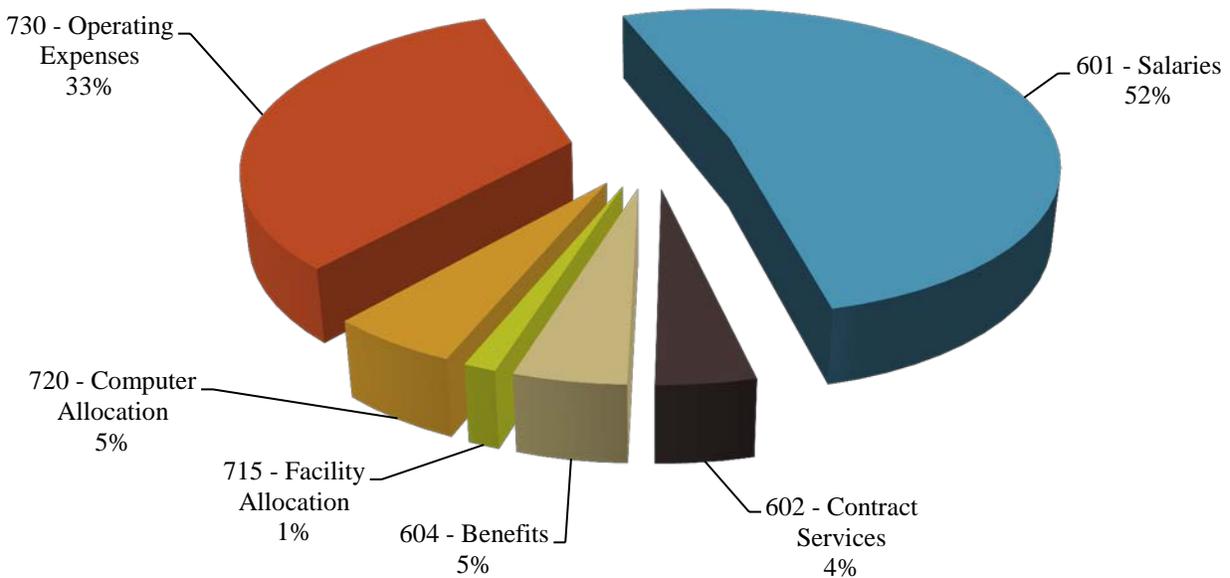
COMMUNITY DEVELOPMENT

HOUSING AUTHORITY DIVISION

DIVISION EXPENDITURES DETAILED SUMMARY

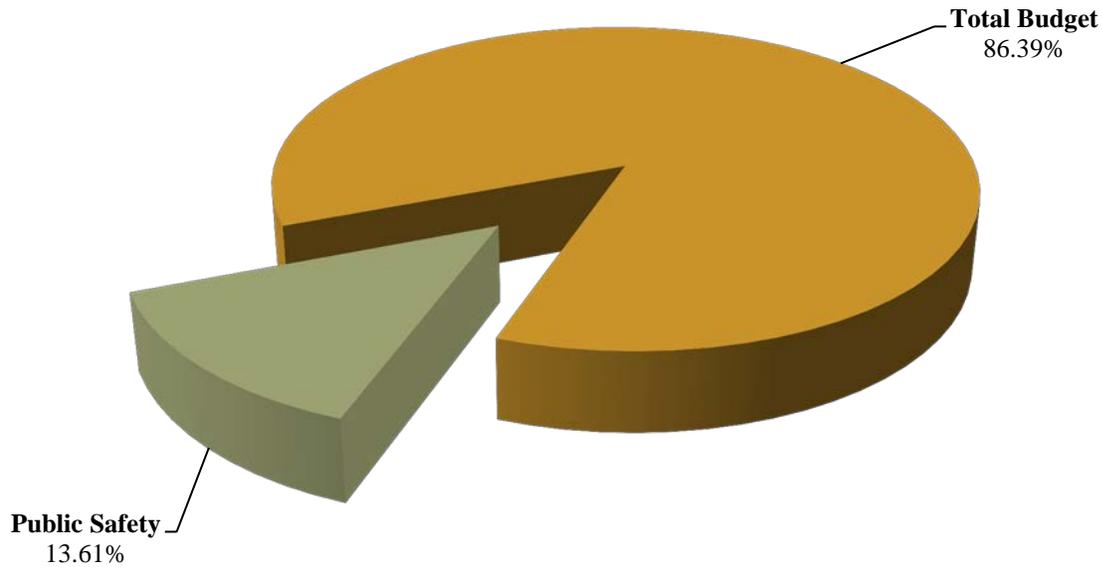
	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 59,068	\$ 85,735	\$ 43,684	\$ 59,778	\$ 127,645	\$ 90,196
602 - Contract Services	12,650	10,000	8,775	10,000	10,000	10,000
604 - Benefits	7,976	10,066	5,791	7,925	11,342	8,587
<u>Services and Charges</u>						
715 - Facility Allocation	4,647	3,408	2,556	3,408	3,308	3,339
720 - Computer Allocation	11,823	11,524	8,643	11,524	13,066	13,825
730 - Operating Expenses	60,000	80,000	35,671	80,000	81,000	-
Total	\$ 156,164	\$ 200,733	\$ 105,120	\$ 172,635	\$ 246,361	\$ 125,947

2017 HOUSING AUTHORITY DIVISION EXPENDITURES



PUBLIC SAFETY

PUBLIC SAFETY



	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 1,276,609	\$ 1,249,832
Support Operations	5,216,507	5,357,382
Patrol Operations	8,606,812	8,791,342
Community Justice	343,653	353,887
Emergency Management	218,203	225,128
Total	\$ 15,661,784	\$ 15,977,571

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.



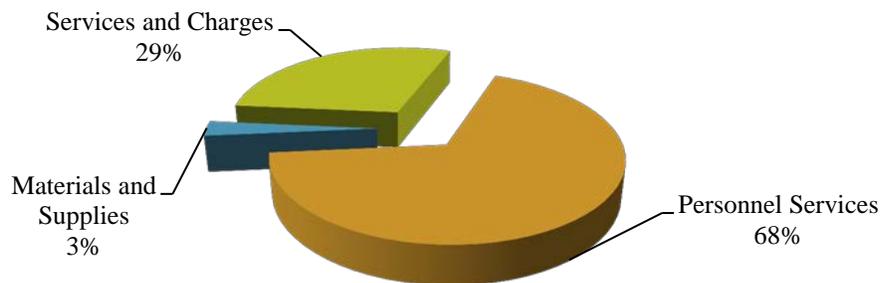
PUBLIC SAFETY

PUBLIC SAFETY

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 10,721,685	\$ 10,549,316	\$ 10,651,476	\$ 10,930,350
Materials and Supplies	673,333	564,584	457,799	472,099
Services and Charges	3,739,553	4,094,946	4,552,509	4,575,122
Total	\$ 15,134,571	\$ 15,208,846	\$ 15,661,784	\$ 15,977,571

2017 PUBLIC SAFETY DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCE

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 15,134,571	\$ 15,208,846	\$ 15,661,784	\$ 15,977,571
Total	\$ 15,134,571	\$ 15,208,846	\$ 15,661,784	\$ 15,977,571

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
127.50	129.00	126.00	126.00

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

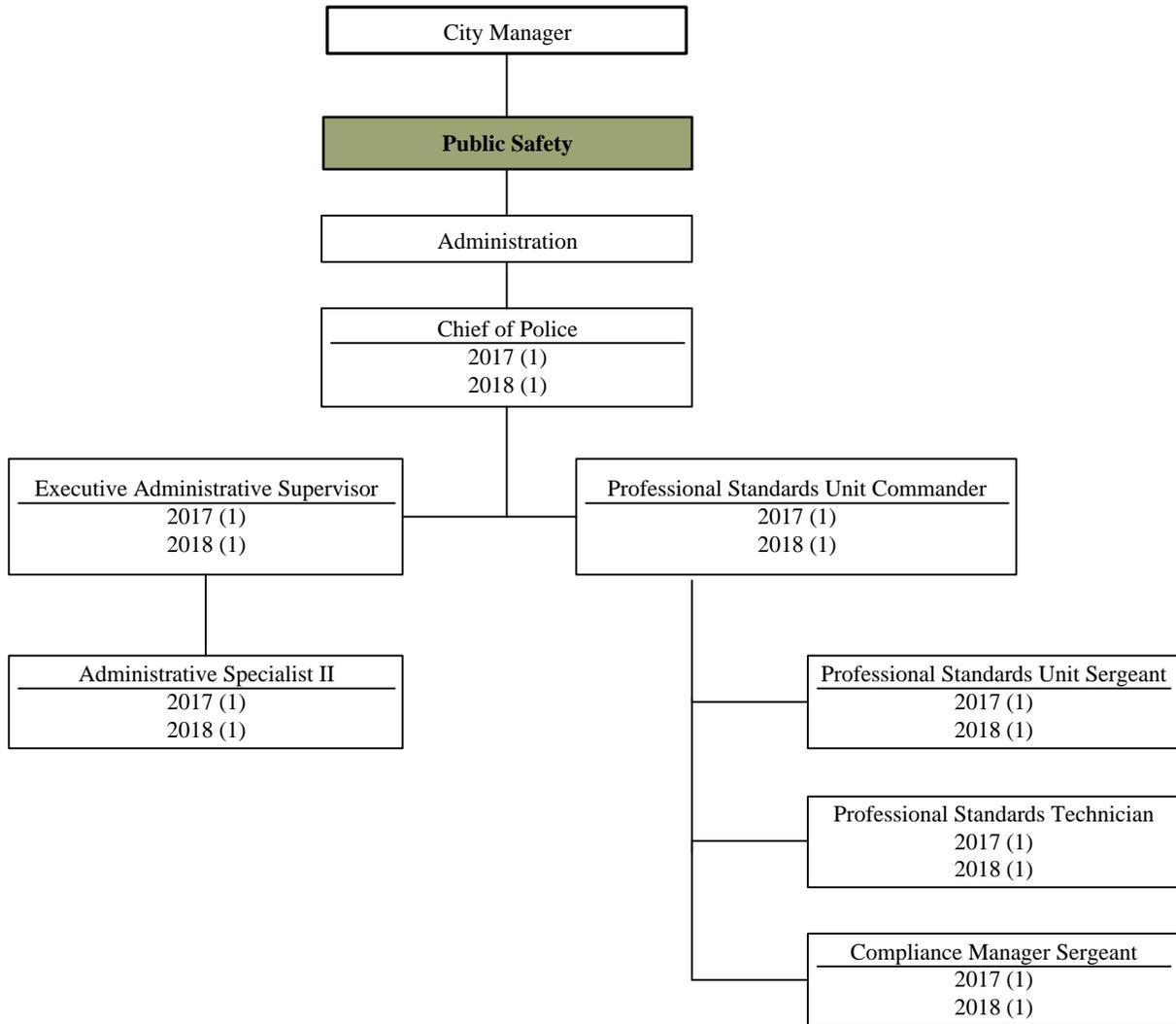
- Provide administrative support to enhance public safety through the implementation of creative and proactive law enforcement programs and services
- During 2011, continue to provide clerical support that will free officers and detectives of clerical work so they can concentrate on providing service 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



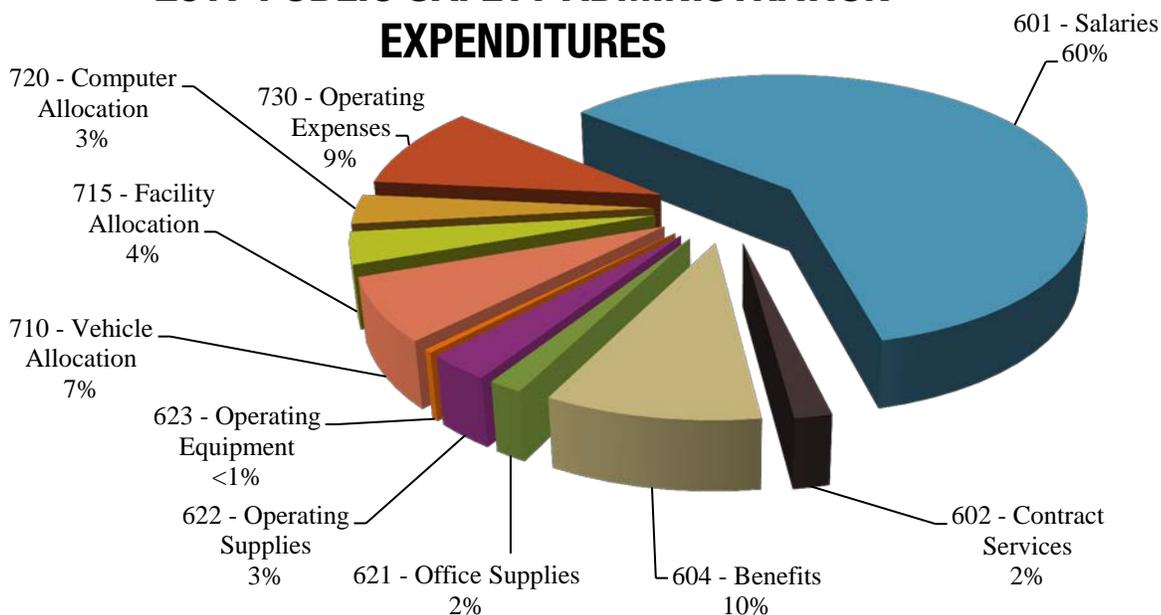
PUBLIC SAFETY

PUBLIC SAFETY ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 605,829	\$ 646,881	\$ 467,095	\$ 639,183	\$ 767,009	\$ 782,799
602 - Contract Services	34,075	21,500	35,466	35,466	21,500	21,500
604 - Benefits	82,420	79,029	60,450	82,721	123,511	126,201
<u>Materials and Supplies</u>						
621 - Office Supplies	12,612	8,650	1,803	8,650	20,000	20,000
622 - Operating Supplies	229,247	186,355	157,158	186,355	37,525	37,525
623 - Operating Equipment	12,179	130,000	109,536	130,000	5,000	5,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	52,771	75,987	56,990	75,987	90,977	42,893
715 - Facility Allocation	60,948	47,844	35,883	47,844	46,259	46,597
720 - Computer Allocation	38,437	32,188	24,141	32,188	42,797	45,286
730 - Operating Expenses	135,101	135,706	276,472	276,472	122,031	122,031
Total	\$1,263,618	\$1,364,140	\$1,224,996	\$1,514,867	\$1,276,609	\$1,249,832

2017 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

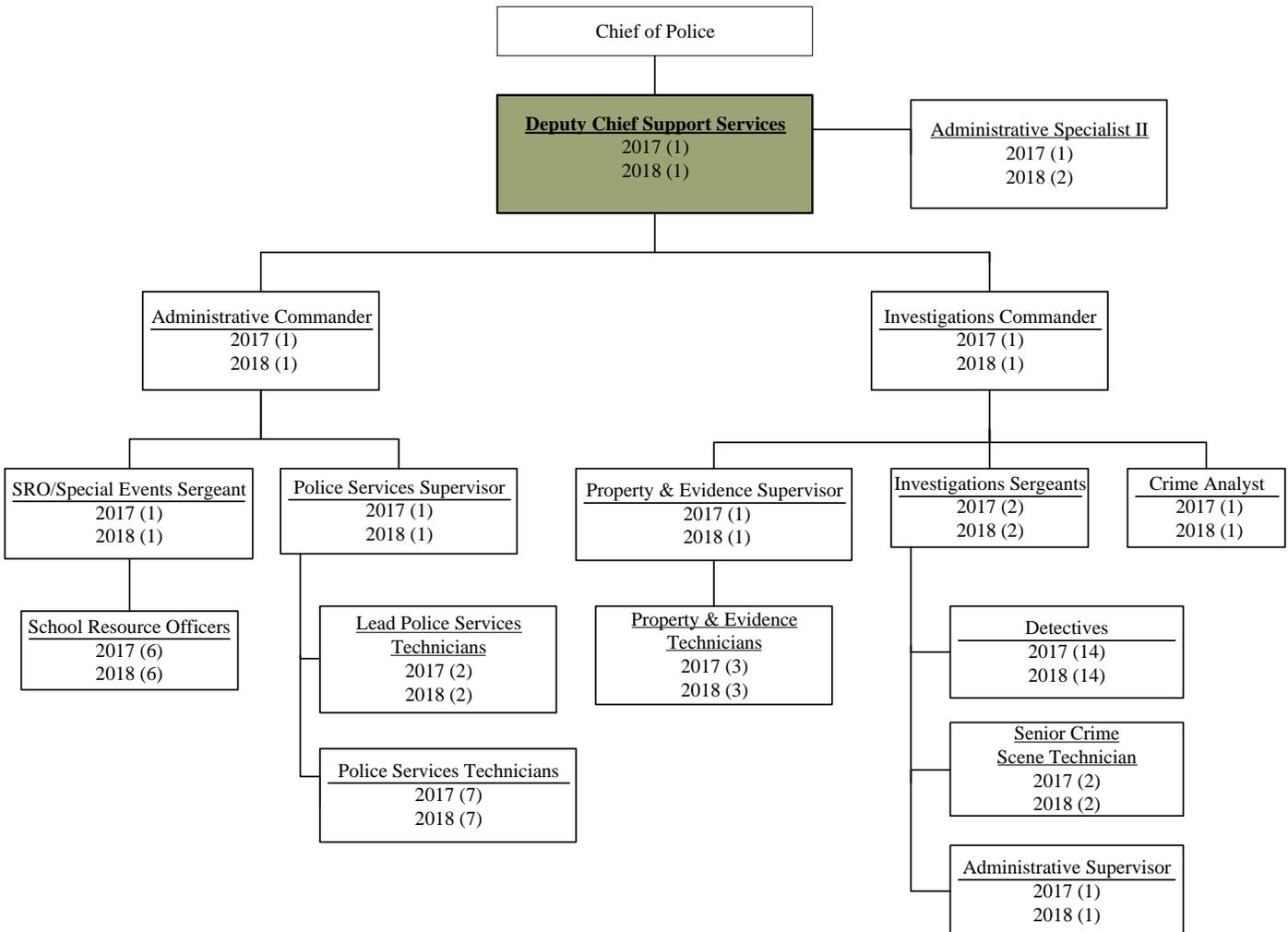
CORE BUSINESS SERVICES

- 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



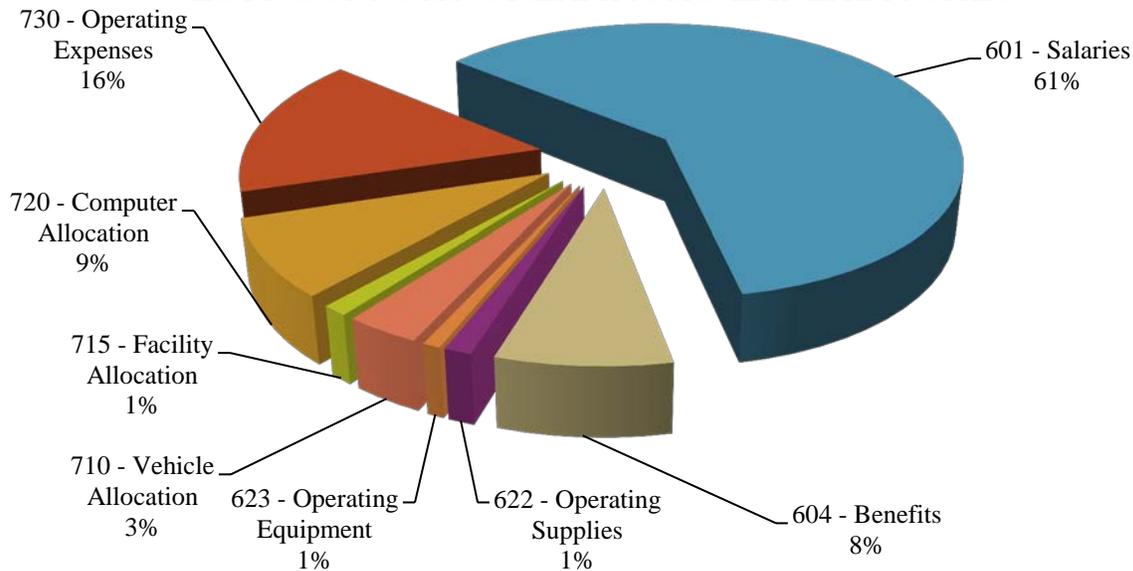
PUBLIC SAFETY

SUPPORT OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 3,032,874	\$ 3,054,643	\$ 2,255,996	\$ 3,087,153	\$ 3,172,106	\$ 3,264,898
602 - Contract Services	-	42,000	-	42,000	-	-
604 - Benefits	371,094	421,406	263,553	360,652	411,905	423,925
<u>Materials and Supplies</u>						
621 - Office Supplies	3,579	5,200	2,248	5,200	-	-
622 - Operating Supplies	33,782	39,591	16,247	39,591	65,392	65,392
623 - Operating Equipment	114,282	43,174	34,320	43,174	43,000	43,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	161,408	223,892	167,919	223,892	179,180	165,786
715 - Facility Allocation	86,994	63,786	47,840	63,786	61,908	62,493
720 - Computer Allocation	355,894	363,761	272,821	363,761	452,575	478,888
730 - Operating Expenses	813,015	847,528	618,140	847,528	830,441	853,000
Total	\$ 4,972,922	\$ 5,104,981	\$ 3,679,084	\$ 5,076,736	\$ 5,216,507	\$ 5,357,382

2017 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

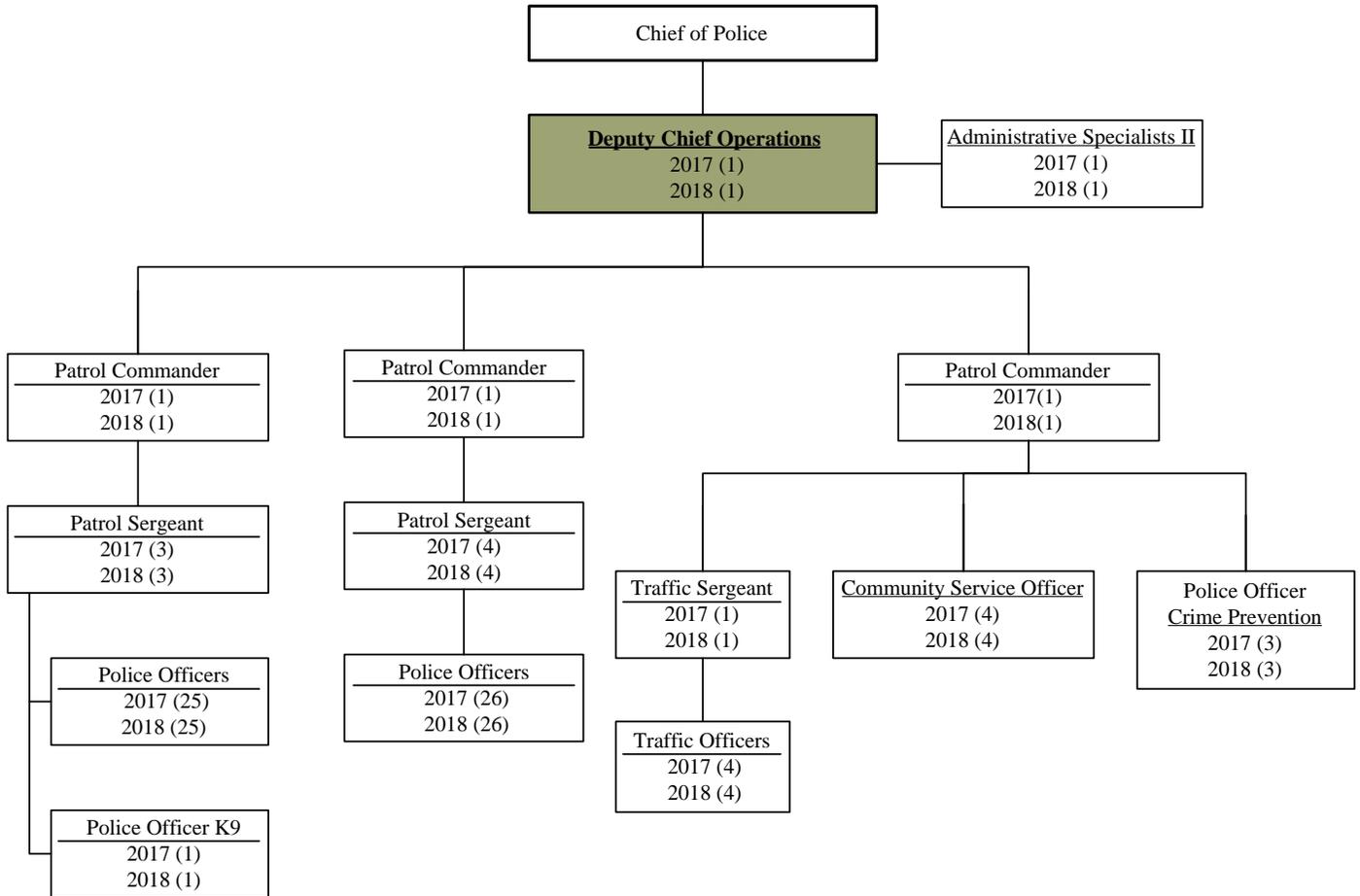
CORE BUSINESS SERVICES

- 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



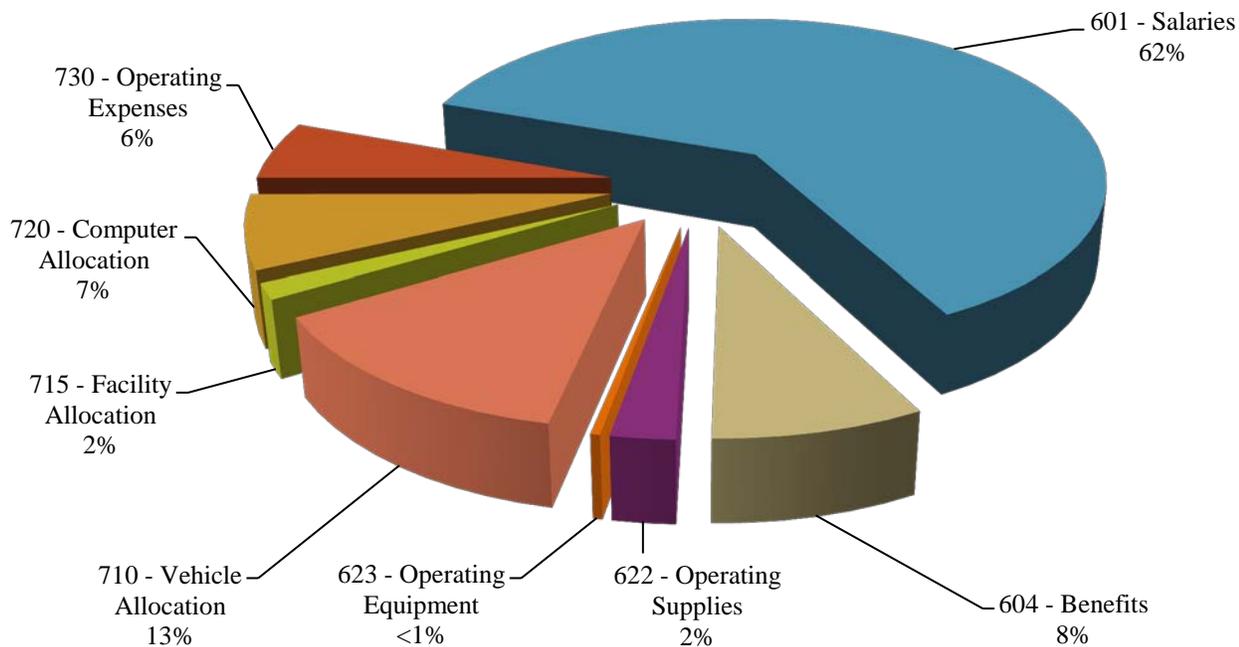
PUBLIC SAFETY

PATROL OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 5,750,370	\$ 5,393,140	\$ 4,125,700	\$ 5,645,695	\$ 5,325,523	\$ 5,459,467
604 - Benefits	732,560	761,810	501,885	686,790	686,570	705,497
<u>Materials and Supplies</u>						
621 - Office Supplies	3,232	5,500	2,929	5,500	-	-
622 - Operating Supplies	167,527	80,400	64,213	80,400	207,497	221,797
623 - Operating Equipment	38,471	16,400	4,111	16,400	31,485	31,485
<u>Services and Charges</u>						
710 - Vehicle Allocation	889,622	1,071,477	803,608	1,071,477	1,143,288	1,120,950
715 - Facility Allocation	180,139	132,081	99,061	132,081	129,592	128,353
720 - Computer Allocation	286,844	296,645	222,484	296,645	603,250	638,359
730 - Operating Expenses	349,376	417,072	285,179	417,072	479,607	485,434
Total	\$ 8,398,141	\$ 8,174,525	\$ 6,109,170	\$ 8,352,061	\$ 8,606,812	\$ 8,791,342

2017 PATROL OPERATIONS EXPENDITURES



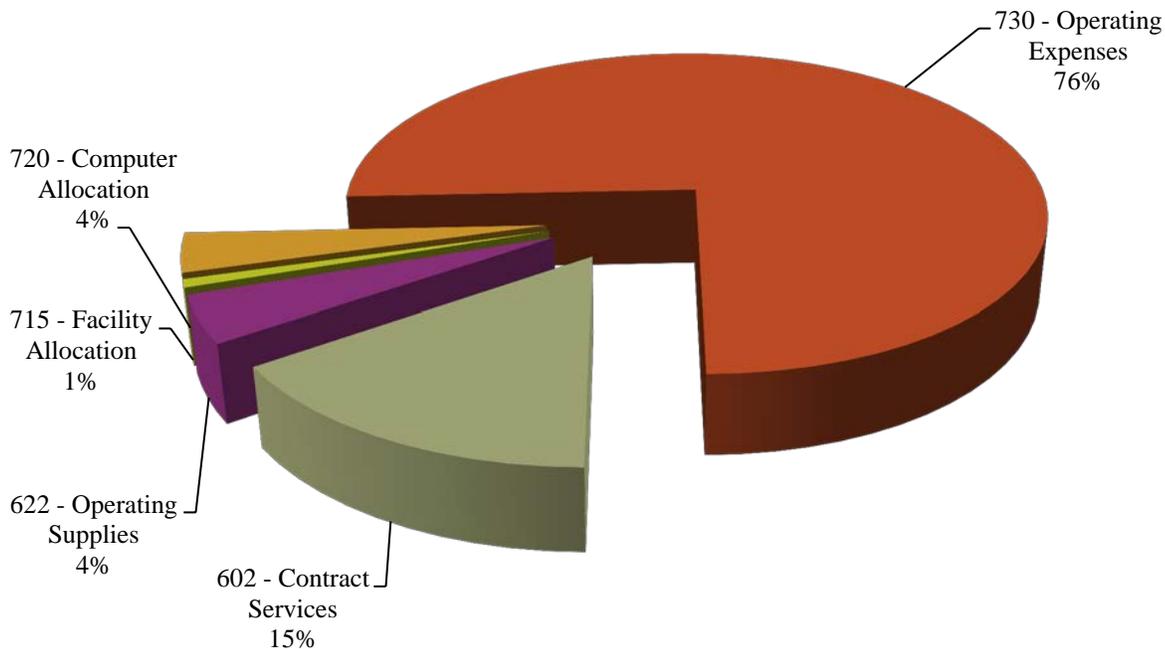
PUBLIC SAFETY

COMMUNITY JUSTICE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
602 - Contract Services	\$ 35,753	\$ 53,000	\$ 28,544	\$ 53,000	\$ 53,000	\$ 53,000
<u>Materials and Supplies</u>						
621 - Office Supplies	9	650	56	650	-	-
622 - Operating Supplies	19,072	11,549	5,838	11,549	15,147	15,147
<u>Services and Charges</u>						
710 - Vehicle Allocation	6,430	6,120	4,590	6,120	-	-
715 - Facility Allocation	3,693	2,708	2,031	2,708	2,628	2,653
720 - Computer Allocation	8,610	11,997	8,998	11,997	12,753	13,494
730 - Operating Expenses	228,961	269,375	261,036	269,375	260,125	269,593
Total	\$ 302,528	\$ 355,399	\$ 311,094	\$ 355,399	\$ 343,653	\$ 353,887

2017 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 17 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.

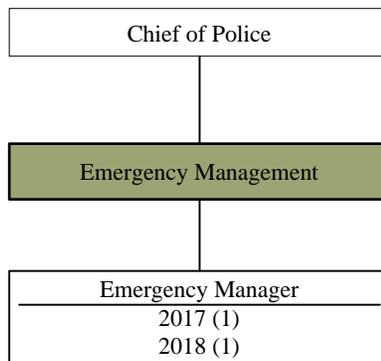
Additionally, OEM provides counter-terrorism and anti-terrorism planning, preparedness, training, and equipment, including chemical, biological, radiological, nuclear, or explosive devices.

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



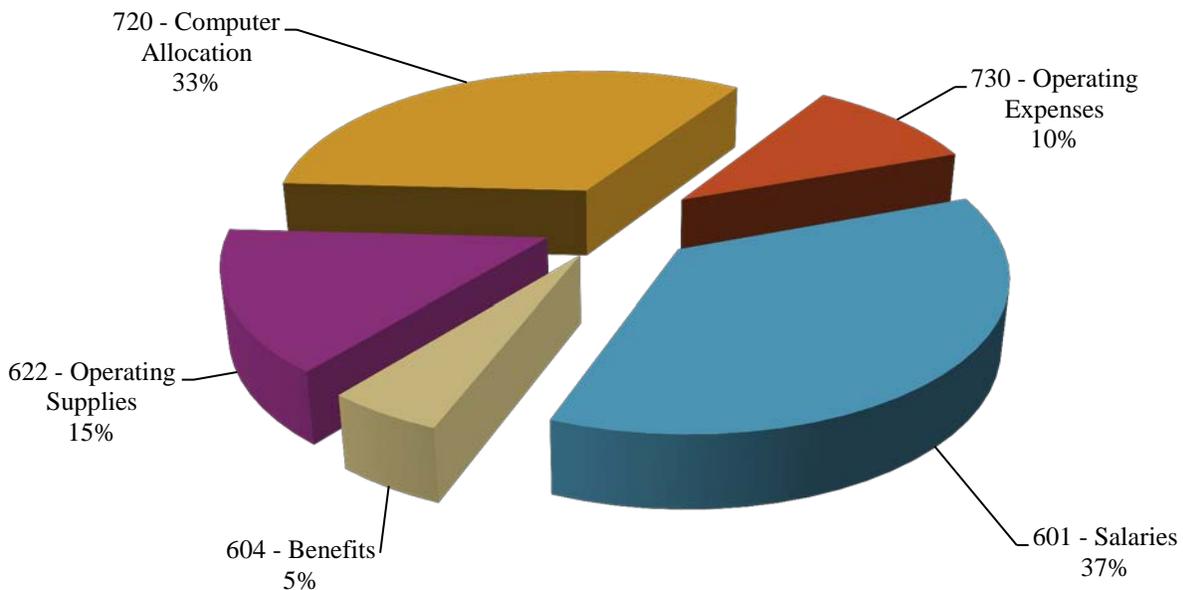
PUBLIC SAFETY

EMERGENCY MANAGEMENT

DIVISION EXPENDITURES DETAILED SUMMARY

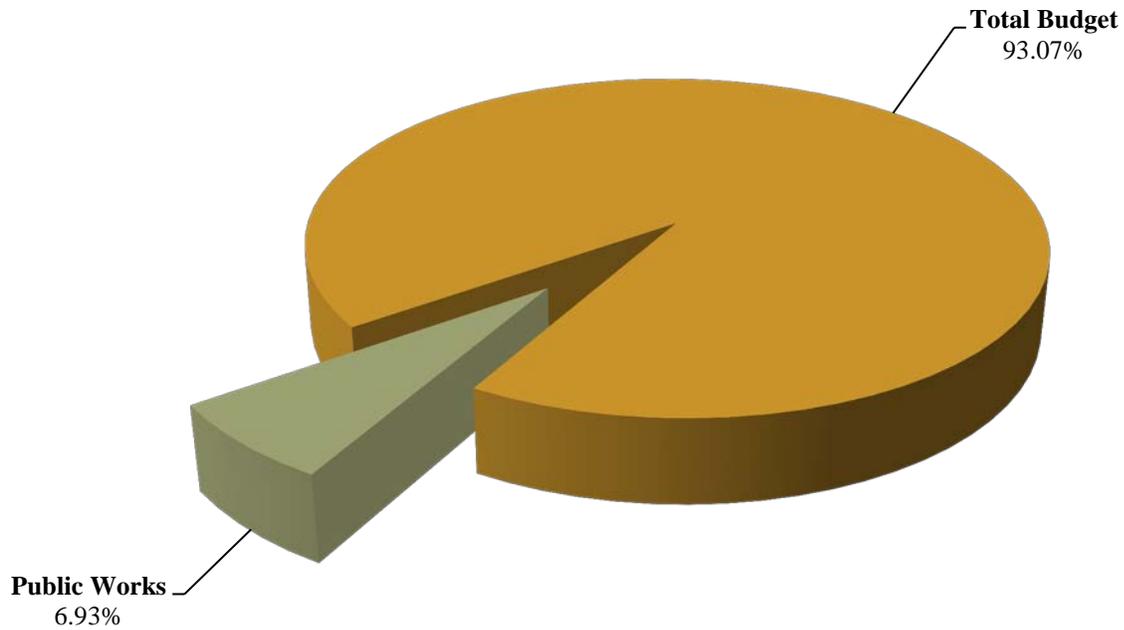
	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 67,045	\$ 66,789	\$ 61,406	\$ 84,028.9	\$ 79,500	\$ 81,885
604 - Benefits	9,665	9,118	8,087	11,067	10,852	11,178
<u>Materials and Supplies</u>						
621 - Office Supplies	449	1,000	520	1,000	-	-
622 - Operating Supplies	38,892	36,115	18,931	36,115	32,753	32,753
<u>Services and Charges</u>						
720 - Computer Allocation	68,782	71,089	53,317	71,089	72,487	76,701
730 - Operating Expenses	12,529	25,690	16,135	25,690	22,611	22,611
Total	\$ 197,362	\$ 209,801	\$ 158,395	\$ 228,990	\$ 218,203	\$ 225,128

2017 EMERGENCY MANAGEMENT EXPENDITURES



PUBLIC WORKS

PUBLIC WORKS



	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 496,670	\$ 515,952
Street and Traffic Maintenance	2,710,586	2,710,332
Snow & Ice Control	189,800	189,800
Street Cleaning	300,107	369,347
Engineering	2,525,611	2,424,108
Refuse Collection	1,752,174	1,879,860
Total	\$ 7,974,948	\$ 8,089,399

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.



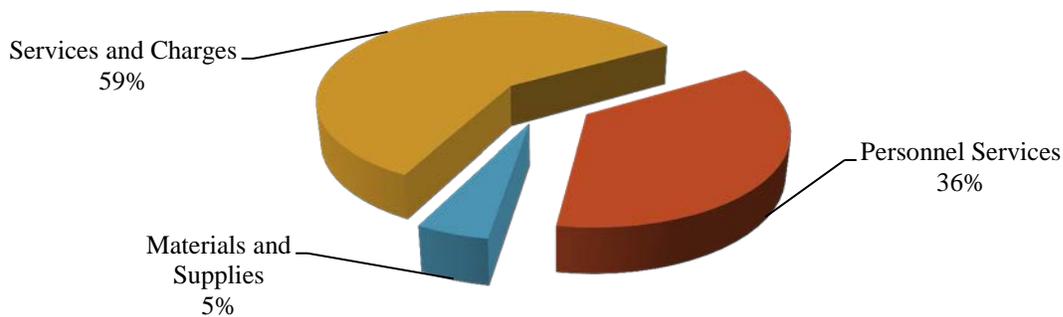
PUBLIC WORKS

PUBLIC WORKS

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 2,322,610	\$ 2,687,054	\$ 2,861,818	\$ 2,817,693
Materials and Supplies	472,058	393,300	396,798	393,700
Services and Charges	4,551,218	4,380,136	4,716,332	4,878,006
Capital Outlay	33,098	-	-	-
Total	\$ 7,378,984	\$ 7,460,490	\$ 7,974,948	\$ 8,089,399

2017 PUBLIC WORKS DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 7,378,984	\$ 7,460,490	\$ 7,974,948	\$ 8,089,399
Total	\$ 7,378,984	\$ 7,460,490	\$ 7,974,948	\$ 8,089,399

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 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, facility operations and maintenance, and fleet maintenance.

OBJECTIVES

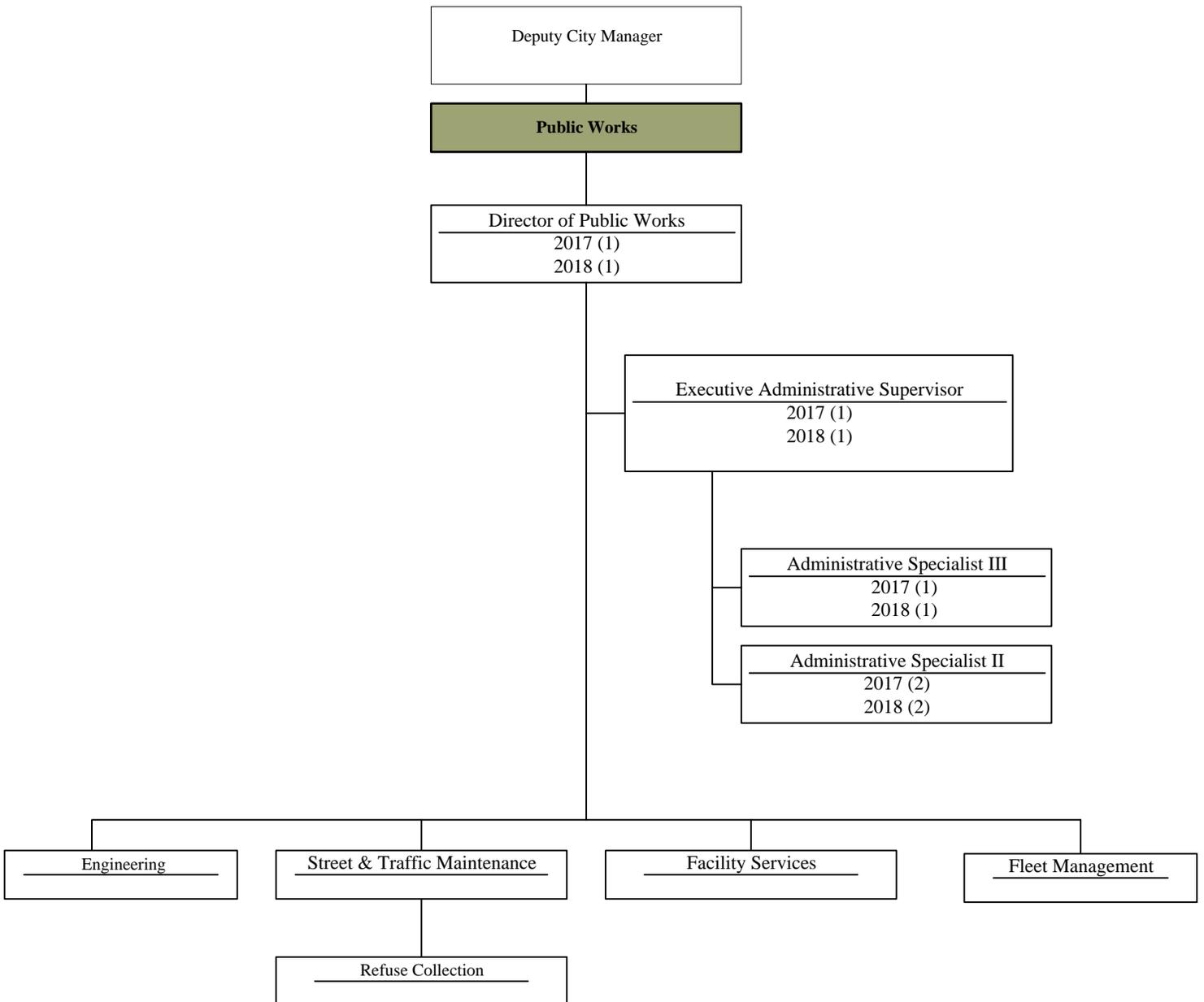
- Provide effective and efficient customer service to internal and external customers in a timely manner.
- Perform administrative processes with a solid understanding of City policies, procedures, regulations, ordinances, and resolutions.

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



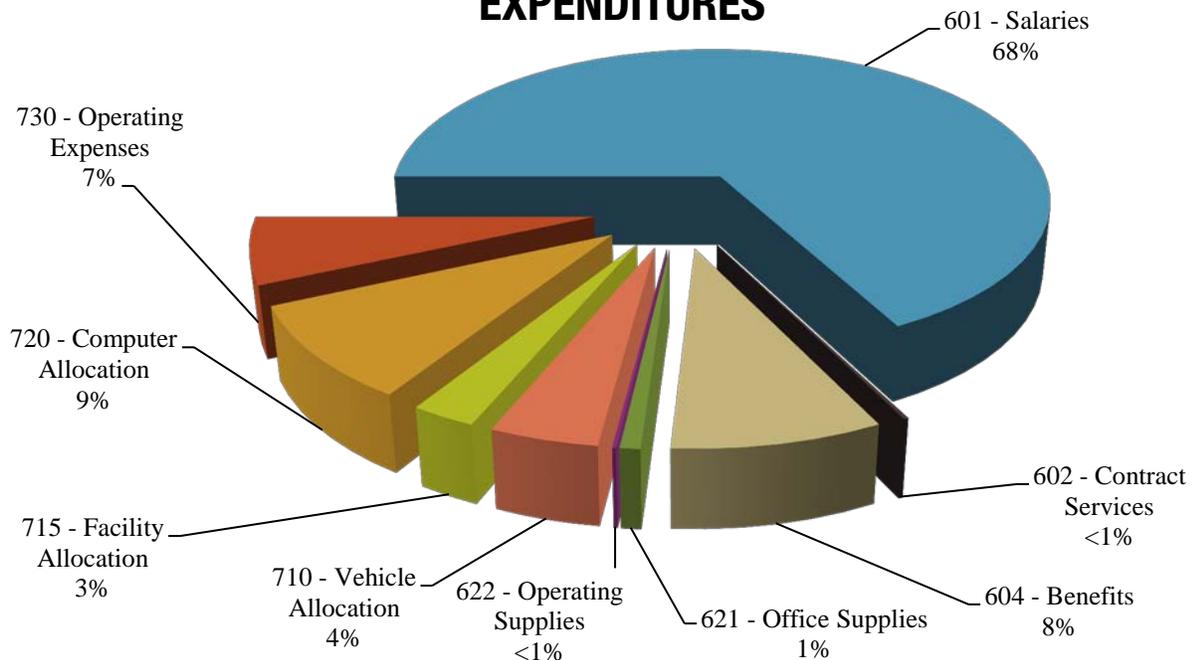
PUBLIC WORKS

PUBLIC WORKS ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 320,850	\$ 321,115	\$ 243,265	\$ 332,889	\$ 335,073	\$ 343,881
602 - Contract Services	399	400	75	400	1,000	1,000
604 - Benefits	43,566	43,655	32,279	44,172	41,655	42,746
<u>Materials and Supplies</u>						
621 - Office Supplies	3,647	4,050	2,690	4,050	4,050	4,050
622 - Operating Supplies	701	800	203	800	800	800
<u>Services and Charges</u>						
710 - Vehicle Allocation	14,754	18,016	13,512	18,016	21,520	28,041
715 - Facility Allocation	34,167	13,935	10,451	13,935	13,012	13,175
720 - Computer Allocation	38,060	40,357	30,268	40,357	46,410	49,109
730 - Operating Expenses	17,679	15,160	16,605	16,605	33,150	33,150
Total	\$ 473,823	\$ 457,488	\$ 349,348	\$ 471,223	\$ 496,670	\$ 515,952

2017 PUBLIC WORKS ADMINISTRATION EXPENDITURES



PUBLIC WORKS

STREET & TRAFFIC MAINTENANCE

DESCRIPTION

The Street Operations Division provides a full range of street and traffic maintenance services within the City, and as provided in various agreements with other jurisdictions and agencies.

OBJECTIVES

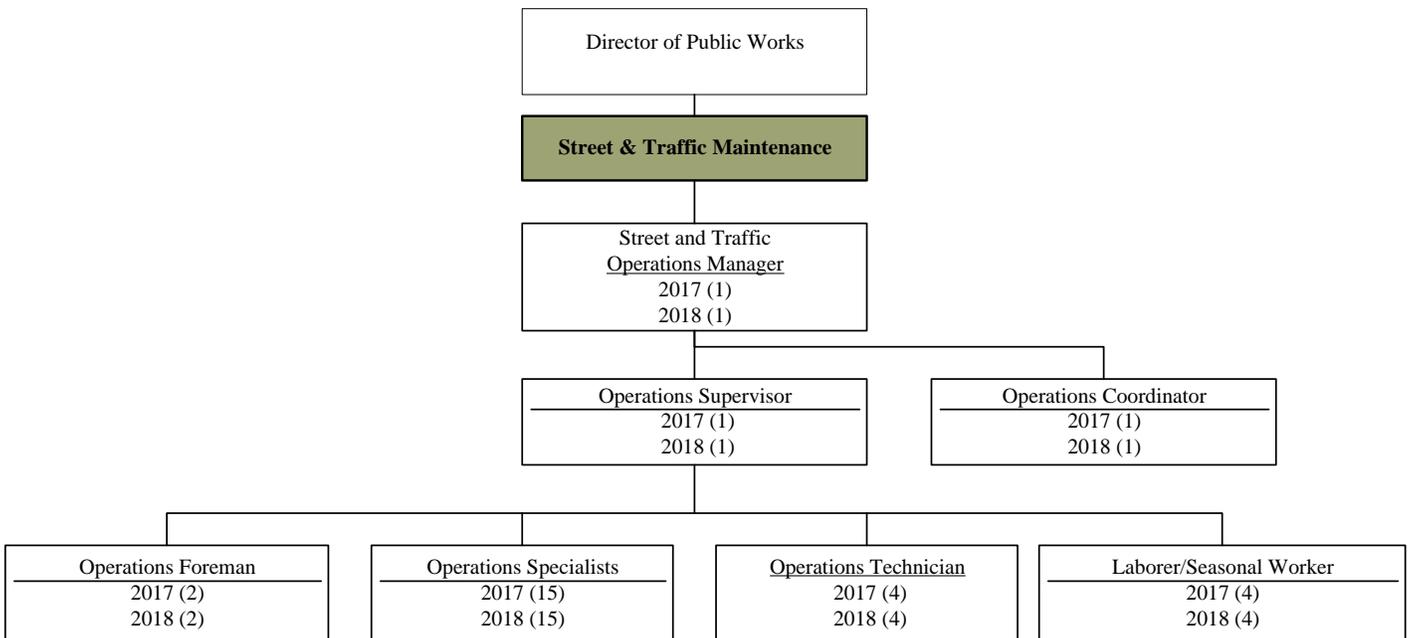
- Asphalt failure and pothole repair:
 - Patch potholes within one working day of notification or inspection
- Gravel road and ditch maintenance:
 - Blade all gravel roads maintained by the City on, at least, a monthly basis
 - Apply dust suppressant/soil stabilizer on gravel roads twice annually
 - 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



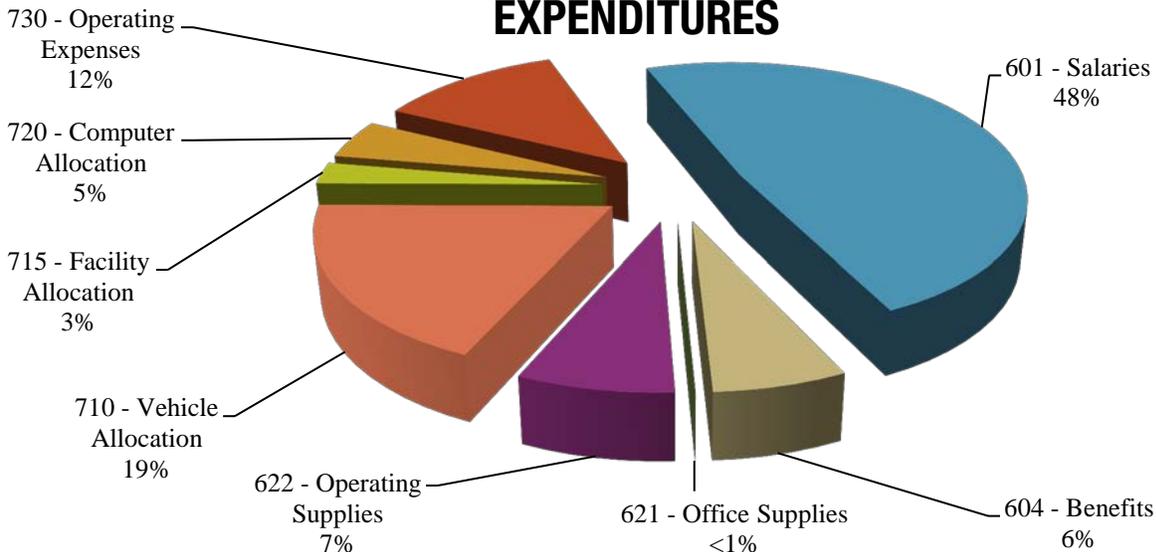
PUBLIC WORKS

STREET & TRAFFIC MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 953,132	\$ 926,018	\$ 701,000	\$ 959,262	\$ 1,313,687	\$ 1,351,196
604 - Benefits	146,019	123,766	102,747	140,602	169,541	174,366
<u>Materials and Supplies</u>						
621 - Office Supplies	694	150	2,300	2,300	150	150
622 - Operating Supplies	163,669	198,000	148,842	198,000	198,000	198,000
623 - Operating Equipment	-	-	9,552	9,552	3,098	-
<u>Services and Charges</u>						
710 - Vehicle Allocation	397,331	425,579	319,184	425,579	503,237	455,603
715 - Facility Allocation	181,120	73,872	55,404	73,872	68,979	69,844
720 - Computer Allocation	88,378	108,781	81,586	108,781	125,194	132,473
730 - Operating Expenses	193,827	328,700	183,073	328,700	328,700	328,700
<u>Capital Outlay</u>						
801 - Capital Outlay	33,098	-	-	-	-	-
Total	\$2,157,267	\$2,184,866	\$1,603,688	\$2,246,649	\$2,710,586	\$2,710,332

2017 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.

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

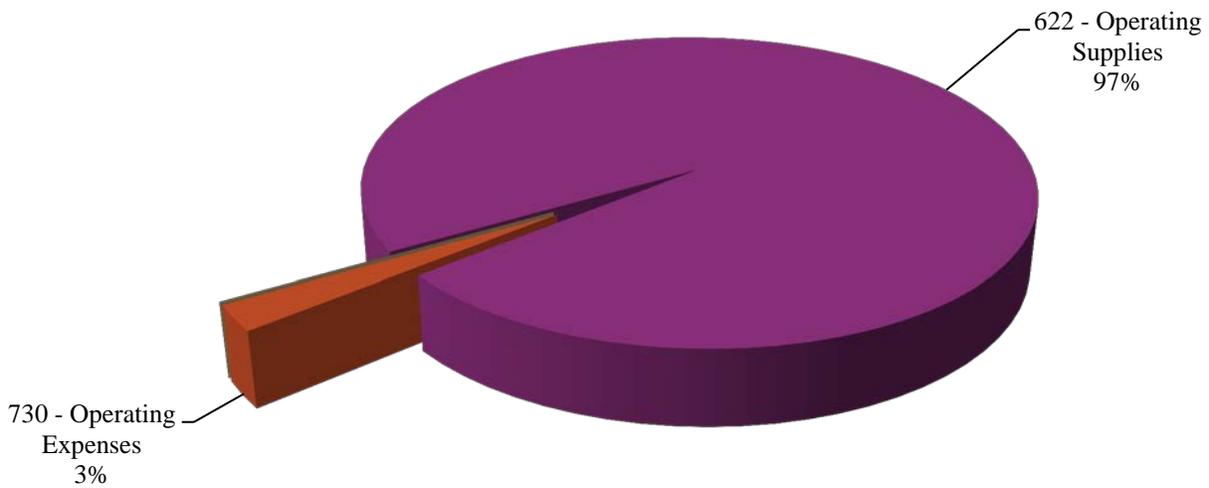
PUBLIC WORKS

SNOW & ICE CONTROL

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015</u> <u>Actual</u>	<u>2016</u> <u>Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017</u> <u>Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 170,118	\$ 144,330	\$ 80,645	\$ 110,357	\$ -	\$ -
604 - Benefits	-	19,702	-	-	-	-
<u>Materials and Supplies</u>						
622 - Operating Supplies	298,702	185,000	101,518	185,000	185,000	185,000
<u>Services and Charges</u>						
730 - Operating Expenses	-	4,800	1,825	4,800	4,800	4,800
Total	\$ 468,821	\$ 353,832	\$ 183,989	\$ 300,157	\$ 189,800	\$ 189,800

2017 SNOW & ICE CONTROL EXPENDITURES



PUBLIC WORKS

STREET CLEANING

DESCRIPTION

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

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



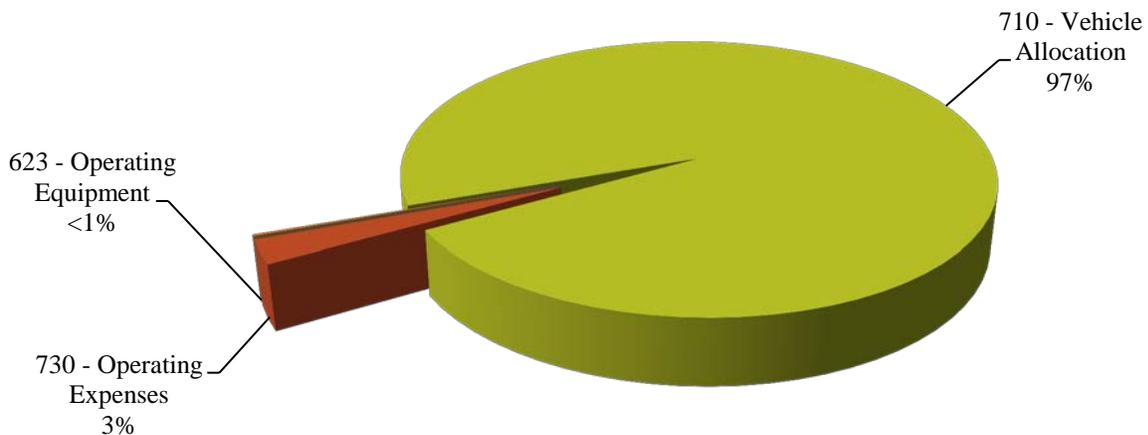
PUBLIC WORKS

STREET CLEANING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 31,045	\$ 166,534	\$ 25,162	\$ 34,432	\$ -	\$ -
604 - Benefits	-	22,732	-	-	-	-
<u>Materials and Supplies</u>						
623 - Operating Equipment	-	500	-	500	500	500
<u>Services and Charges</u>						
710 - Vehicle Allocation	272,230	287,488	215,616	287,488	291,707	360,947
730 - Operating Expenses	12,753	7,900	18,621	18,621	7,900	7,900
Total	\$ 316,027	\$ 485,154	\$ 259,399	\$ 341,041	\$ 300,107	\$ 369,347

2017 STREET CLEANING EXPENDITURES



PUBLIC WORKS

ENGINEERING

DESCRIPTION

Engineering services include planning, design and construction management of capital projects; development review and inspection; traffic & transportation engineering and coordination, Colorado Discharge Permit System administration, mapping and drafting services; 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

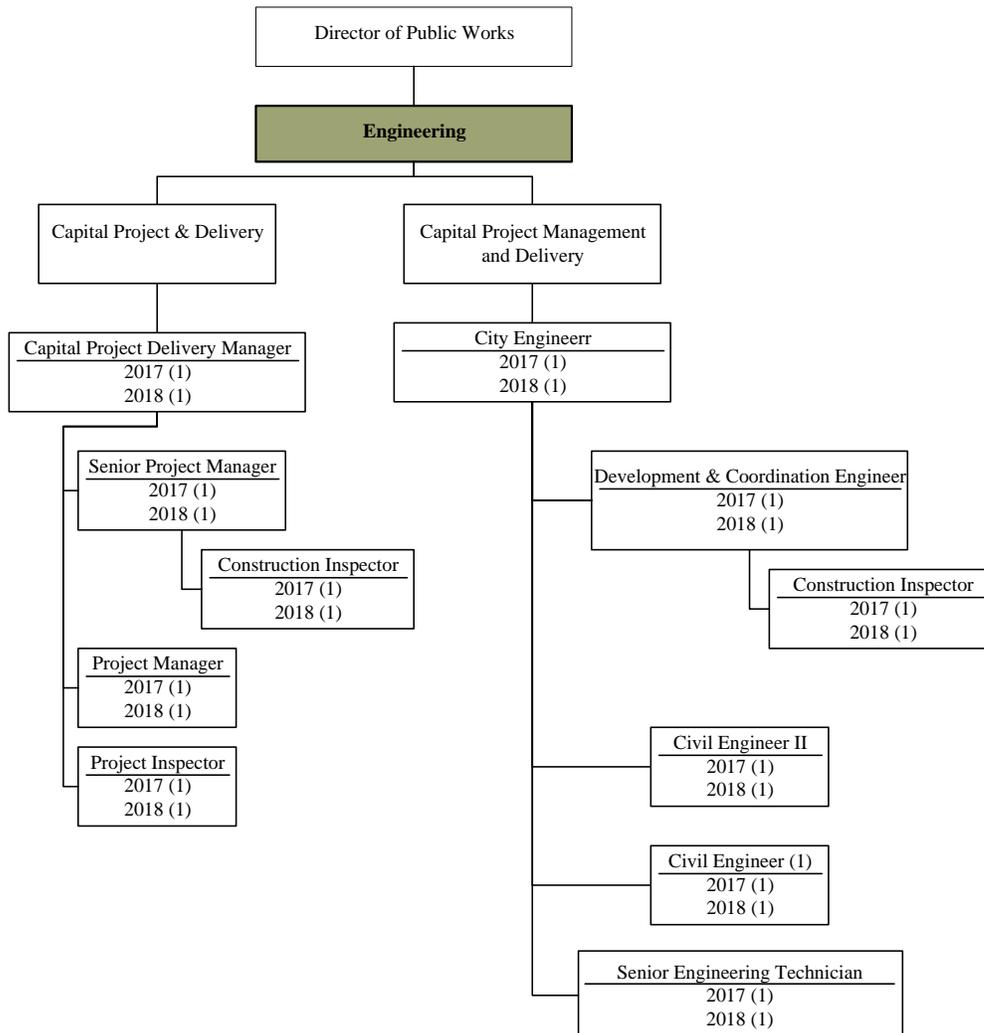
- Plan and implement the Colorado Discharge Permit System Program to control the environmental discharges from the storm drainage

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.



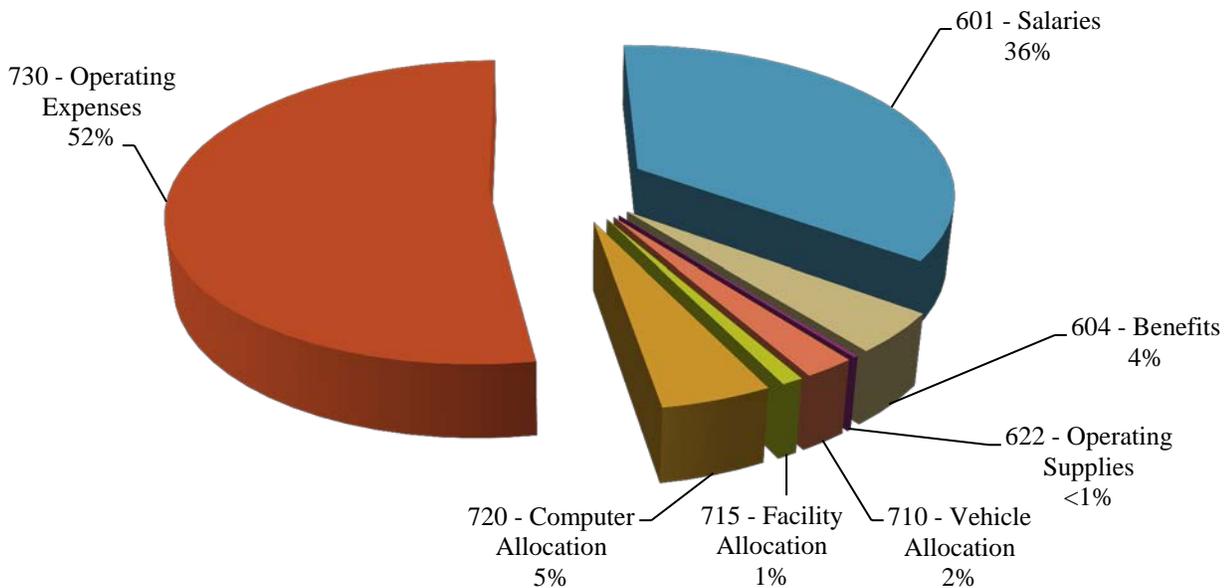
PUBLIC WORKS

ENGINEERING

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	2017 Budget	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 578,821	\$ 807,054	\$ 335,310	\$ 458,845	\$ 893,111	\$ 846,450
604 - Benefits	78,660	111,748	44,096	\$ 60,342	107,751	58,054
<u>Materials and Supplies</u>						
622 - Operating Supplies	4,645	4,800	2,174	4,800	5,200	5,200
<u>Services and Charges</u>						
710 - Vehicle Allocation	34,120	40,347	30,260	40,347	55,705	43,364
715 - Facility Allocation	61,063	24,906	18,680	24,906	23,256	23,548
720 - Computer Allocation	100,363	95,623	71,717	95,623	118,738	125,642
730 - Operating Expenses	1,583,726	1,218,350	1,196,157	1,218,350	1,321,850	1,321,850
Total	\$ 2,441,399	\$ 2,302,828	\$ 1,698,393	\$ 1,903,212	\$ 2,525,611	\$ 2,424,108

2017 ENGINEERING 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

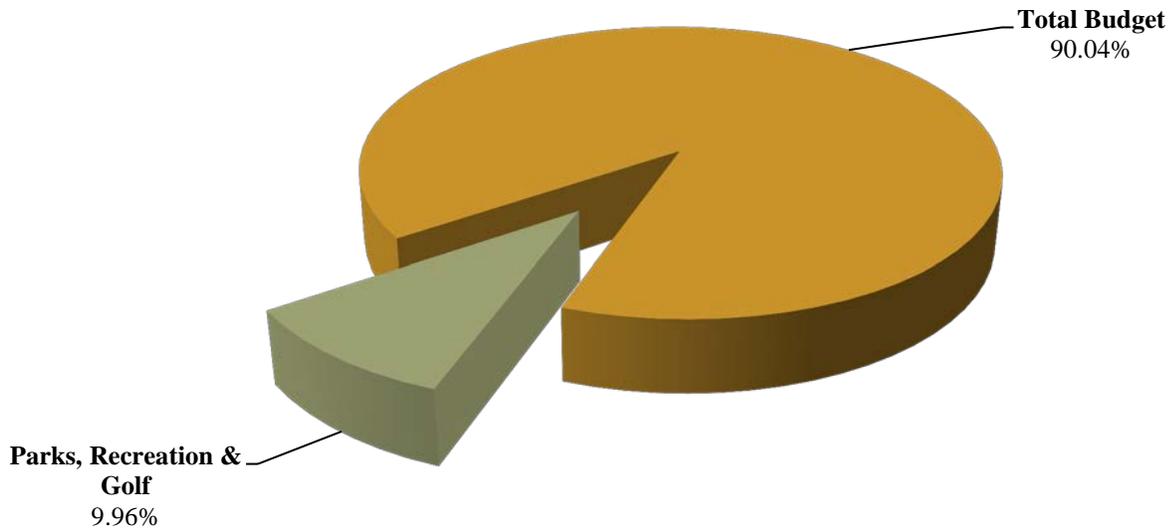
DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Services and Charges</u>						
730 - Operating Expenses	\$ 1,521,647	\$ 1,676,322	\$ 1,084,845	1,676,322	\$ 1,752,174	\$ 1,879,860
Total	\$ 1,521,647	\$ 1,676,322	\$ 1,084,845	\$ 1,676,322	\$ 1,752,174	\$ 1,879,860



PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF



	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 1,438,468	\$ 1,464,149
Parks Maintenance	3,212,434	3,347,380
Parks Maintenance - 2K Parks	416,935	431,488
Recreation Programs	2,528,470	2,635,069
Outdoor Leisure Pool	700,609	714,420
Community Events	145,733	145,733
Golf Course Maintenance	955,488	971,518
Golf Course Operations	847,255	884,341
Golf Course Restaurant	1,212,977	1,214,504
Total	\$ 11,458,369	\$ 11,808,602

PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF

DESCRIPTION

The Parks, Recreation and Golf Department plans and directs recreational programs and services for individuals of all ages and diverse abilities; operates and maintains the Recreation Center and Paradise Island Pool; and 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.

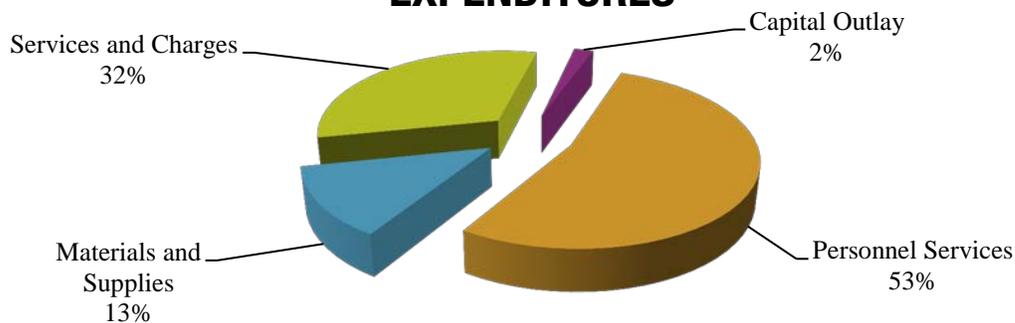
PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF

DEPARTMENT EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 5,543,848	\$ 6,059,414	\$ 6,116,256	\$ 6,319,750
Materials and Supplies	1,342,405	1,409,680	1,467,934	1,485,025
Services and Charges	2,862,878	3,219,933	3,646,554	3,776,202
Capital Outlay	-	163,985	227,625	227,625
Total	\$ 9,749,131	\$ 10,853,012	\$ 11,458,369	\$ 11,808,602

2017 PARKS & RECREATION DEPARTMENT EXPENDITURES



DEPARTMENT FUND RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
General Fund Revenues	\$ 9,749,131	\$ 10,853,012	\$ 11,458,369	\$ 11,808,602
Total	\$ 9,749,131	\$ 10,853,012	\$ 11,458,369	\$ 11,808,602

TOTAL FTE

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
	55.00	57.00	54.00	54.00

PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF ADMINISTRATION

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:

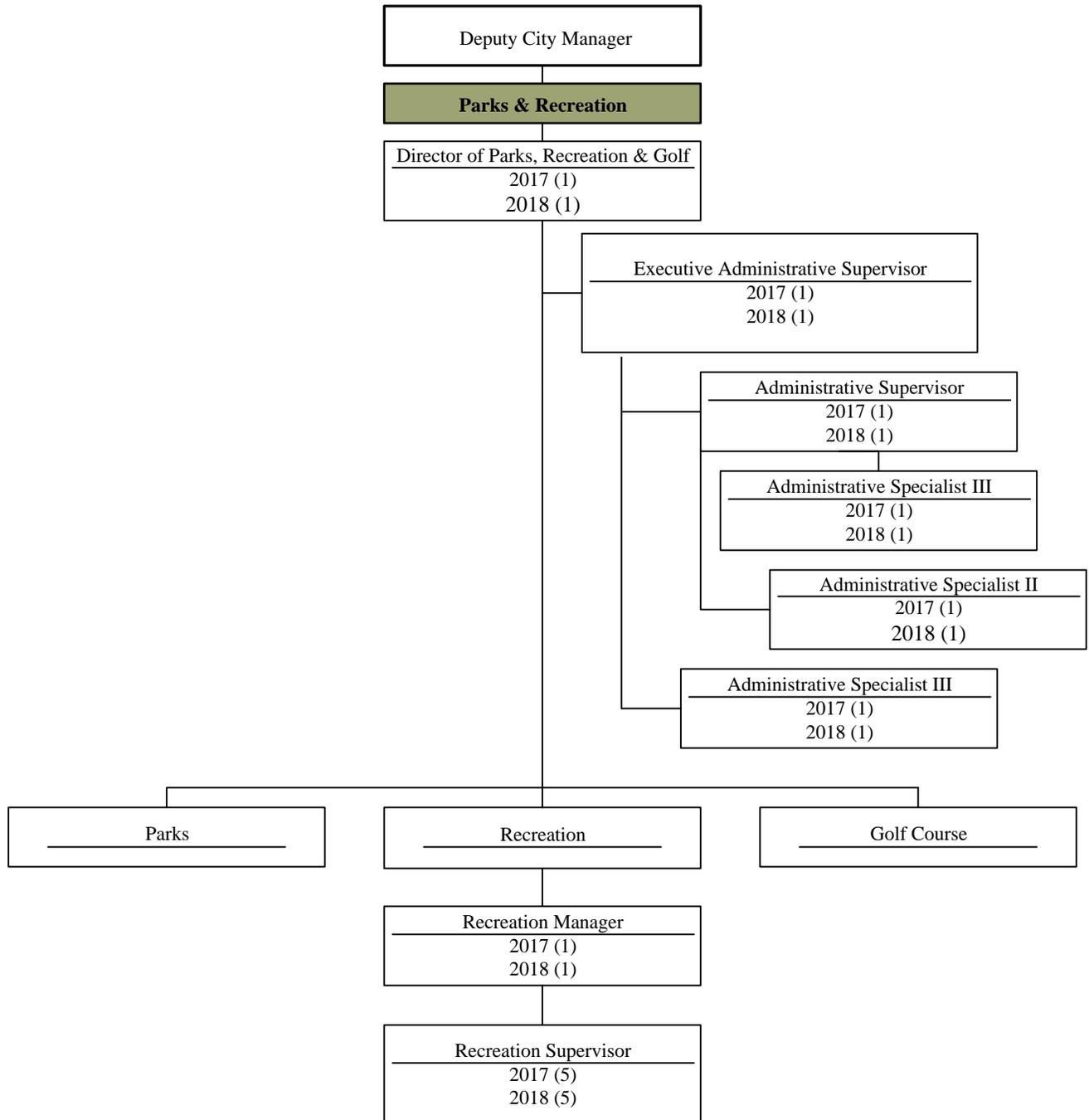
- Evaluate and plan all programs and facilities to enhance and maximize accessibility for all citizens in compliance with the American Disabilities Act
- Promote community awareness concerning Recreation Center, Golf and Parks activities and special events
- Monitor trends in the field of parks, recreation 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



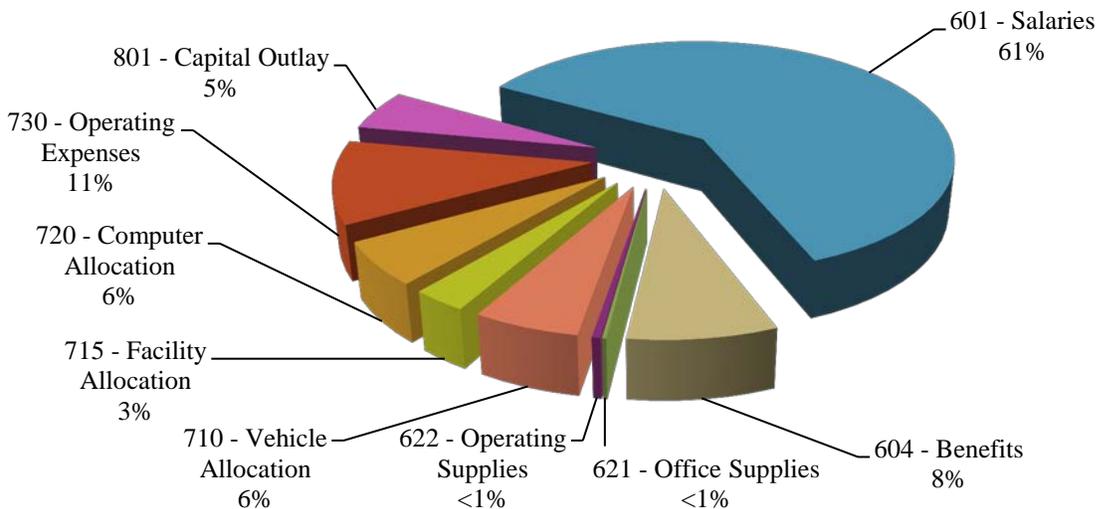
PARKS, RECREATION & GOLF

PARKS, RECREATION & GOLF ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 848,032	\$ 847,940	\$ 605,634	\$ 828,762	\$ 874,280	\$ 872,319
604 - Benefits	114,920	113,399	80,805	110,575	113,329	116,799
<u>Materials and Supplies</u>						
621 - Office Supplies	2,119	3,100	1,252	3,100	3,100	3,100
622 - Operating Supplies	4,014	6,438	1,644	6,438	6,438	6,438
623 - Operating Equipment	26,608	-	100	100	-	-
<u>Services and Charges</u>						
710 - Vehicle Allocation	31,923	38,964	29,223	38,964	81,063	96,975
715 - Facility Allocation	53,152	41,176	30,882	41,176	42,381	42,962
720 - Computer Allocation	71,053	69,530	52,148	69,530	81,888	86,649
730 - Operating Expenses	140,751	121,620	96,258	121,620	158,364	161,282
<u>Capital Outlay</u>						
801 - Capital Outlay	-	77,625	-	77,625	77,625	77,625
Total	\$ 1,292,572	\$ 1,319,792	\$ 897,945	\$ 1,297,890	\$ 1,438,468	\$ 1,464,149

2017 PARKS, RECREATIONS & GOLF ADMINISTRATION EXPENDITURES



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

- Fully integrated with Public Works snow/ice control plan for cooperative resource sharing to assist with road plowing
- 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.

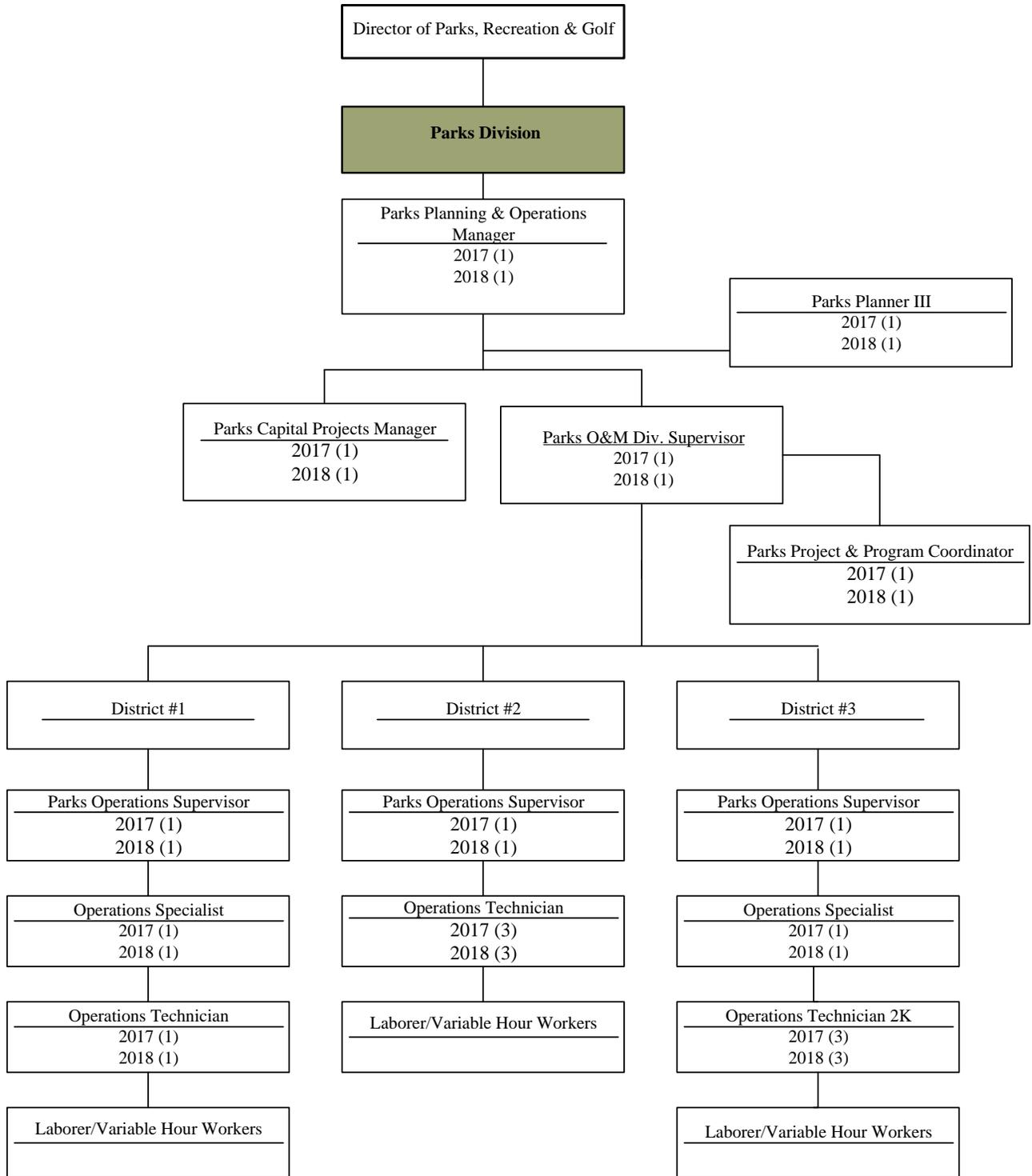
NEW DEVELOPMENT AND RENOVATION FUNDING

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

PARKS MAINTENANCE



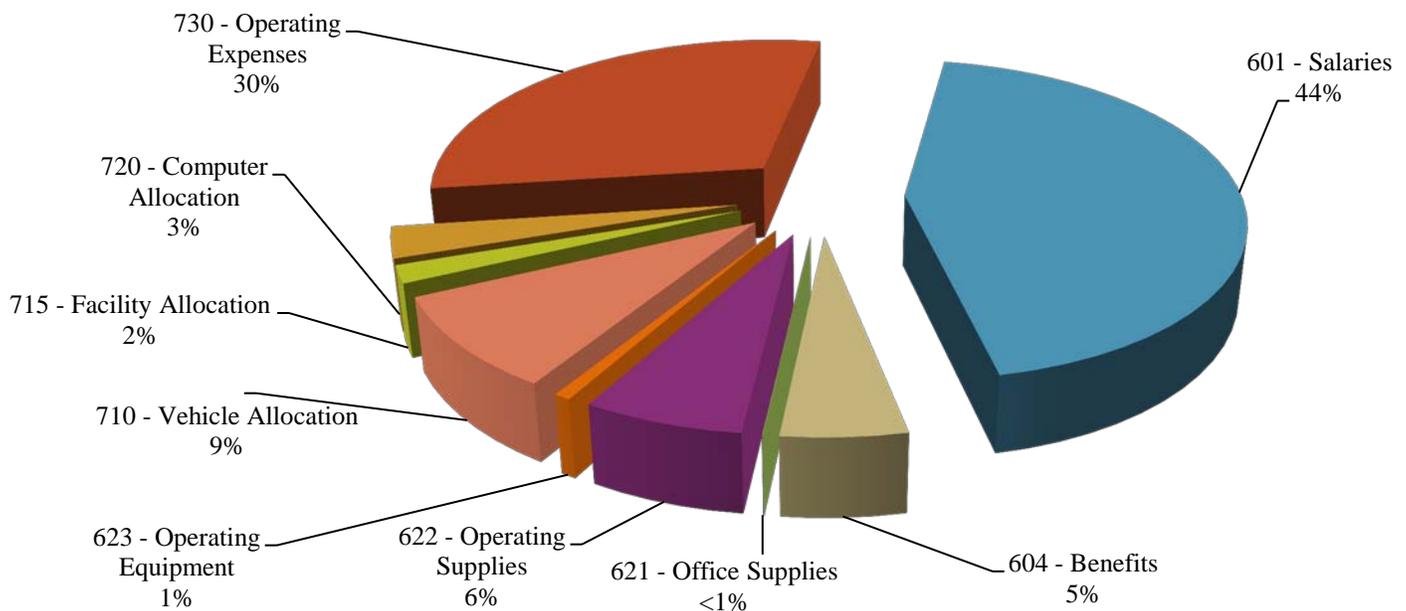
PARKS, RECREATION & GOLF

PARKS MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 1,270,453	\$ 1,320,417	\$ 937,380	\$ 1,282,731	\$ 1,413,063	\$ 1,455,455
604 - Benefits	152,213	144,831	106,286	145,443	160,358	165,169
<u>Materials and Supplies</u>						
621 - Office Supplies	1,421	1,075	527	1,075	1,075	1,075
622 - Operating Supplies	170,119	240,389	139,900	240,389	205,849	210,051
623 - Operating Equipment	31,008	21,580	8,215	21,580	21,580	21,580
<u>Services and Charges</u>						
710 - Vehicle Allocation	250,672	325,086	60,871	325,086	294,116	337,092
715 - Facility Allocation	152,744	60,071	155,275	155,275	56,170	56,869
720 - Computer Allocation	48,745	81,161	7,656	81,161	100,040	103,439
730 - Operating Expenses	811,465	895,602	641,383	895,602	960,183	996,650
Total	\$ 2,888,843	\$ 3,090,212	\$ 2,057,493	\$ 3,148,342	\$ 3,212,434	\$ 3,347,380

2017 PARKS MAINTENANCE EXPENDITURES



PARKS, RECREATION & GOLF

PARKS MAINTENANCE – 2K PARKS

DESCRIPTION

The 3 neighborhood parks are the voter-approved projects in the \$137 million capital improvement program, which will be completed by Jan. 1, 2019.

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

PARKS MAINTENANCE – 2K PARKS

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



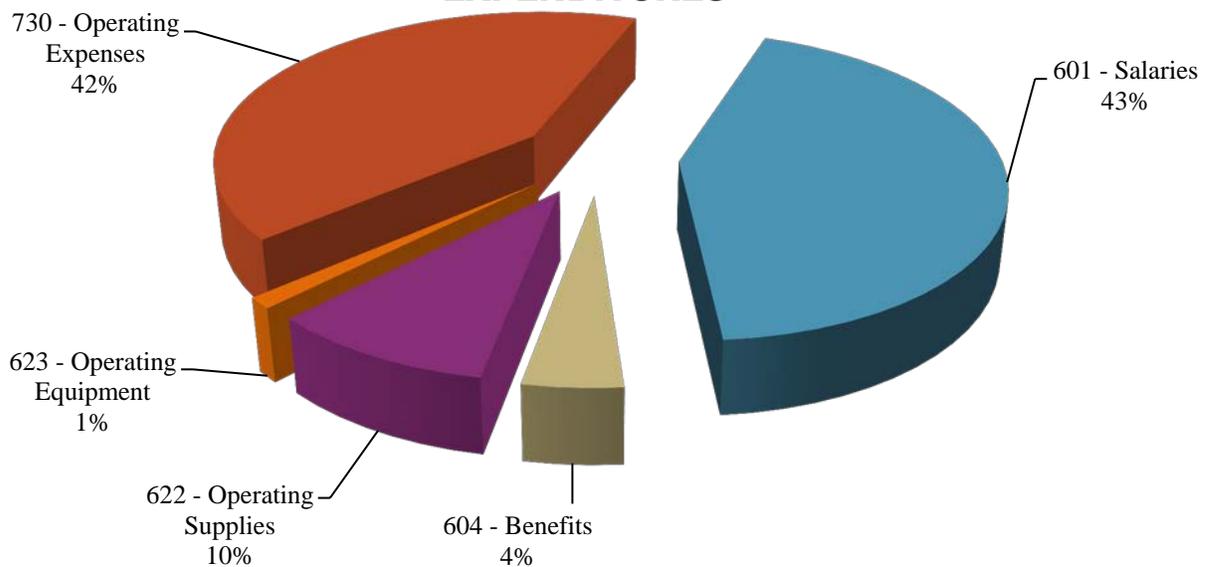
PARKS, RECREATION & GOLF

PARKS MAINTENANCE – 2K PARKS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 30,367	\$ 176,828	\$ 58,493	\$ 80,043	\$ 179,745	\$ 184,065
604 - Benefits	3,923	19,168	7,560	\$ 10,346	17,334	19,741
<u>Materials and Supplies</u>						
622 - Operating Supplies	8,227	38,654	1,786	38,654	39,854	39,854
623 - Operating Equipment	2,457	4,825	-	4,825	4,825	4,825
<u>Services and Charges</u>						
720 - Computer Allocation	-	-	-	-	867	917
730 - Operating Expenses	89,909	140,166	82,562	140,166	174,310	182,086
Total	\$ 134,884	\$ 379,641	\$ 150,402	\$ 274,034	\$ 416,935	\$ 431,488

2017 PARKS MAINTENANCE - 2K PARK EXPENDITURES



PARKS, RECREATION & GOLF

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

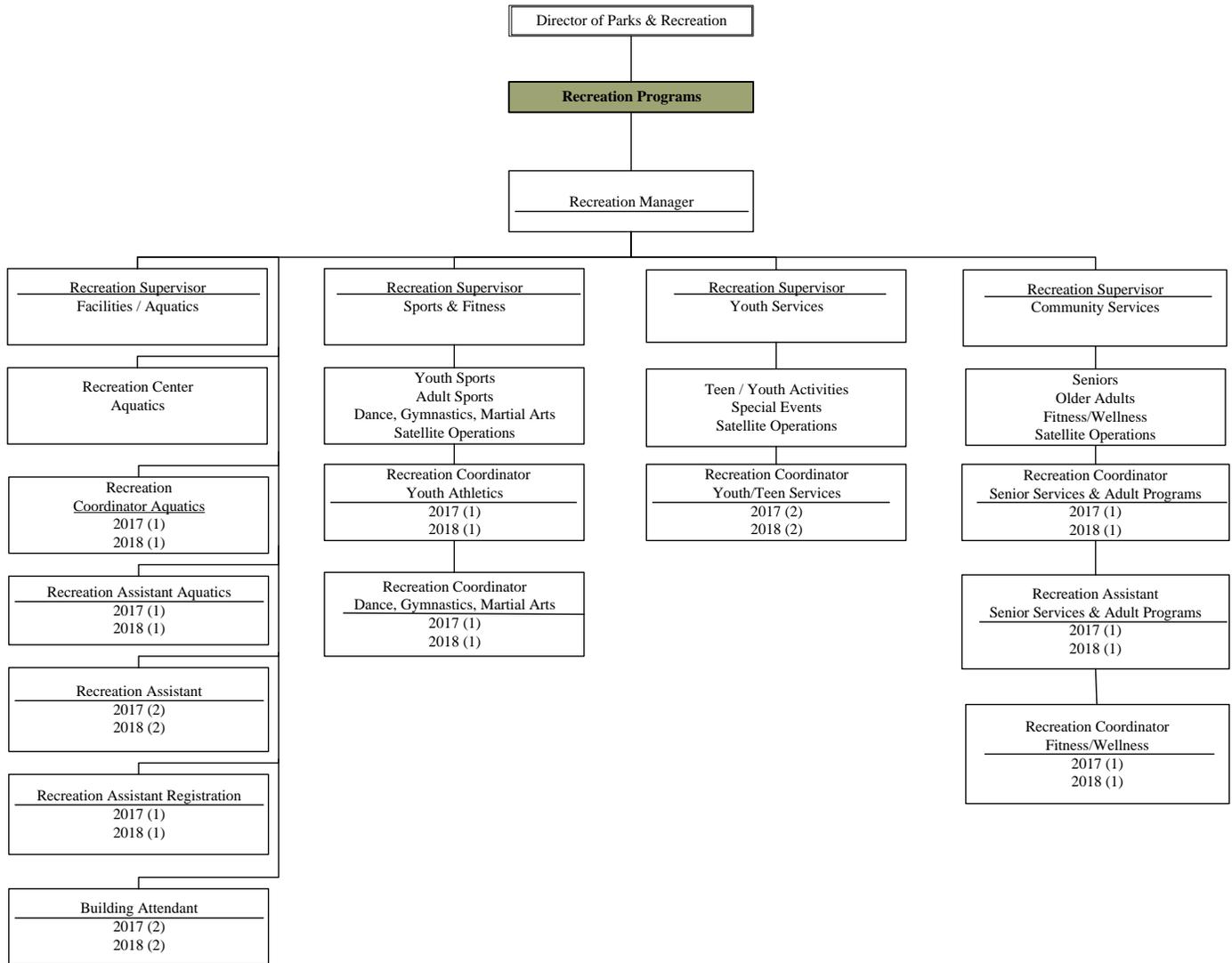
- Quality of Life – The Recreation division creates a healthy community by seeking out and providing programs, services and infrastructure to promote the health and well-being of Commerce City residents
- Emotional and Physical Health – The Recreation division develops a sound body and mind through wholesome, 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)
- Partnerships with Adams County 14 and 27J school districts, Kaiser, Reunion metro district, Colorado Rapids and Kroenke Sports, Boys and Girls Club of Metro Denver, Kids First, Commerce City Youth Athletics (CCYA), Rocky Mountain Arsenal National Wildlife Refuge, LiveWell Colorado
- Grants –Tony Grampsas Youth Services (TGYS), Adams County Open Space (ACOS)

PARKS, RECREATION & GOLF

RECREATION PROGRAMS



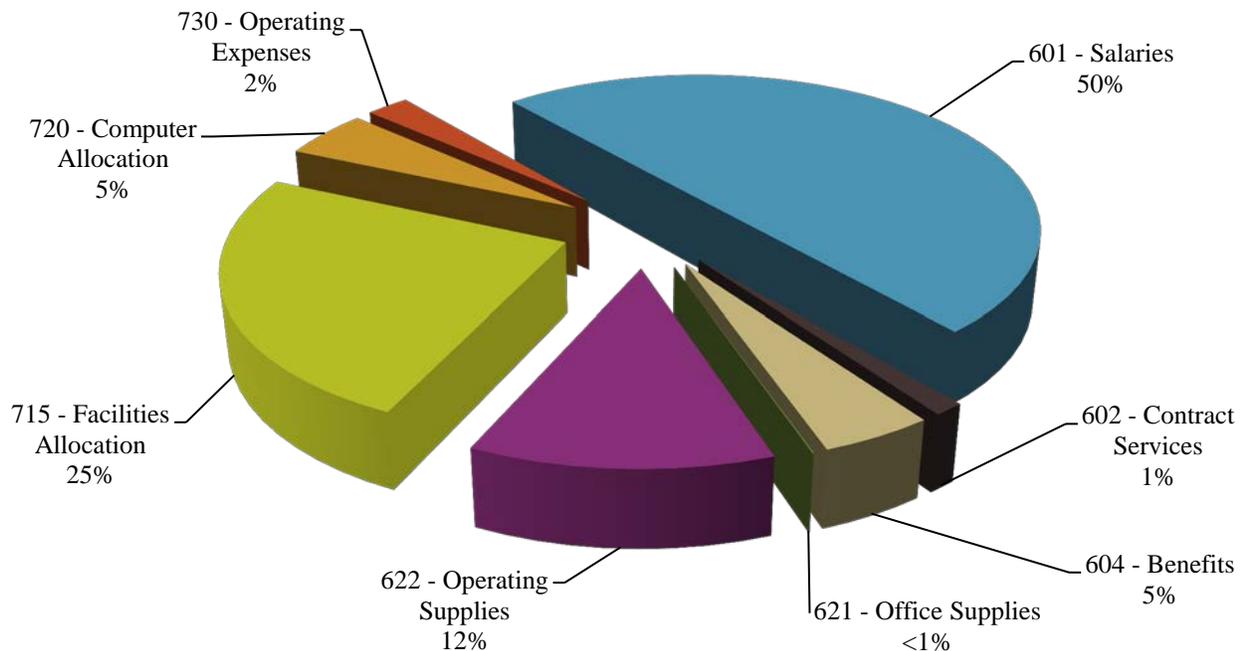
PARKS, RECREATION & GOLF

RECREATION PROGRAMS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	2017 Budget	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 1,150,628	\$ 1,388,326	\$ 838,925	\$ 1,148,003	\$ 1,262,798	\$ 1,343,742
602 - Contract Services	130,234	51,516	113,100	113,100	31,997	31,997
604 - Benefits	127,232	148,210	89,566	122,563	115,548	115,263
<u>Materials and Supplies</u>						
621 - Office Supplies	566	1,178	431	1,178	1,178	1,178
622 - Operating Supplies	251,078	283,750	197,128	283,750	306,097	308,786
<u>Services and Charges</u>						
715 - Facilities Allocation	488,110	525,969	394,477	525,969	625,701	642,046
720 - Computer Allocation	98,590	92,309	69,232	92,309	124,017	131,228
730 - Operating Expenses	47,298	57,729	33,530	57,729	61,134	60,829
Total	\$2,293,737	\$2,548,987	\$1,736,388	\$2,344,601	\$2,528,470	\$2,635,069

2017 RECREATION PROGRAMS EXPENDITURES



PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

AQUATICS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 223,917	\$ 246,750	\$ 184,265	\$ 252,152	\$ 294,776	\$ 295,907
604 - Benefits	20,356	19,543	17,341	23,730	22,961	22,267
<u>Materials and Supplies</u>						
622 - Operating Supplies	26,426	30,195	28,121	30,195	33,135	33,773
<u>Services and Charges</u>						
715 - Facility Allocation	83,691	84,465	63,349	84,465	107,308	110,212
720 - Computer Allocation	8,329	8,134	6,100	8,134	10,647	11,266
730 - Operating Expenses	6,872	6,179	4,399	6,179	6,380	6,480
Total	\$ 369,591	\$ 395,266	\$ 303,576	\$ 404,855	\$ 475,207	\$ 479,905

YOUTH SPORTS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 62,226	\$ 61,575	\$ 45,531	\$ 62,305	\$ 64,200	\$ 64,196
602 - Contract Services	18,238	15,661	16,935	16,935	16,312	16,312
604 - Benefits	8,138	7,817	5,774	7,901	7,314	8,052
<u>Materials and Supplies</u>						
622 - Operating Supplies	45,169	36,720	40,196	40,196	44,332	44,487
<u>Services and Charges</u>						
715 - Facility Allocation	1,226	1,237	928	1,237	1,571	1,614
720 - Computer Allocation	4,030	3,932	2,949	3,932	5,038	5,331
730 - Operating Expenses	4,445	4,435	812	4,435	7,850	7,850
Total	\$ 143,472	\$ 131,377	\$ 113,124	\$ 136,941	\$ 146,617	\$ 147,842

PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

ADULT SPORTS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 1,726	\$ 6,596	\$ 2,434	\$ 3,330	\$ 8,021	\$ 8,178
602 - Contract Services	2,364	7,920	2,320	7,920	9,720	9,720
604 - Benefits	132	505	186	255	520	520
<u>Materials and Supplies</u>						
622 - Operating Supplies	1,182	3,350	268	3,350	4,025	4,025
Total	\$ 5,404	\$ 18,371	\$ 5,208	\$ 14,855	\$ 22,286	\$ 22,443

DANCE & GYMNASTICS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 125,739	\$ 139,538	\$ 95,111	\$ 130,152	\$ 151,721	\$ 154,552
604 - Benefits	13,326	13,687	9,798	13,408	14,043	14,097
<u>Materials and Supplies</u>						
622 - Operating Supplies	7,828	11,361	4,255	11,361	25,946	25,946
<u>Services and Charges</u>						
715 - Facility Allocation	43,791	44,196	33,147	44,196	56,148	57,667
720 - Computer Allocation	4,030	3,932	2,949	3,932	4,605	4,873
730 - Operating Expenses	95	4,951	735	4,951	5,310	5,310
Total	\$ 194,809	\$ 217,665	\$ 145,995	\$ 208,000	\$ 257,773	\$ 262,445

PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

CULTURAL & VISUAL ARTS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 8,098	\$ 8,613	\$ 5,444	\$ 7,450	\$ 8,871	\$ 9,137
604 - Benefits	634	659	424	580	659	679
<u>Materials and Supplies</u>						
622 - Operating Supplies	2,056	2,715	864	2,715	2,715	2,715
<u>Services and Charges</u>						
715 - Facility Allocation	5,797	5,851	4,388	5,851	7,433	7,635
730 - Operating Expenses	-	300	-	300	300	300
Total	\$ 16,585	\$ 18,138	\$ 11,120	\$ 16,896	\$ 19,978	\$ 20,466

FITNESS & WELLNESS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 78,978	\$ 91,833	\$ 55,563	\$ 76,034	\$ 91,399	\$ 91,807
602 - Contract Services	-	2,715	-	2,715	2,715	2,715
604 - Benefits	9,144	9,807	6,421	8,786	10,111	10,101
<u>Materials and Supplies</u>						
622 - Operating Supplies	2,413	10,470	1,679	10,470	10,470	10,470
<u>Services and Charges</u>						
715 - Facility Allocation	12,118	12,230	9,173	12,230	15,538	15,958
720 - Computer Allocation	4,030	3,932	2,949	3,932	4,605	4,873
730 - Operating Expenses	2,033	3,007	1,050	3,007	3,007	3,007
Total	\$ 108,717	\$ 133,994	\$ 76,835	\$ 117,174	\$ 137,845	\$ 138,931

PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

CENTER

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 256,993	\$ 336,044	\$ 169,722	\$ 232,252	\$ 239,310	\$ 234,370
602 - Contract Services	-	860	-	860	-	-
604 - Benefits	29,217	38,728	18,281	25,016	16,157	15,223
<u>Materials and Supplies</u>						
622 - Operating Supplies	32,604	33,439	33,903	33,903	33,439	33,439
<u>Services and Charges</u>						
715 - Facility Allocation	263,648	281,234	210,926	281,234	348,996	358,143
720 - Computer Allocation	38,826	37,337	28,003	37,337	55,474	58,700
730 - Operating Expenses	3,163	3,698	3,015	3,698	3,738	3,738
Total	\$ 624,451	\$ 731,340	\$ 463,849	\$ 614,299	\$ 697,114	\$ 703,613

SENIOR CITIZENS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 102,320	\$ 96,643	\$ 76,358	\$ 104,490	\$ 99,550	\$ 99,542
604 - Benefits	13,176	12,551	9,633	13,181	12,083	12,926
<u>Materials and Supplies</u>						
621 - Office Supplies	566	1,178	431	1,178	1,178	1,178
622 - Operating Supplies	55,457	53,294	24,486	53,294	49,379	49,275
<u>Services and Charges</u>						
715 - Facility Allocation	45,829	46,253	34,690	46,253	58,761	60,351
720 - Computer Allocation	27,872	27,179	20,384	27,179	31,836	33,687
730 - Operating Expenses	18,898	18,966	16,218	18,966	19,051	19,051
Total	\$ 264,118	\$ 256,064	\$ 182,200	\$ 264,541	\$ 271,838	\$ 276,010

PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

YOUTH & TEEN ACTIVITIES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 167,492	\$ 192,284	\$ 120,716	\$ 165,190	\$ 195,709	\$ 279,486
602 - Contract Services	-	3,250	-	3,250	3,250	3,250
604 - Benefits	18,225	19,637	12,468	17,062	20,096	20,225
<u>Materials and Supplies</u>						
622 - Operating Supplies	41,185	62,776	29,396	62,776	63,026	63,026
<u>Services and Charges</u>						
715 - Facility Allocation	15,010	15,149	11,362	15,149	19,246	19,766
720 - Computer Allocation	11,473	7,863	5,897	7,863	10,511	11,122
730 - Operating Expenses	6,057	11,893	6,667	11,893	11,198	10,793
Total	\$ 259,442	\$ 312,852	\$ 186,506	\$ 283,183	\$ 323,036	\$ 407,668

SATELLITE OPERATIONS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 13,115	\$ 13,460	\$ 10,054	\$ 13,758	\$ 13,864	\$ 14,280
604 - Benefits	1,022	1,030	786	1,075	1,030	1,061
Total	\$ 14,138	\$ 14,490	\$ 10,840	\$ 14,833	\$ 14,894	\$ 15,341

PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

PIONEER PARK

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 23,684	\$ 29,865	\$ 26,176	\$ 35,820	\$ 30,418	\$ 31,076
604 - Benefits	1,819	1,704	2,024	2,770	1,704	1,755
<u>Materials and Supplies</u>						
622 - Operating Supplies	4,978	6,430	5,339	6,430	6,630	6,630
<u>Services and Charges</u>						
715 - Facility Allocation	17,000	35,354	26,516	35,354	10,700	10,700
730 - Operating Expenses	2,089	1,300	-	1,300	1,300	1,300
Total	\$ 49,569	\$ 74,653	\$ 60,055	\$ 81,674	\$ 50,752	\$ 51,461

CUSTODIAL

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 86,341	\$ 165,125	\$ 47,551	\$ 65,069	\$ 64,959	\$ 61,211
602 - Contract Services	109,632	21,110	93,845	93,845	-	-
604 - Benefits	12,042	22,542	6,430	8,799	8,870	8,357
<u>Materials and Supplies</u>						
622 - Operating Supplies	31,780	33,000	28,620	33,000	33,000	35,000
<u>Services and Charges</u>						
720 - Computer Allocation	-	-	-	-	1,301	1,376
730 - Operating Expenses	3,646	3,000	635	3,000	3,000	3,000
Total	\$ 243,441	\$ 244,777	\$ 177,080	\$ 203,714	\$ 111,130	\$ 108,944

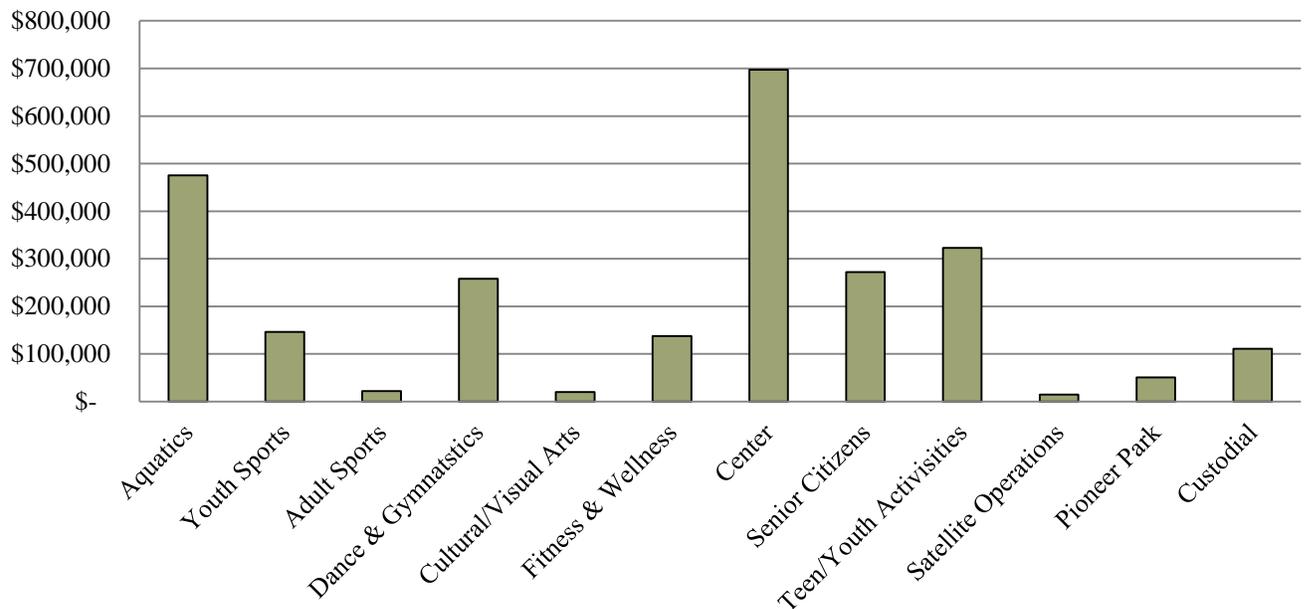
PARKS, RECREATION & GOLF

RECREATION PROGRAMS EXPENDITURES DETAIL BY DIVISION

RECREATION PROGRAM TOTALS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Aquatics	\$ 369,591	\$ 395,266	\$ 303,576	\$ 404,855	\$ 475,207	\$ 479,905
Youth Sports	143,472	131,377	113,124	136,941	146,617	147,842
Adult Sports	5,404	18,371	5,208	14,855	22,286	22,443
Dance & Gymnastics	194,809	217,665	145,995	208,000	257,773	262,445
Cultural/Visual Arts	16,585	18,138	11,120	16,896	19,978	20,466
Fitness & Wellness	108,717	133,994	76,835	117,174	137,845	138,931
Center	624,451	731,340	463,849	614,299	697,114	703,613
Senior Citizens	264,118	256,064	182,200	264,541	271,838	276,010
Teen/Youth Activities	259,442	312,852	186,506	283,183	323,036	407,668
Satellite Operations	14,138	14,490	10,840	14,833	14,894	15,341
Pioneer Park	49,569	74,653	60,055	81,674	50,752	51,461
Custodial	243,441	244,777	177,080	203,714	111,130	108,944
Total	<u>\$ 2,293,737</u>	<u>\$ 2,548,987</u>	<u>\$ 1,736,388</u>	<u>\$ 2,360,967</u>	<u>\$ 2,528,470</u>	<u>\$ 2,635,069</u>

2017 RECREATION PROGRAMS EXPENDITURES DETAIL



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



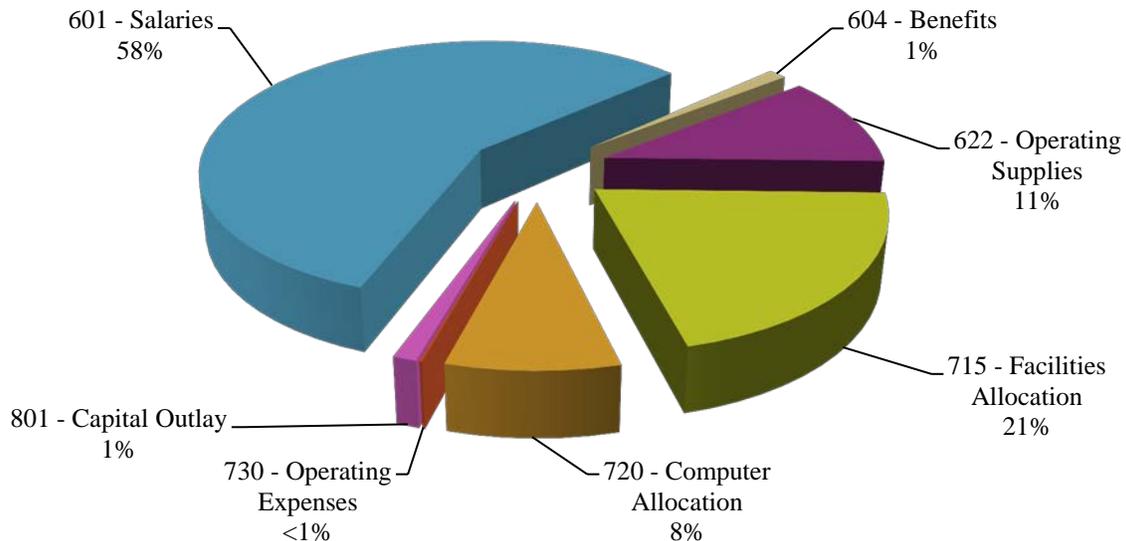
PARKS, RECREATION & GOLF

OUTDOOR LEISURE POOL – 2K

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 261,025	\$ 392,128	\$ 397,597	\$ 544,080	\$ 403,996	\$ 414,242
604 - Benefits	23,072	33,602	32,938	45,073	8,440	8,355
<u>Materials and Supplies</u>						
622 - Operating Supplies	65,935	76,834	95,653	95,653	76,834	77,143
623 - Operating Equipment	-	-	3,321	3,321	-	-
<u>Services and Charges</u>						
715 - Facilities Allocation	-	95,000	71,250	95,000	145,000	145,000
720 - Computer Allocation	-	38,920	29,190	38,920	57,464	60,805
730 - Operating Expenses	6,630	875	3,294	3,294	875	875
<u>Capital Outlay</u>						
801 - Capital Outlay	-	8,000	-	8,000	8,000	8,000
Total	\$ 356,663	\$ 645,359	\$ 633,242	\$ 833,340	\$ 700,609	\$ 714,420

2017 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

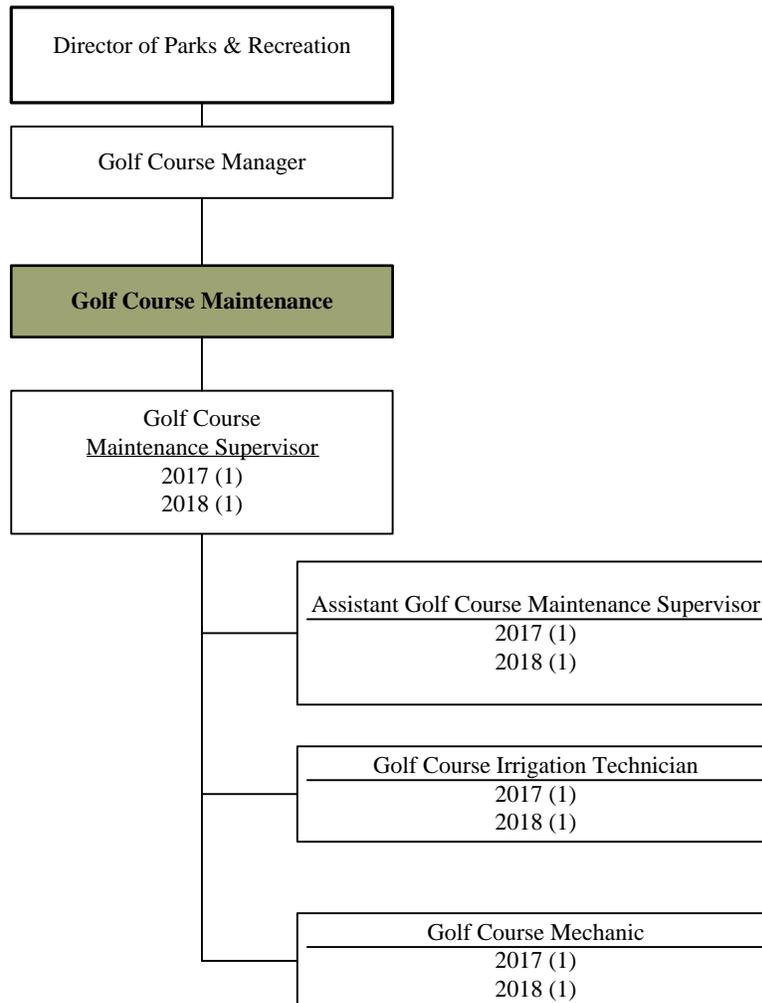
CORE BUSINESS SERVICES

- 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



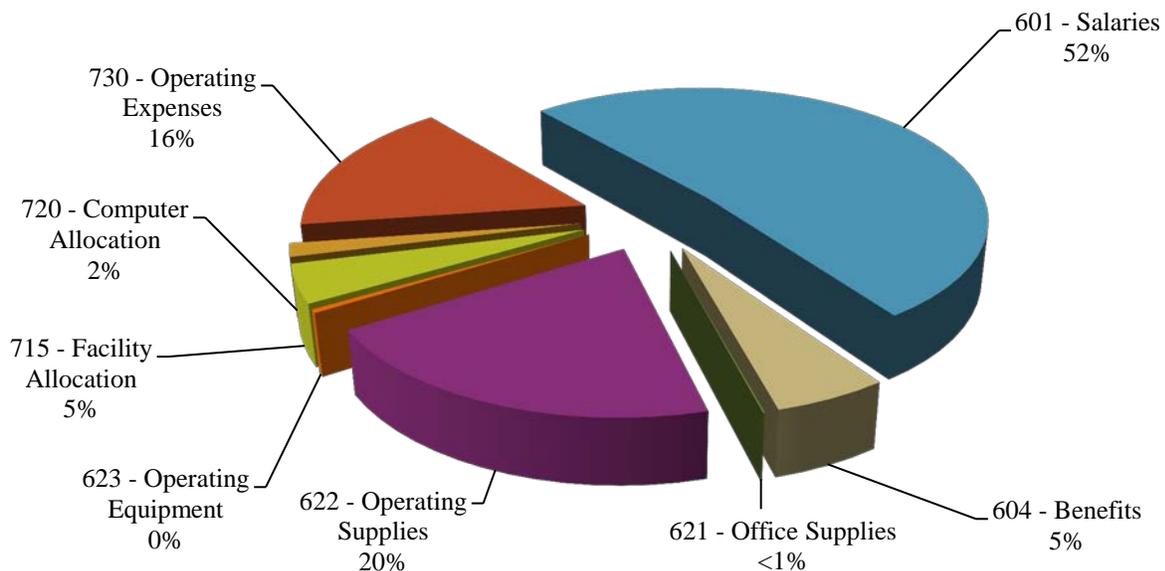
PARKS, RECREATION & GOLF

GOLF COURSE MAINTENANCE

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 463,961	\$ 485,295	\$ 368,216	\$ 503,875	\$ 491,843	\$ 499,854
602 - Contract Services	3,844	-	-	-	-	-
604 - Benefits	50,289	51,055	38,310	52,425	51,903	52,587
<u>Materials and Supplies</u>						
621 - Office Supplies	387	700	1,252	1,252	700	700
622 - Operating Supplies	181,272	178,550	161,037	178,550	194,073	198,964
623 - Operating Equipment	8,500	4,000	5,045	5,045	4,000	5,000
<u>Services and Charges</u>						
715 - Facility Allocation	48,546	47,120	35,340	47,120	43,162	43,723
720 - Computer Allocation	12,872	12,583	9,437	12,583	15,187	16,070
730 - Operating Expenses	146,048	149,620	111,005	149,620	154,620	154,620
Total	\$ 915,718	\$ 928,923	\$ 729,643	\$ 950,469	\$ 955,488	\$ 971,518

2017 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

- 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

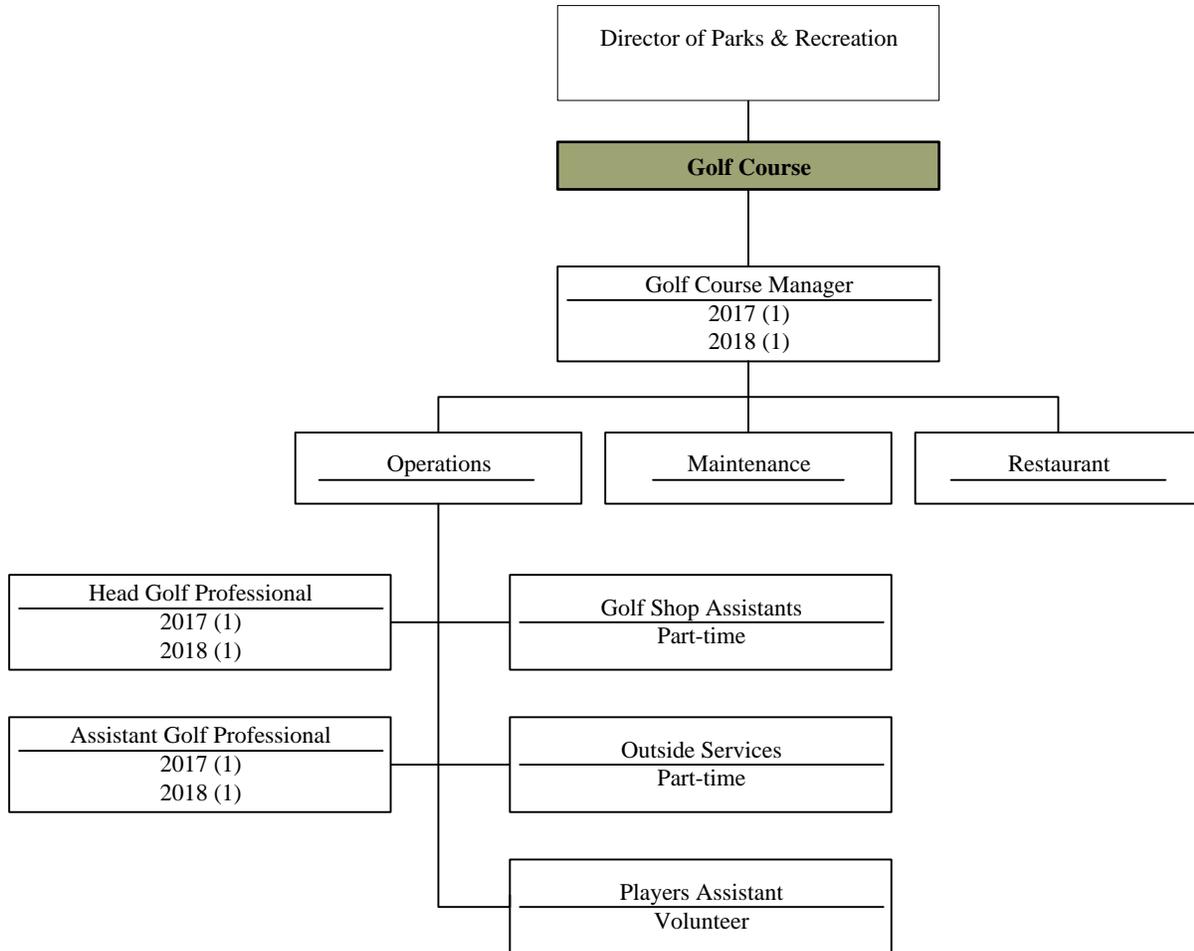
CORE BUSINESS SERVICES

- 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



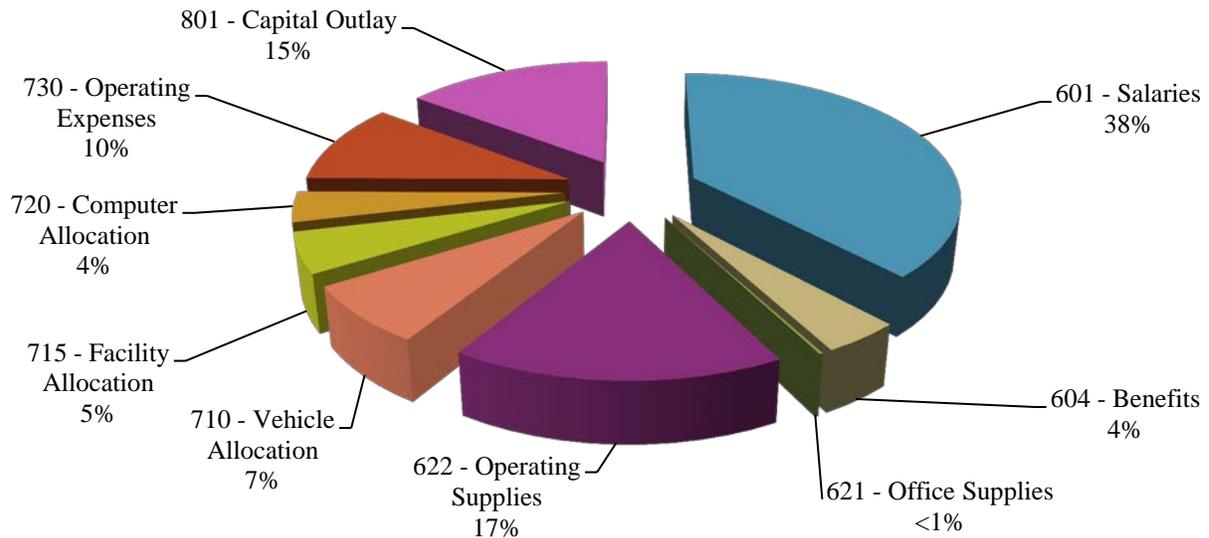
PARKS, RECREATION & GOLF

GOLF COURSE OPERATIONS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 296,340	\$ 306,068	\$ 229,706	\$ 314,335	\$ 321,796	\$ 366,039
604 - Benefits	34,183	33,892	25,398	34,755	34,134	38,249
<u>Materials and Supplies</u>						
621 - Office Supplies	1,535	1,500	930	1,500	1,500	1,500
622 - Operating Supplies	131,312	135,900	142,819	142,819	140,500	144,500
623 - Operating Equipment	-	-	-	-	2,000	2,000
<u>Services and Charges</u>						
710 - Vehicle Allocation	17,698	15,828	11,871	15,828	61,517	43,788
715 - Facility Allocation	48,546	47,120	35,340	47,120	43,162	43,723
720 - Computer Allocation	15,225	29,593	22,195	29,593	32,596	34,492
730 - Operating Expenses	68,081	84,312	62,447	84,312	86,050	86,050
<u>Capital Outlay</u>						
801 - Capital Outlay	-	60,360	124,758	124,758	124,000	124,000
Total	\$ 612,922	\$ 714,573	\$ 655,464	\$ 795,020	\$ 847,255	\$ 884,341

2017 GOLF COURSE OPERATIONS EXPENDITURES



PARKS, RECREATION & GOLF

GOLF COURSE RESTAURANT

DESCRIPTION

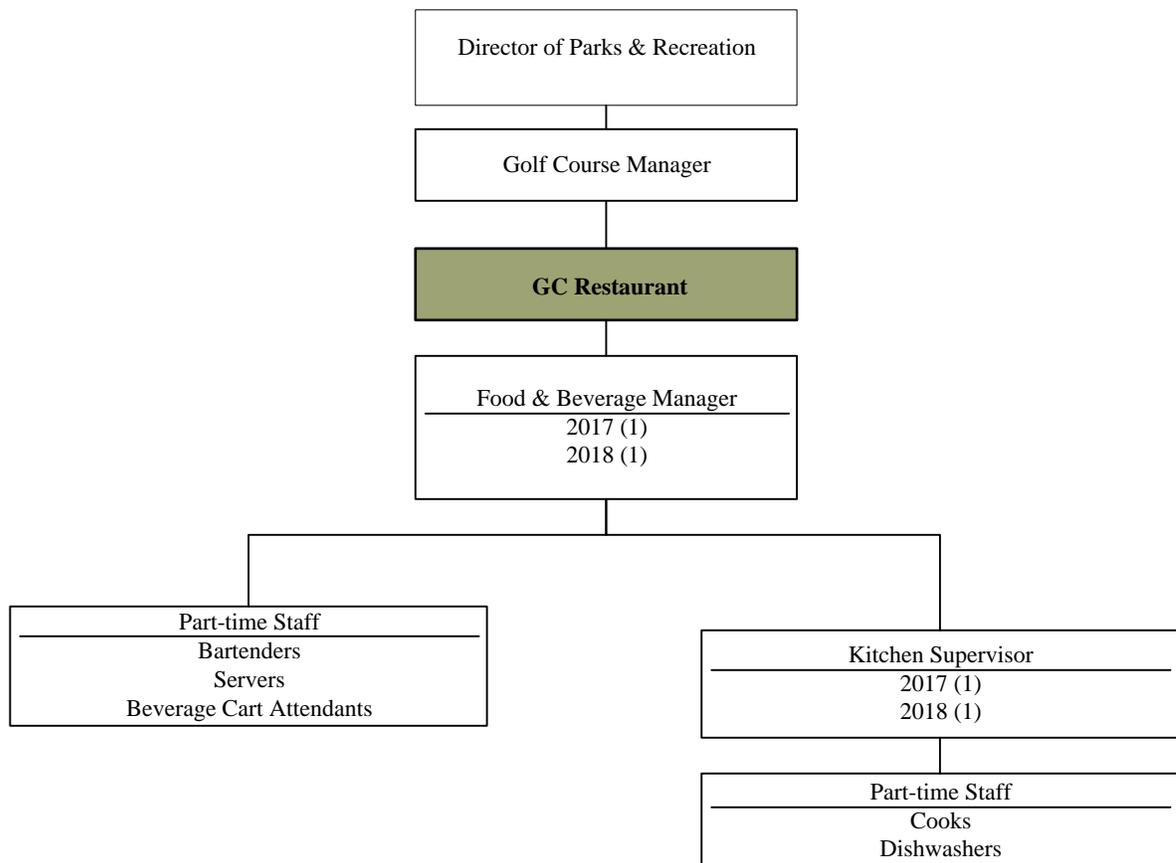
Since acquiring restaurant operations in January 2010, Buffalo Run Golf Course has added a new dimension in the community services provided through the Bison Grill's daily full service restaurant operations and banquet/catering services.

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



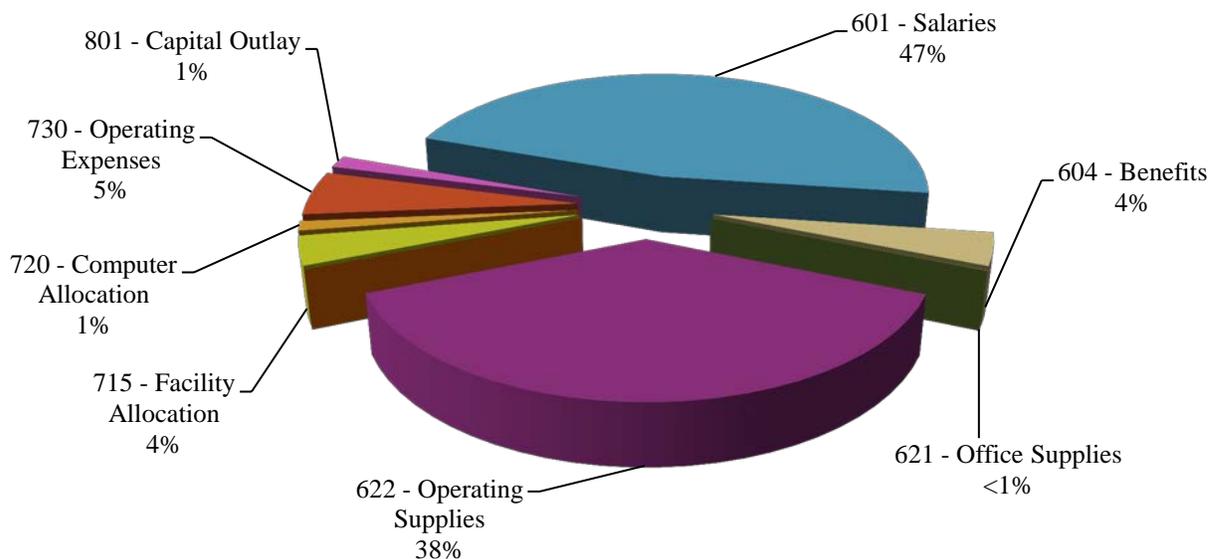
PARKS, RECREATION & GOLF

GOLF COURSE RESTAURANT

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 516,567	\$ 481,787	\$ 352,211	\$ 481,973	\$ 565,354	\$ 565,352
604 - Benefits	48,307	42,869	33,134	45,341	48,255	48,439
<u>Materials and Supplies</u>						
621 - Office Supplies	541	500	589	589	500	500
622 - Operating Supplies	440,074	410,707	292,809	410,707	457,831	457,831
623 - Operating Equipment	15,232	-	14,926	14,926	-	-
<u>Services and Charges</u>						
715 - Facility Allocation	48,550	47,124	35,343	47,124	43,165	43,727
720 - Computer Allocation	15,852	19,943	14,957	19,943	14,172	14,955
730 - Operating Expenses	57,837	58,862	61,619	61,619	65,700	65,700
<u>Capital Outlay</u>						
801 - Capital Outlay	-	18,000	-	18,000	18,000	18,000
Total	\$ 1,142,960	\$ 1,079,792	\$ 805,589	\$ 1,100,223	\$ 1,212,977	\$ 1,214,504

2017 GOLF COURSE RESTAURANT EXPENDITURES



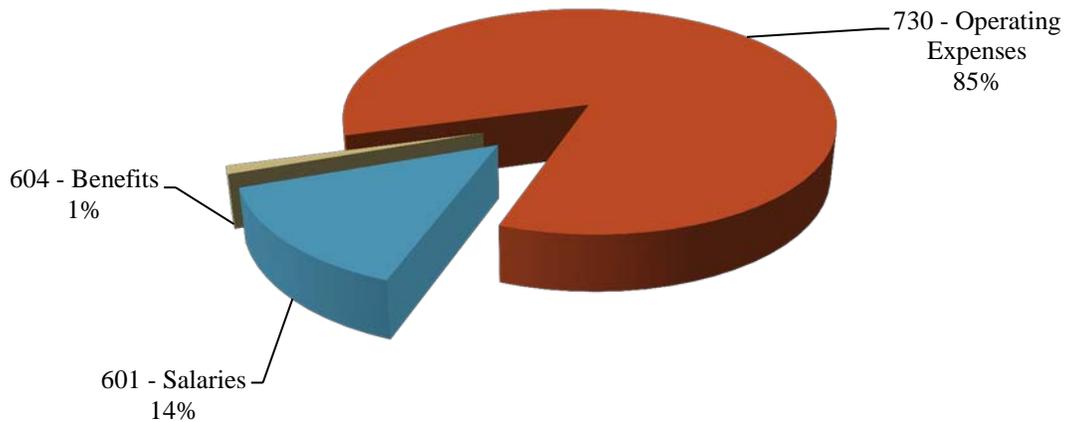
PARKS, RECREATION & GOLF

COMMUNITY EVENTS

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 18,256	\$ 20,514	\$ 15,359	\$ 21,017	\$ 20,514	\$ 20,514
604 - Benefits	-	1,569	-	-	1,569	1,569
<u>Services and Charges</u>						
730 - Operating Expenses	92,578	123,650	71,968	123,650	123,650	123,650
Total	\$ 110,834	\$ 145,733	\$ 87,327	\$ 144,667	\$ 145,733	\$ 145,733

2017 COMMUNITY EVENTS EXPENDITURES



INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND - FACILITY SERVICES

	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 1,973,820	\$ 1,819,131
Total	<u>\$ 1,973,820</u>	<u>\$ 1,819,131</u>

FUND DETAIL

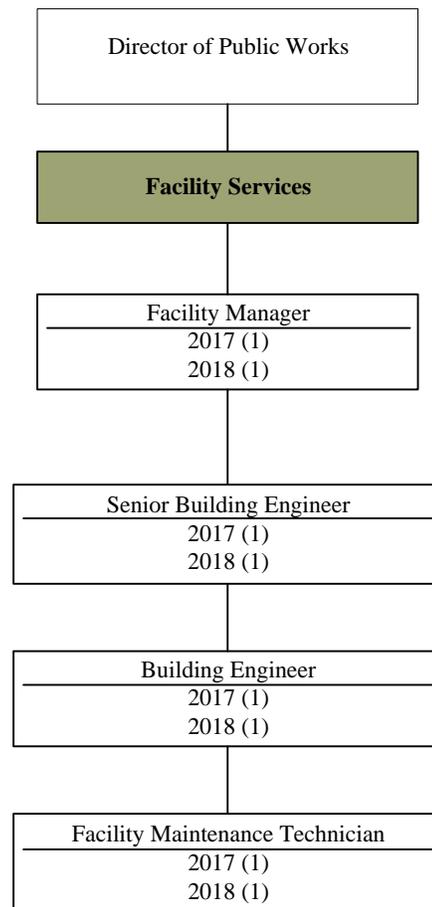
	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 912,252	\$ 1,668,640	\$ 1,668,640	\$ 1,668,640
Revenues				
Charges for services	2,200,698	1,685,446	1,791,820	1,819,131
Investment earnings	21,879	-	-	-
Transfers In				
General fund	3,777	-	-	-
Retained earnings	-	-	182,000	-
Total Revenues	<u>2,226,354</u>	<u>1,685,446</u>	<u>1,973,820</u>	<u>1,819,131</u>
Expenditures				
Administration and operations	1,469,966	1,480,792	1,611,820	1,639,131
Improvements	-	204,654	180,000	180,000
Transfers Out				
CIPP Fund	-	-	182,000	-
Total Expenditures	<u>1,469,966</u>	<u>1,685,446</u>	<u>1,973,820</u>	<u>1,819,131</u>
Total Ending Fund Balance	<u>\$ 1,668,640</u>	<u>\$ 1,668,640</u>	<u>\$ 1,668,640</u>	<u>\$ 1,668,640</u>

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.



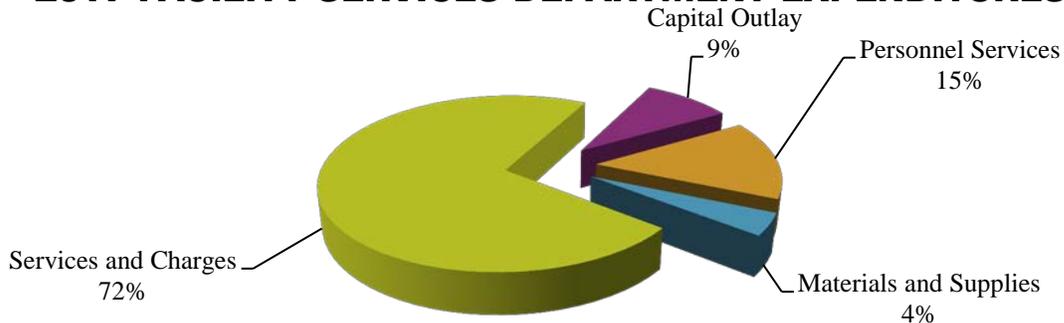
INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES

FUND EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 230,532	\$ 300,671	\$ 290,193	\$ 298,898
Materials and Supplies	79,476	78,700	79,900	79,900
Services and Charges	1,159,958	1,101,421	1,423,727	1,260,333
Capital Outlay	-	275,054	180,000	180,000
Total	\$ 1,469,967	\$ 1,755,846	\$ 1,973,820	\$ 1,819,131

2017 FACILITY SERVICES DEPARTMENT EXPENDITURES



FUNDING RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Allocations From Departments	\$ 2,200,698	\$ 1,685,446	\$ 1,791,820	\$ 1,819,131
Interest earnings	21,879			
Transfer From General Fund	3,777	70,400	182,000	-
Total	\$ 2,226,354	\$ 1,755,846	\$ 1,973,820	\$ 1,819,131

TOTAL FTE

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
	4.00	4.00	4.00	4.00

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

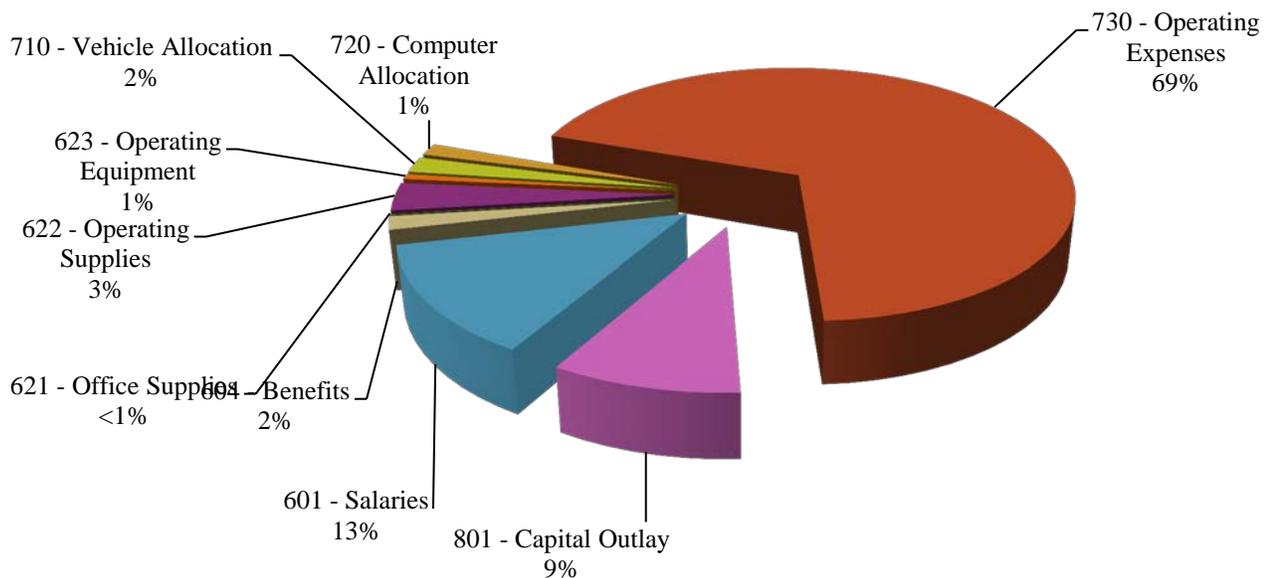
INTERNAL SERVICE FUND FACILITY SERVICES

INTERNAL SERVICE FUND – FACILITY SERVICES ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 203,216	\$ 264,557	\$ 161,147	\$ 220,517	\$ 258,247	\$ 265,994
604 - Benefits	27,316	36,114	20,772	28,425	31,946	32,904
<u>Materials and Supplies</u>						
621 - Office Supplies	28	500	-	500	500	500
622 - Operating Supplies	45,679	65,900	28,567	65,900	67,100	67,100
623 - Operating Equipment	33,769	12,300	1,135	12,300	12,300	12,300
<u>Services and Charges</u>						
710 - Vehicle Allocation	43,161	36,572	27,429	36,572	37,803	45,394
720 - Computer Allocation	26,199	28,644	21,483	28,644	28,724	30,439
730 - Operating Expenses	1,045,867	1,036,205	763,057	1,036,205	1,357,200	1,184,500
741 - Depreciation Expens	44,731	-	-	-	-	-
<u>Capital Outlay</u>						
801 - Capital Outlay	-	275,054	25,000	275,054	180,000	180,000
Total	\$ 1,469,967	\$ 1,755,846	\$ 1,048,591	\$ 1,704,118	\$ 1,973,820	\$ 1,819,131

2017 FACILITY SERVICES ADMINISTRATION EXPENDITURES



INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT

	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 5,041,974	\$ 4,167,953
Total	\$ 5,041,974	\$ 4,167,953

FUND DETAIL

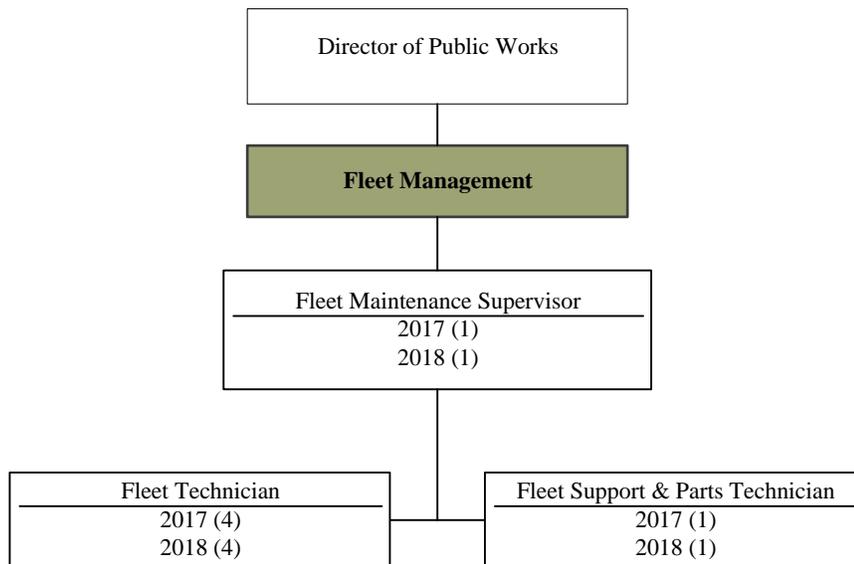
	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 8,916,092	\$ 9,018,443	\$ 9,018,443	\$ 9,018,443
Revenues				
Charges for services	2,331,104	2,726,561	2,947,974	2,952,754
Investment earnings	110,988	-	-	-
Sale of fixed asset	10,516	-	-	-
Contributions	220,261	-	-	-
Capitalized capital outlay	1,297,578	-	-	-
Miscellaneous	54,979	-	-	-
Transfer In				
General fund	5,265	98,000	-	-
Fund balance	-	132,277	-	-
Retained earnings	-	2,329,000	2,094,000	1,215,200
Total Revenues	4,030,691	5,285,838	5,041,974	4,167,954
Expenditures				
Administration and operations	2,630,762	2,956,838	2,947,974	2,952,754
Vehicles	1,297,578	2,329,000	2,094,000	1,215,200
Total Expenditures	3,928,340	5,285,838	5,041,974	4,167,954
Total Ending Fund Balance	\$ 9,018,443	\$ 9,018,443	\$ 9,018,443	\$ 9,018,443

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.



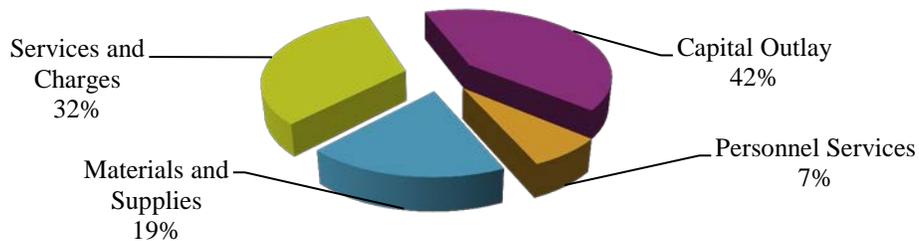
INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT

FUND EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 317,316	\$ 378,000	\$ 365,035	\$ 381,686
Materials and Supplies	879,803	945,800	945,800	945,800
Services and Charges	1,433,643	1,633,038	1,637,139	1,625,267
Capital Outlay	1,297,578	2,329,000	2,094,000	1,215,200
Total	\$ 3,928,340	\$ 5,285,838	\$ 5,041,974	\$ 4,167,953

2017 FLEET MANAGEMENT EXPENDITURES



FUNDING RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Allocation From Departments	\$ 2,331,104	\$ 2,726,561	\$ 2,947,974	\$ 2,952,753
Transfer From General Fund	5,265	98,000	-	-
Miscellaneous Revenue	1,694,322	-	-	-
Fund Balance	-	132,277	-	-
Retained Earnings	-	2,329,000	2,094,000	1,215,200
Total	\$ 4,030,691	\$ 5,285,838	\$ 5,041,974	\$ 4,167,953

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 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



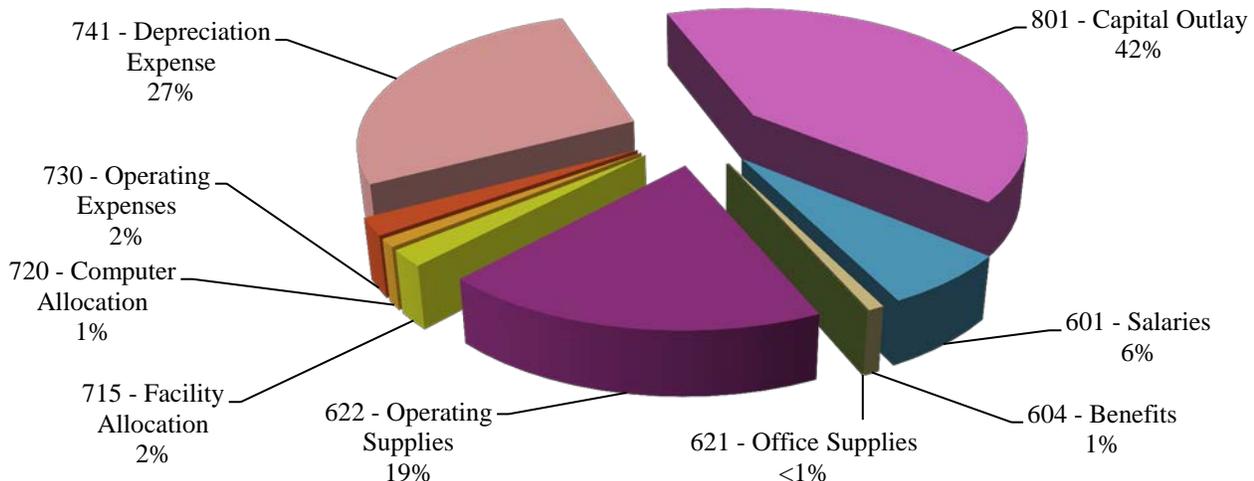
INTERNAL SERVICE FUND FLEET MANAGEMENT

INTERNAL SERVICE FUND – FLEET MANAGEMENT ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 279,448	\$ 332,596	\$ 216,254	\$ 295,927	\$ 325,420	\$ 337,598
604 - Benefits	37,868	45,404	28,222	38,619	39,615	44,088
<u>Materials and Supplies</u>						
621 - Office Supplies	190	300	630	630	300	300
622 - Operating Supplies	776,717	945,500	447,648	945,500	945,500	945,500
623 - Operating Equipment	102,896	-	54,797	54,797	-	-
<u>Services and Charges</u>						
715 - Facility Allocation	279,029	106,099	79,574	106,099	100,402	103,563
720 - Computer Allocation	44,155	48,776	36,582	48,776	51,003	54,048
730 - Operating Expenses	47,876	56,510	21,622	56,510	106,510	56,510
741 - Depreciation Expense	1,062,583	1,421,653	811,006	1,421,653	1,379,224	1,411,146
<u>Capital Outlay</u>						
801 - Capital Outlay	1,297,578	2,329,000	62,309	2,329,000	2,094,000	1,215,200
Total	\$ 3,928,340	\$ 5,285,838	\$ 1,758,644	\$ 5,297,510	\$ 5,041,974	\$ 4,167,953

2017 FLEET MANAGEMENT ADMINISTRATION EXPENDITURES



INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY

	<u>2017 Budget</u>	<u>2018 Plan</u>
Administration	\$ 582,541	\$ 599,219
Operations	2,253,512	2,395,896
Geographic Information Systems	400,950	420,538
Total	\$ 3,237,003	\$ 3,415,653

FUND DETAIL

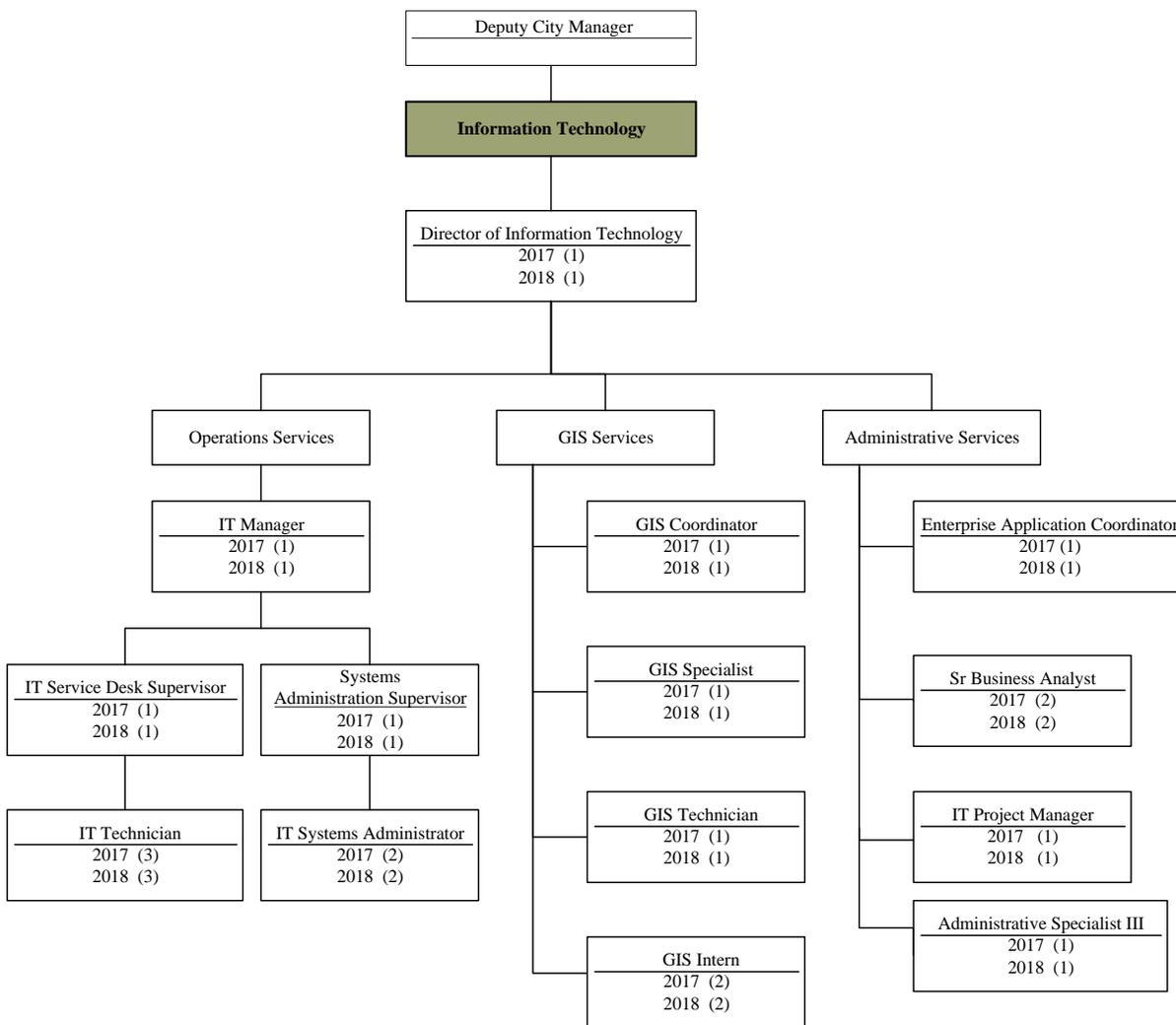
	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 3,407,537	\$ 3,829,892	\$ 3,829,892	\$ 3,829,892
Revenues				
User charges	2,411,104	2,525,402	3,237,003	3,415,653
Investment earnings	67,733	-	-	-
Sale of fixed asset	2,338	-	-	-
Capitalized capital outlay	3,435			
Transfer In				
Fund balance	25,588	-	112,731	-
Retained earnings	-	496,452	-	-
Total Revenues	2,510,198	3,021,854	3,349,734	3,415,653
Expenditures				
Administration	2,065,508	1,380,231	1,723,594	1,825,907
Capital outlay	3,435	1,365,278	1,513,409	1,589,746
Transfers Out				
General Fund	18,900	-	-	-
CIPP Fund	-	276,345	112,731	-
Total Expenditures	2,087,843	3,021,854	3,349,734	3,415,653
Total Ending Fund Balance	\$ 3,829,892	\$ 3,829,892	\$ 3,829,892	\$ 3,829,892

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 three divisions: Administration, Operations and Geographic Information Systems. 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.



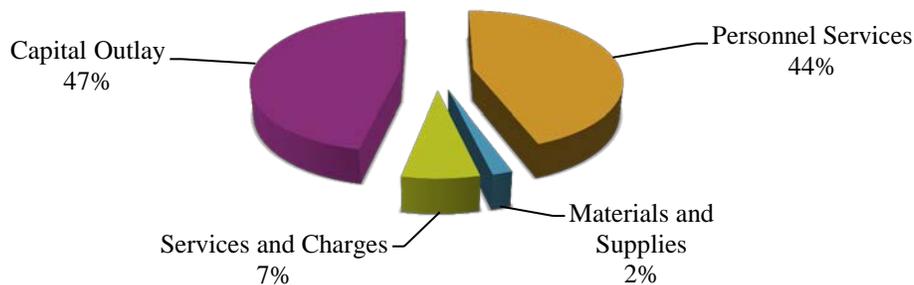
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY

FUND EXPENDITURES SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Personnel Services	\$ 968,070	\$ 1,152,468	\$ 1,437,262	\$ 1,479,432
Materials and Supplies	55,761	67,215	59,215	64,015
Services and Charges	1,041,677	160,548	227,117	282,460
Capital Outlay	3,435	1,365,278	1,513,409	1,589,746
Total	\$ 2,068,943	\$ 2,745,509	\$ 3,237,003	\$ 3,415,653

2017 INFORMATION TECHNOLOGY EXPENDITURES



FUNDING RESOURCES

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Allocations Form Departments	\$ 2,411,104	\$ 2,525,402	\$ 3,237,003	\$ 3,415,653
Fund Balance	25,588	-	-	-
Miscellaneous Revenue	70,072	-	-	-
Retained Earnings	-	220,107	-	-
Total	\$ 2,506,763	\$ 2,745,509	\$ 3,237,003	\$ 3,415,653

TOTAL FTE

<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
16.00	14.00	17.00	17.00

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 and geographic information systems divisions of the department. This division is responsible for providing leadership in acquiring, deploying and maintaining the City’s application services. The division is also responsible for the overall City IT strategic plan, business analyst services, enterprise application management, training and technical project management.

OBJECTIVES

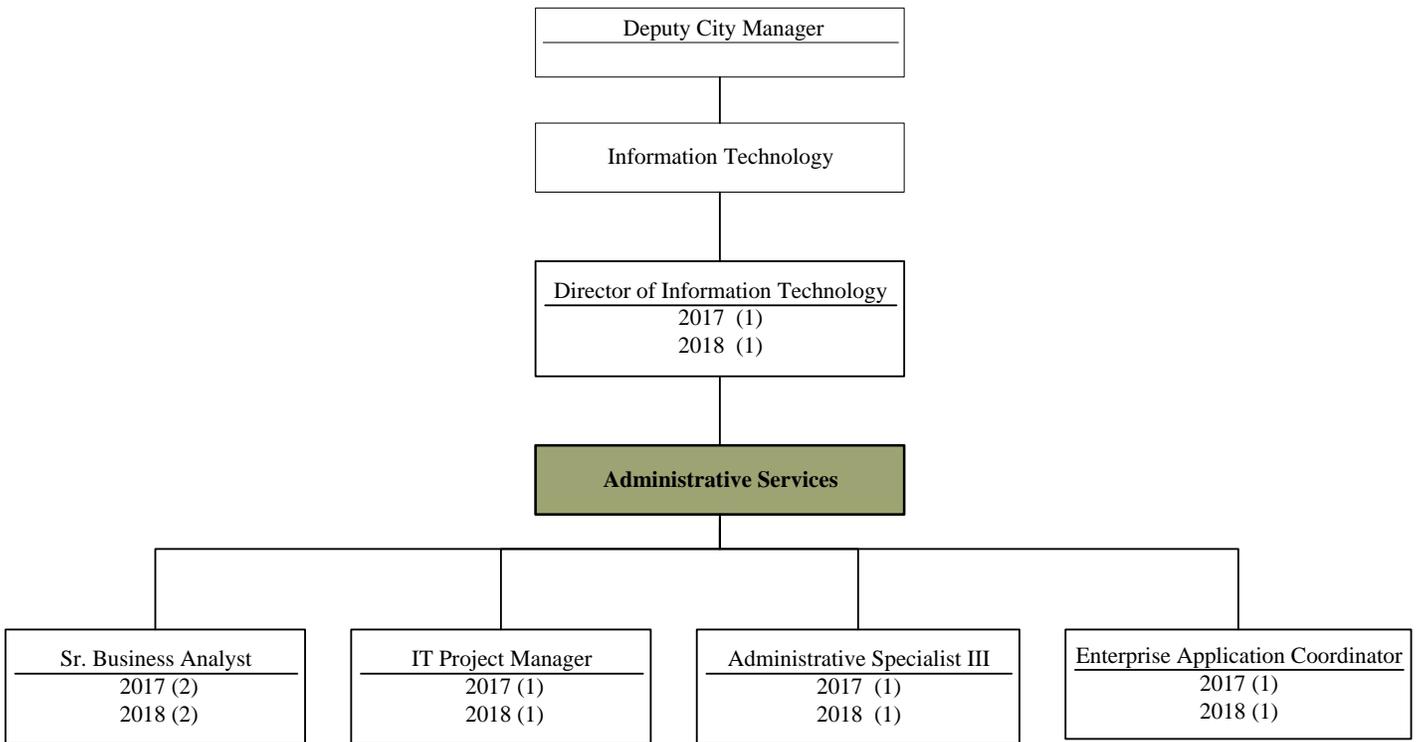
- Develop, update and communicate the IT strategic plan
- Provide administrative and management support to the entire department
- Develop, review and implement new IT policies, processes, procedures, security measures and standards
- Provide leadership in acquiring, deploying and maintaining the City’s 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



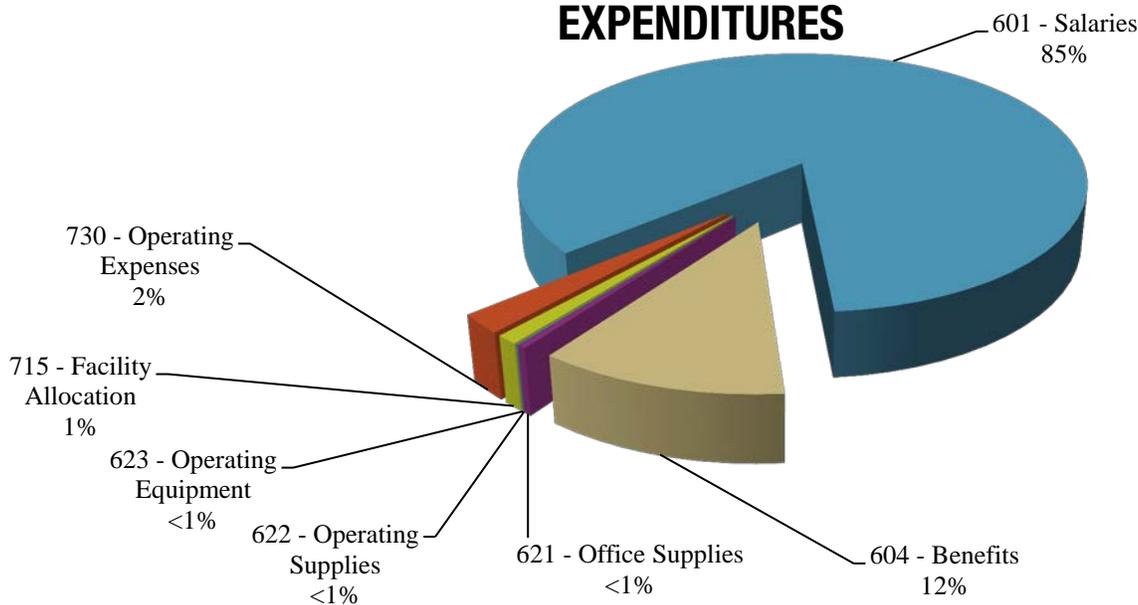
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY ADMINISTRATION

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 247,204	\$ 243,197	\$ 224,923	\$ 307,789	\$ 485,324	\$ 499,884
604 - Benefits	35,869	33,196	30,580	41,847	65,815	67,791
<u>Materials and Supplies</u>						
621 - Office Supplies	2,164	2,000	1,544	2,000	2,000	2,000
622 - Operating Supplies	162	500	138	500	500	500
623 - Operating Equipment	622	215	-	215	215	215
<u>Services and Charges</u>						
715 - Facility Allocation	6,632	6,096	4,572	6,096	5,980	6,122
730 - Operating Expenses	2,969	7,007	3,217	7,007	12,707	12,707
<u>Capital Outlay</u>						
800 - Contingency	-	-	-	-	10,000	10,000
Total	\$ 295,621	\$ 292,211	\$ 264,975	\$ 365,453	\$ 582,541	\$ 599,219

2017 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

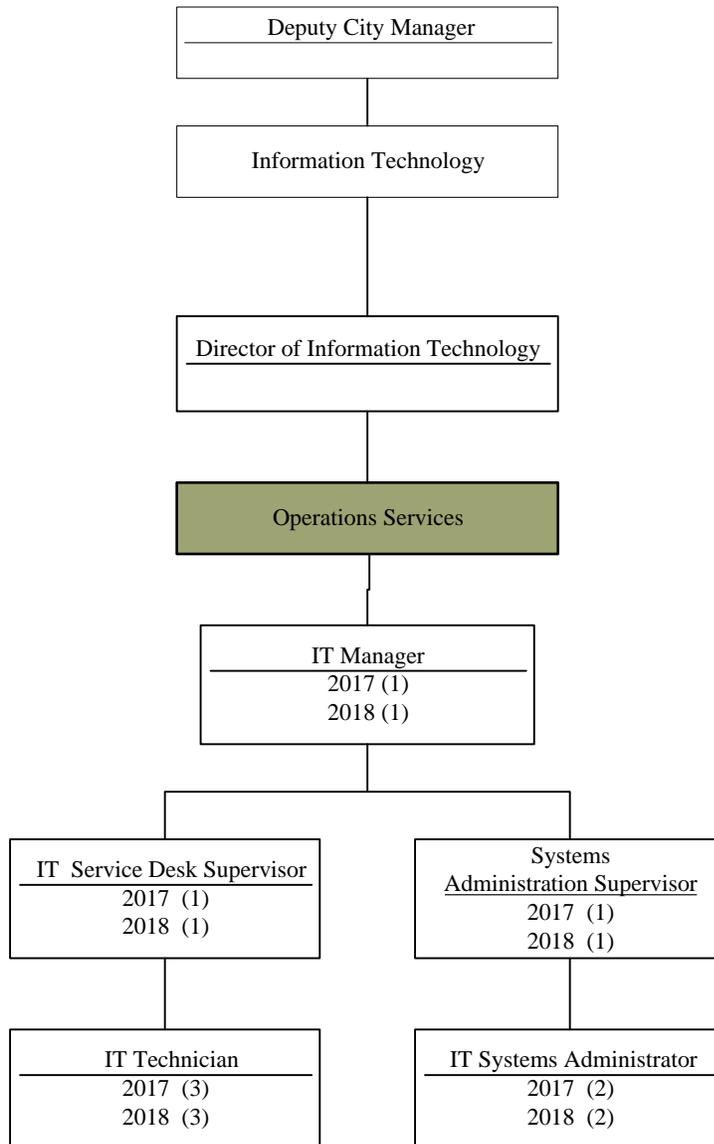
- Implement the IT strategic plan and division work plan
- Provide excellent service desk and customer support via phone, email and web-based request
- Overall management and administration of the City's voice and data infrastructure including servers, storage, networking, wireless, security, backup, 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



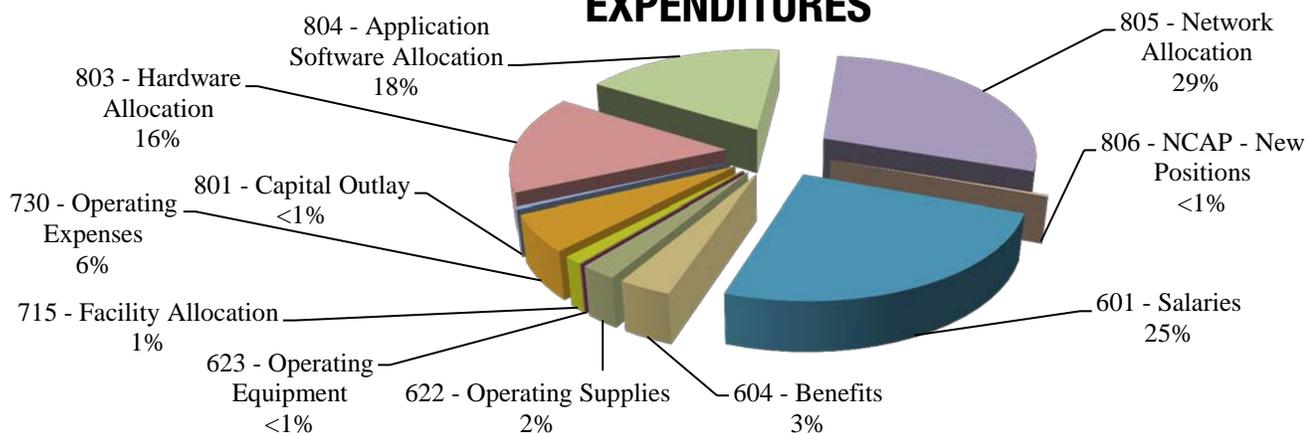
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY OPERATIONS SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
<u>Personnel Services</u>						
601 - Salaries	\$ 380,999	\$ 535,475	\$ 259,417	\$ 354,991	\$ 554,967	\$ 571,616
602 - Contract Services	952	-	36,133	36,133	-	-
604 - Benefits	54,047	73,678	35,313	48,323	75,536	77,801
<u>Materials and Supplies</u>						
622 - Operating Supplies	50,950	61,000	39,629	61,000	53,000	57,800
623 - Operating Equipment	70	300	-	300	300	300
<u>Services and Charges</u>						
715 - Facility Allocation	30,946	28,449	21,337	28,449	27,910	28,569
730 - Operating Expenses	77,823	57,700	94,030	94,030	129,240	183,640
741 - Depreciation Expense	35,784	-	22,151	22,151	-	-
<u>Capital Outlay</u>						
800 - Coningency	-	4,000	2,951	4,000	-	-
801 - Capital Outlay	-	-	-	-	9,140	-
803 - Hardware Allocation	225,562	354,708	182,625	354,708	352,896	363,482
804 - Application Software Allocation	272,739	276,980	134,961	276,980	401,177	432,603
805 - Network Allocation	273,703	642,740	718,088	718,088	644,776	680,085
806 - NCAP - New Positions	-	-	-	-	4,570	-
Total	\$ 1,403,576	\$ 2,035,030	\$ 1,546,635	\$ 1,999,153	\$ 2,253,512	\$ 2,395,896

2017 INFORMATION TECHNOLOGY OPERATIONS SERVICES EXPENDITURES



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

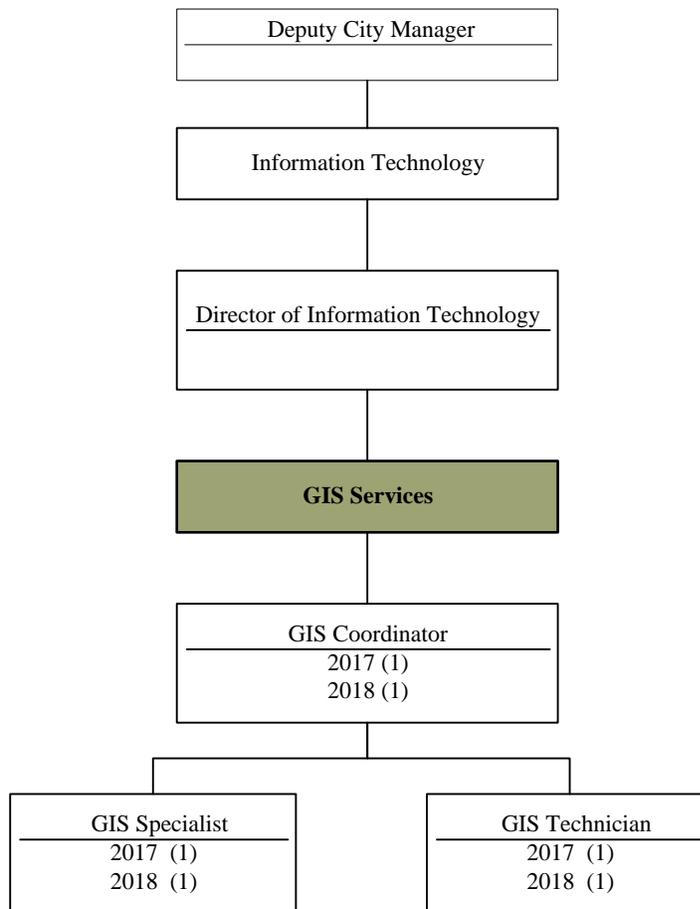
- Implement the IT strategic plan and division work plan
- Maintain and enhance the City's Geographic Information System (GIS)
- Maintain and provide systems that enable the organization to be more efficient and effective through the use of GIS
- Develop, review and implement new IT policies, processes, 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



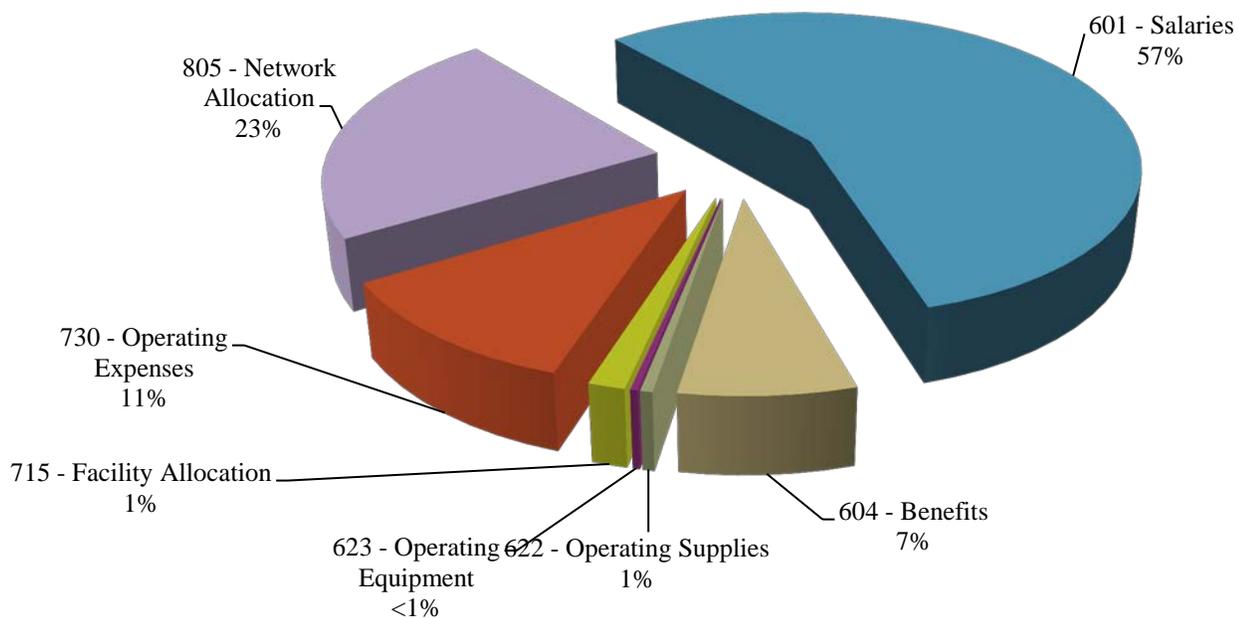
INTERNAL SERVICE FUND INFORMATION TECHNOLOGY

INTERNAL SERVICE FUND – INFORMATION TECHNOLOGY GEOGRAPHIC INFORMATION SERVICES

DIVISION EXPENDITURES DETAILED SUMMARY

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>To 9/30</u>	<u>Est. Total</u>	2017 Budget	2018 Plan
<u>Personnel Services</u>						
601 - Salaries	\$ 220,180	\$ 236,873	\$ 158,514	\$ 216,914	\$ 227,072	\$ 232,660
604 - Benefits	28,821	30,049	18,525	25,350	28,548	29,680
<u>Materials and Supplies</u>						
622 - Operating Supplies	1,247	2,000	663	2,000	2,000	2,000
623 - Operating Equipment	546	1,200	-	1,200	1,200	1,200
<u>Services and Charges</u>						
715 - Facility Allocation	6,632	6,096	4,572	6,096	5,980	6,122
730 - Operating Expenses	18,993	55,200	9,545	55,200	45,300	45,300
<u>Capital Outlay</u>						
805 - Network Allocation	89,892	86,850	55,136	86,850	90,850	103,576
Total	\$ 366,311	\$ 418,268	\$ 246,956	\$ 393,610	\$ 400,950	\$ 420,538

2017 GEOGRAPHIC INFORMATION SERVICES EXPENDITURES



ENTERPRISE FUND SOLID WASTE MANAGEMENT

SOLID WASTE MANAGEMENT FUND

FUND DETAILS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ (131,150)	\$ 464,680	\$ 464,680	\$ 464,680
Revenues				
Solid waste fee	632,972	550,000	750,000	750,000
Investment earnings	2,858	-	-	-
Transfers In				
Fund balance	-	528,846	-	-
Total Revenues	635,830	1,078,846	750,000	750,000
Expenditures				
Transfers Out				
CIPP fund	-	-	700,000	-
Fund balance	40,000	1,078,846	50,000	750,000
Total Expenditures	40,000	1,078,846	750,000	750,000
Total Ending Fund Balance	\$ 464,680	\$ 464,680	\$ 464,680	\$ 464,680

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

URBAN RENEWAL AUTHORITY FUND

FUND DETAILS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 6,213,047	\$ 6,313,643	\$ 6,313,643	\$ 6,313,643
Revenues				
Earnings on investments	33,169	20,000	20,000	20,000
Miscellaneous	475,272	-	-	-
Property taxes	265,710	275,000	525,000	525,000
Transfer In				
General Fund	83,000	83,000	83,000	83,000
Total Revenues	857,151	378,000	628,000	628,000
Expenditures				
Outside services	98,396	103,000	93,000	93,000
Project expense	392,449	-	10,000	10,000
Transfers Out				
Debt Service Fund	265,710	275,000	525,000	525,000
Total Expenditures	756,556	378,000	628,000	628,000
Total Ending Fund Balance	\$ 6,313,643	\$ 6,313,643	\$ 6,313,643	\$ 6,313,643

OTHER FUNDS

SPECIAL IMPROVEMENT DISTRICTS

FUND DETAILS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 44,256	\$ 47,994	\$ 47,994	\$ 47,994
Revenues				
Assessments	3,027	-	-	-
Investment earnings	733	-	-	-
Total Revenues	3,760	-	-	-
Expenditures				
Administrative Fees	22	-	-	-
Total Expenditures	22	-	-	-
Total Ending Fund Balance	\$ 47,994	\$ 47,994	\$ 47,994	\$ 47,994

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 45,040	\$ 47,701	\$ 47,701	\$ 47,701
Revenues				
Donations	12,893	10,000	10,000	10,000
Total Revenues	<u>12,893</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Expenditures				
Explorer Program	10,233	10,000	10,000	10,000
Total Expenditures	<u>10,233</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
Total Ending Fund Balance	<u>\$ 47,701</u>	<u>\$ 47,701</u>	<u>\$ 47,701</u>	<u>\$ 47,701</u>

OTHER FUNDS

CONSERVATION TRUST FUND

FUND DETAILS

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 236,611	\$ 178,797	\$ 178,797	\$ 178,797
Revenues				
State of Colorado	453,051	415,000	425,000	425,000
Investment earnings	19,135	7,500	10,000	10,000
Transfers In				
Fund balance	-	92,500	-	-
Total Revenues	472,186	515,000	435,000	435,000
Expenditures				
Transfers Out				
CIPP fund	530,000	515,000	435,000	435,000
Total Expenditures	530,000	515,000	435,000	435,000
Total Ending Fund Balance	\$ 178,797	\$ 178,797	\$ 178,797	\$ 178,797

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 278,837	\$ 299,387	\$ 299,387	\$ 299,387
Revenues				
Service charge fee	25,000	25,000	25,000	25,000
Investment earnings	5,435	-	-	-
Total Revenues	<u>30,435</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Expenditures				
Transfers Out				
Project expense	9,885	25,000	25,000	25,000
Total Expenditures	<u>9,885</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>
Total Ending Fund Balance	<u>\$ 299,387</u>	<u>\$ 299,387</u>	<u>\$ 299,387</u>	<u>\$ 299,387</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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -
Revenues				
BJA/OJP Bulletproof Vests Grant	7,754	-	-	-
Click It Or Ticket Grant	3,713	-	-	-
DOJ Cops Grant	47,522	-	-	-
CDOT Grant	20,277	-	-	-
Federal DOJ JAG/BRYNE 2015	16,354	-	-	-
Tony Grampas Youth Services	97,303	-	-	-
Total Revenues	192,922	-	-	-
Expenditures				
BJA/OJP Bulletproof Vests Grant	7,754	-	-	-
Click It Or Ticket Grant	3,713	-	-	-
DOJ Cops Grant	47,522	-	-	-
CDOT Grant	20,277	-	-	-
Federal DOJ JAG/BRYNE 2015	16,354	-	-	-
Tony Grampas Youth Services	97,303	-	-	-
Total Expenditures	192,922	-	-	-
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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 250,692	\$ 255,409	\$ 255,409	\$ 255,409
Revenues				
Investment earnings	4,717	-	-	-
Transfers In				
General fund	39,360	44,160	44,160	48,000
Total Revenues	44,077	44,160	44,160	48,000
Expenditures				
Retirement payments	39,360	44,160	44,160	48,000
Total Expenditures	39,360	44,160	44,160	48,000
Total Ending Fund Balance	\$ 255,409	\$ 255,409	\$ 255,409	\$ 255,409

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 6,796,655	\$ 7,318,449	\$ 7,318,449	\$ 7,318,449
Revenues				
Water aquisition fees	688,154	310,000	400,000	400,000
Investment earnings	61,194	-	-	-
Total Revenues	749,348	310,000	400,000	400,000
Expenditures				
Water share acquisition	227,554	310,000	400,000	400,000
Total Expenditures	227,554	310,000	400,000	400,000
Ending Fund Balance				
Undesignated	3,574,987	3,574,987	3,574,987	3,574,987
Reserve - assets held for resale	13,718	13,718	13,718	13,718
Restricted for emergencies	3,729,745	3,729,745	3,729,745	3,729,745
Total Ending Fund Balance	7,318,449	7,318,449	7,318,449	7,318,449

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance				
Restricted pooled cash and investments	\$ 1,710,181	\$ 1,754,458	\$ 1,754,458	\$ 1,754,458
Revenues				
Impact fees	10,765	75,000	40,000	40,000
Interest earnings	33,512	-	-	-
Total Revenues	44,277	75,000	40,000	40,000
Expenditures				
Project expense	-	75,000	40,000	40,000
Total Expenditures	-	75,000	40,000	40,000
Ending Fund Balance				
Restricted impact - 2nd Creek Drainage	1,753,129	1,753,129	1,753,129	1,753,129
Restricted for emergencies	1,328	1,328	1,328	1,328
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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 33,723	\$ 34,381	\$ 34,381	\$ 34,381
Revenues				
Impact fees	-	1,000	1,000	1,000
Interest earnings	657	-	-	-
Total Revenues	657	1,000	1,000	1,000
Expenditures				
Project expense	-	1,000	1,000	1,000
Total Expenditures	-	1,000	1,000	1,000
Ending Fund Balance				
Committed impact - 3rd Creek Drainage	34,361	34,361	34,361	34,361
Restricted for emergencies	20	20	20	20
Total Ending Fund Balance	\$ 34,381	\$ 34,381	\$ 34,381	\$ 34,381

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 679,404	\$ 693,876	\$ 693,876	\$ 693,876
Revenues				
Earnings on Investments	14,472	-	-	-
Miscellaneous - Agreement Revenue	665,899	-	-	-
Total Revenues	680,371	-	-	-
Expenditures				
Future Growth Projects	665,899	-	-	-
Total Expenditures	665,899	-	-	-
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	\$ 693,876	\$ 693,876	\$ 693,876	\$ 693,876

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 TRIBUTATRY DRAINAGE BASIN FUND

FUND DETAIL

	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 321,884	\$ 383,700	\$ 383,700	\$ 383,700
Revenues				
Impact fees	82,959	60,000	80,000	80,000
Interest earnings	7,184	-	-	-
Total Revenues	90,143	60,000	80,000	80,000
Expenditures				
Project expense	28,327	60,000	80,000	80,000
Total Expenditures	28,327	60,000	80,000	80,000
Ending Fund Balance				
Restricted Impact - Buffalo Run Tributary Drainage	383,700	383,700	383,700	383,700
Total Ending Fund Balance	\$ 383,700	\$ 383,700	\$ 383,700	\$ 383,700

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 5,664,288	\$ 2,507,019	\$ 2,507,019	\$ 2,507,019
Revenues				
Impact fees - parks/open space	336,196	400,000	500,000	500,000
Impact fees - transportation	168,981	350,000	-	-
Impact fees - drainage	68,927	50,000	60,000	60,000
Impact fees - landscape	3,265	5,000	5,000	5,000
Impact fees - roads	421,864	-	400,000	400,000
Transfers In				
Fund Balance	-	2,652,300	-	-
Total Revenues	999,233	3,457,300	965,000	965,000
Expenditures				
Restricted impact - parks/open space	-	-	500,000	500,000
Restricted impact - transportation	107,502	-	400,000	400,000
Restricted impact - drainage	-	50,000	60,000	60,000
Restricted impact - landscape	-	5,000	5,000	5,000
Transfers Out				
CIPP fund	4,049,000	3,402,300	-	-
Total Expenditures	4,156,502	3,457,300	965,000	965,000
Ending Fund Balance				
Restricted impact - parks/open space	339,732	339,732	339,732	339,732
Restricted impact - transportation	1,293,295	1,293,295	1,293,295	1,293,295
Restricted impact - drainage	752,309	752,309	752,309	752,309
Restricted impact - landscape	121,683	121,683	121,683	121,683
Total Ending Fund Balance	\$ 2,507,019	\$ 2,507,019	\$ 2,507,019	\$ 2,507,019

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.

CAPITAL PROJECT FUNDS

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>2015 Actual</u>	<u>2016 Adopted</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Beginning Fund Balance	\$ 85,448,293	\$ 73,760,869	\$ 72,860,869	\$ 72,860,869
Revenues				
Transportation tax	1,137,430	900,000	1,000,000	1,000,000
Adams County open space tax	392,171	377,000	400,000	400,000
Cable subscribers fee (PEG)	32,504	33,000	33,000	33,000
Miscellaneous	129,822	-	-	-
2K bond earnings	12,939	-	-	-
Agreements - general	531,074	3,312,300	-	-
Grants - miscellaneous	608,872	1,437,700	-	-
Transfers In				
General Fund	55,880	1,200,530	1,395,000	-
General Fund - road and bridge tax	-	-	492,963	502,822
General Fund - 2K fund balance	-	-	500,000	-
Conservation Trust Fund	530,000	469,000	252,000	-
CDBG Funds	-	515,000	-	-
Impact Fee Fund	4,049,000	3,402,300	-	-
Information Technology Fund	18,900	276,345	-	-
Facilities Management Fund	-	-	112,731	-
NIGID Fund	130,000	-	182,000	-
Solid Waste Management Fund	40,000	1,078,846	700,000	-
Transportation tax	-	899,495	769,537	-
Open space tax	-	28,000	120,000	-
Fund balance	-	520,000	-	-
Total Revenues	6,531,164	13,549,516	5,957,231	935,822
Expenditures				
Appropriated projects	18,218,588	7,547,645	5,924,231	502,822
Contingency	-	-	-	-
Bond issuance costs	-	-	-	-
Transfers Out				
Fund balance (CIPP)	-	6,828,871	-	-
Fund balance (Transportation tax)	-	-	-	1,000,000
Fund balance (Adams County open space tax)	-	-	-	400,000
Fund balance (Channel 8 PEG)	-	33,000	33,000	33,000
Fund balance (General Fund)	-	40,000	-	-
Total Expenditures	18,218,588	14,449,516	5,957,231	1,935,822
Ending Fund Balance				
Designated carry-over	74,821,991	74,821,991	74,821,991	74,821,991
Reserve - emergency reserve fund	76,309	76,310	76,311	76,312
Total Ending Fund Balance	\$ 73,760,869	\$ 72,860,869	\$ 72,860,869	\$ 71,860,869

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2017

INTRODUCTION

The purpose of the Capital Improvements and Preservation Plan (CIPP) is to provide City Council and City departments with a guide for planning capital expenditures beyond the annual budget year. This 2017 CIPP reflects the multi-year obligations of commitments made and projects undertaken in prior years.

The capital improvement budget process is the allocation of resources among competing demands. This year city council adopted a CIPP philosophy that will better inform a five-year capital planning effort in 2018. Specifically, city council requested city departments:

- Focus on project management and completion of existing projects
- Focus on maintaining service levels and existing commitments
- Adopt a more conservative approach to funding CIPP projects
- Secure public input using the Capital Improvement Program's Citizen Advisory Committee, to formulate 2018-2022 plan
- Establish a policy's on how best to fund long-term capital maintenance needs
- Implement financial controls consistent with project management phases/gates approach

The CIPP and its projects are funded from General Fund revenues and restricted revenues, such as the Adams County Transportation Sales Tax and the Adams County Open Space funds. The amount to be transferred is determined by City Council as a part of the annual budget adoption process. Other funding sources are the unencumbered, un-appropriated fund balance from the Capital Expenditures Fund, lottery proceeds, various state and federal grants, formation of assessment districts, and intergovernmental agreements.

The capital improvement budget is distinct from the operating budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. The capital budget includes one-time costs for projects that may last several years and wide fluctuations are expected from year to year, depending on the phasing of projects. In spite of these differences, the operating and capital budgets are closely linked. It is important to note that the annual operating budget assumes the costs of maintaining and operating new capital projects and facilities that are constructed within the capital budget.

COMMERCE CITY CHARTER PROVISIONS

The following Charter provisions are applicable to the Capital Improvements and Preservation Plan:

Section 12.4 Schedule of Capital Outlay. If requested by Council, the City Manager shall submit to the 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

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

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.

DEFINITION

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. Capital improvement projects, which may include capital construction and capital maintenance projects, for the purposes of this program, are defined as “non-recurring major projects.”

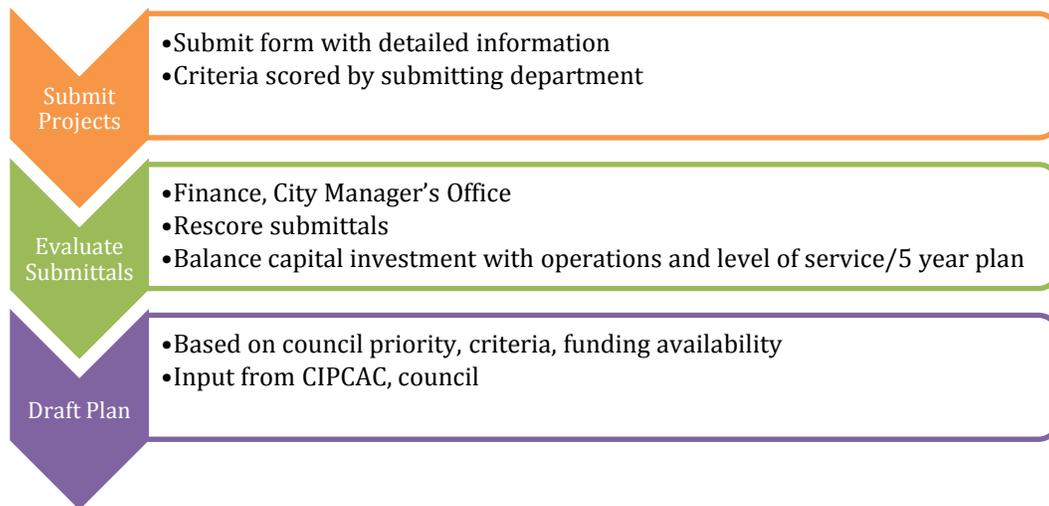
In general, these projects include building improvements and any public infrastructure improvements costing \$50,000 or more. This does not include vehicles and equipment that are acquired and funded through the Fleet Management Internal Service Fund or the routine acquisition of computers, related equipment, or software applications, which are funded through the Information Technology Internal Service 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 Plan Fund. Capital projects and fixed assets which 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. Included within the CIPP are the debt commitments for the construction of the Municipal Services Center and remodeling of the City Recreation Center and debt service on the \$64 million in Sales and Use Tax Revenue Bonds for the Prairie Gateway.

Needs assessments costing \$50,000 or more that are done in anticipation of or in preparation for a capital improvement project and the preparation or updating of planning documents such as the Comprehensive Plan, Parks and Recreation Strategic Plan, and the Transportation Plan costing \$50,000 or more may also be included in the Capital Expenditures Fund.

PROCESS

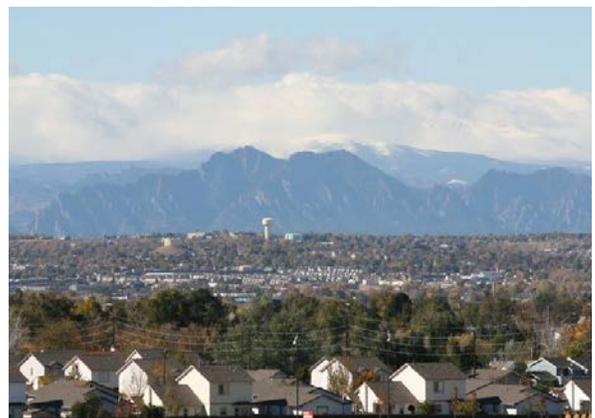
The identification and budget process for capital improvement projects begins annually in the spring with a review of Council adopted existing projects. New or expanded project requests are prepared by departments and evaluated against established criteria and available funding sources by executive management. The City Manager and City Council review the CIPP, and after Council’s preliminary acceptance of the plan, the information is incorporated into the overall regular budget review process.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN (CIPP) FUNDING SOURCES

- General Fund
- Highway Users Tax
- Motor Vehicle Registration
- Solid Waste
- Open Space (Adams County)
- Lottery
- Park Impact Fee
- Road Impact Fee
- Drainage Basin
- Fleet Retained Earnings
- IT Retained Earnings
- All GIDs (future)
- Airport revenue (future)
- AdCo Road & Bridge (future)
- CDBG (future)



2017 CAPITAL EXPENDITURES FUND OVERVIEW

The Capital Expenditures Fund includes total revenues of \$5,924,231, sales tax, use tax, intergovernmental revenue, grants, and developer contributions make up the bulk of Capital Expenditures Fund revenues. 2017 Capital Expenditures Fund capital expenditures total \$5,924,231. The City is currently developing a 5 year Capital Expenditure Fund.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

2017 CAPITAL EXPENDITURES PROJECTS

<u>Project</u>	<u>2017 Budget</u>	<u>Financial Sources</u>
RTD North Metro Line Enhancements	\$ 112,500	Transportation Tax
112th Ave Widening - Chambers Road to Tower Road	100,000	Transportation Tax
120th and U.S. 85 Re-Evaluation	150,000	Transportation Tax
Pavement Management	1,900,000	Transportation Tax/Road-Bridge Tax
Warning Towers	85,000	General Fund
RTD Station Area Improvements	580,000	General Fund
Vehicle Wash Facility	182,000	Facility Retained Earnings
88th Ave Widening	150,000	General Fund
Concrete Flatwork	90,000	General Fund
Sidewalk Connectivity	115,000	General Fund/CDBG
Traffic Signal Installation - Brighton Road at 104th Ave	300,000	General Fund
Tower Road T-88 Drainage	500,000	2K Fund Balance
Buffalo Run Equipment Replacement	252,000	Conservation Trust Fund
Sand Creek Natural Resource Damages	250,000	Adams County Open Space Tax
General Park Improvements	75,000	Adams County Open Space Tax
ACSD 14 Ball Field Improvements	195,000	Adams County Open Space Tax
Competitive Youth Fields Assessment	100,000	General Fund
Highway 2 Widening	700,000	Solid Waste Fund
IT Technology Infrastructure Plan	112,731	IT Retained Earnings
Total Financial Sources	\$ 5,949,231	

2017 CAPITAL EXPENDITURES FUNDING

<u>Financial Sources</u>	<u>2017 Budget</u>
General Fund	\$ 1,395,000
2K Fund Balance	500,000
Conservation Trust Fund	252,000
Adams County Open Space Tax	520,000
Transportation Tax	1,769,537
Road-Bridge Tax	492,963
Facility Retained Earnings	182,000
IT Retained Earnings	112,731
Solid Waste Fund	700,000
Total Financial Sources	\$ 5,924,231

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

RTD NORTH METRO LINE ENHANCEMENTS

DEPARTMENT: Public Works

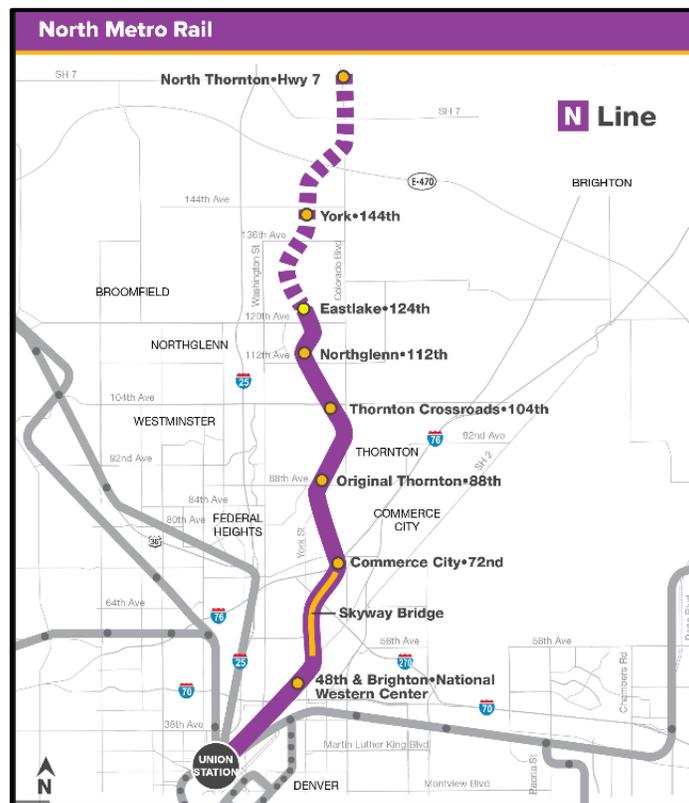
PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

	2017 Budget
Funding Source	
Transportation Tax	\$ 112,500
Total Funding Source	\$ 112,500

PROJECT DESCRIPTION

Enhancements associated with the RTD North Metro Rail Line, specifically, RTD would install "Commerce City" signage on the North Metro Rail bridge over I-270 and the City logo on bridge piers near the Sandcreek regional trail.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

112TH AVE WIDENING – CHAMBERS ROAD TO TOWER ROAD

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

	2017 Budget
Funding Source	
Transportation Tax	\$ 100,000
Total Funding Source	\$ 100,000

PROJECT DESCRIPTION

This project would reconstruct and widen 112th Avenue from Chambers Road to Tower Road. The total length of improvements is 2.0 miles. The road would be constructed with curb & gutter, drainage improvements, street lighting, and sidewalks or trails. A multi-modal arterial cross section is anticipated. Some right-of-way acquisition will be required as well as utility relocation and/or undergrounding of overhead electric lines. Intersection improvements at Chambers Road are assumed to have been constructed with the Second Creek Recreation Center Infrastructure Improvements project.

Preliminary design would be completed in 2017 to determine a more accurate cost estimate, as well as determine the amount of right-of-way needed, and funding agreements with adjacent developers Full design would occur in 2018 followed by construction in 2019.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

120TH AND U.S. 85 RE-EVALUATION

DEPARTMENT: Public Works

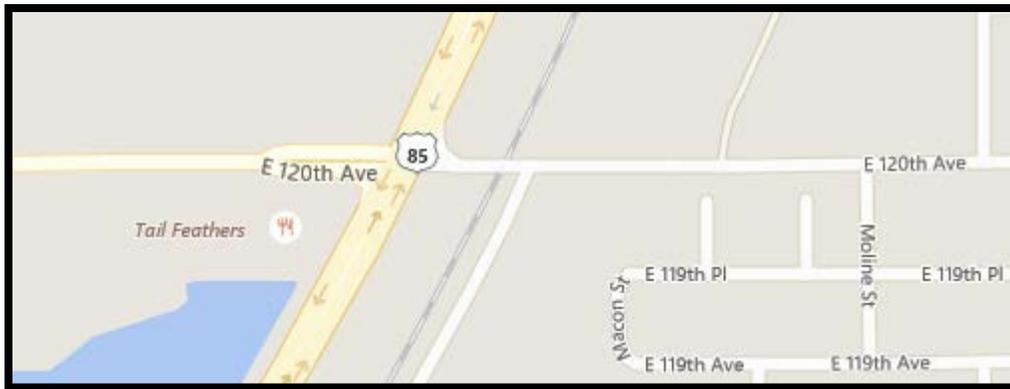
PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

	2017 Budget
Funding Source	
Transportation Tax	\$ 150,000
Total Funding Source	\$ 150,000

PROJECT DESCRIPTION

An Environmental Assessment (EA) for a future interchange at this location was completed by Adams County in 1999. Since so much time has passed, the EA will need to be re-evaluated. A cost estimate and timeline for construction will also be completed with this effort.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

PAVEMENT MANAGEMENT

DEPARTMENT: Public Works

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

	2017 Budget
<u>Financial Sources</u>	
General Fund	\$ 1,407,037
Road-Bridge Tax	492,963
Total Financial Sources	\$ 1,900,000

PROJECT DESCRIPTION

A revised Pavement Management Program was established in 2013 which established a program of annual maintenance projects that identifies routine, preventive and corrective maintenance procedures focused on completing the right repair at the right time.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

WARNING TOWERS

DEPARTMENT: Public Safety

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
General Fund		\$ 85,000
Total Financial Sources		\$ 85,000

PROJECT DESCRIPTION

Installation of new outdoor warning towers to fill in coverage gaps in the existing Outdoor Warning System.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

RTD STATION AREA IMPROVEMENTS

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
General Fund		\$ 580,000
Total Financial Sources		\$ 580,000

PROJECT DESCRIPTION

This project consists of right-of-way acquisition and construction improvements associated with the RTD North Metro Rail Line. The City received a DRCOG grant to implement portions of the Station Area Master Plan (STAMP) for roadway and pedestrian improvements near the station, including construction of 72nd Avenue, west of Colorado Boulevard.

Upon completion of the project, the City will be responsible for the bridge over the O'Brian Canal, street lighting costs, and maintenance of the access road on 70th Avenue to the station.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

VEHICLE WASH FACILITY

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

	2017 Budget
<u>Financial Sources</u>	
Facility Retained Earnings	\$ 182,000
Total Financial Sources	\$ 182,000

PROJECT DESCRIPTION

This project would construct a new high pressure wash bay at the Municipal Service Center. The new wash bay system will be enclosed and include both cold and hot water spray applications, with a platform on one side to allow operators to spray the inside of truck beds and the tops of other vehicles. The drain system will capture dirt, oil and grass before it reaches the sanitary storm system.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

88TH AVE WIDENING

DEPARTMENT: Public Works

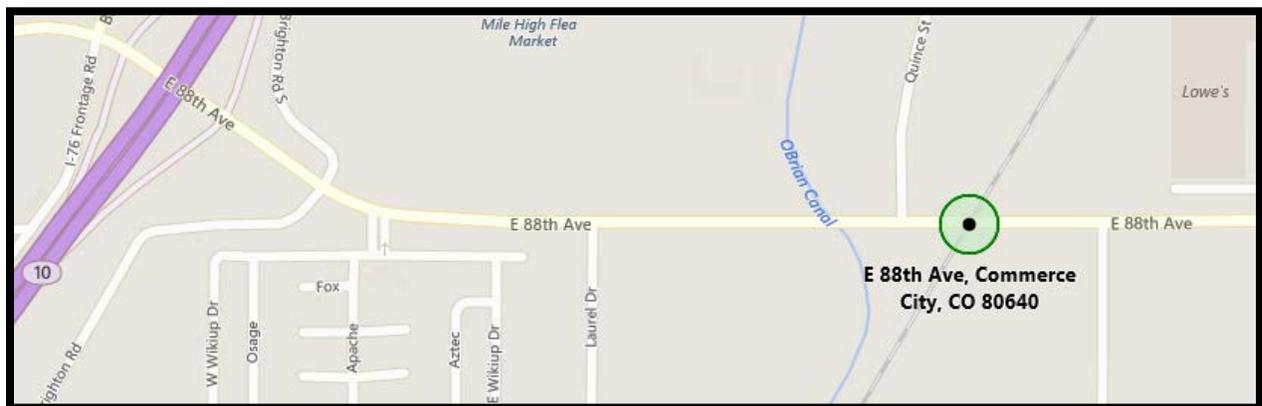
PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
General Fund		\$ 150,000
Total Financial Sources		\$ 150,000

PROJECT DESCRIPTION

This 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'Brien Canal would also be constructed.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

CONCRETE FLATWORK

DEPARTMENT: Public Works

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

		2017 Budget	
<u>Financial Sources</u>			
General Fund		\$	90,000
Total Financial Sources		\$	90,000

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.

In 2016, the City entered into a Master Services Agreement with Precision Concrete, Inc. to perform repairs to heaved walks at a significant cost savings over removal & replacement of full panels of concrete. \$25K is allocated to grinding repairs and the remainder, \$65K, to areas that cannot be repaired with the grinding method.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

SIDEWALK CONNECTIVITY

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

	2017 Budget
<u>Financial Sources</u>	
General Fund/CDBG	\$ 115,000
Total Financial Sources	\$ 115,000

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.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

TRAFFIC SIGNAL INSTALLATION – BRIGHTON ROAD AT 104TH AVE

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
General Fund	\$	300,000
Total Financial Sources	\$	300,000

PROJECT DESCRIPTION

This project would install a traffic signal at the intersection of 104th Avenue and Brighton Road. Some right-of-way will likely need to be acquired along with roadway improvements to provide left turn lanes in the northbound and southbound directions.



CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

TOWER ROAD T-88 DRAINAGE

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
2K Fund Balance		\$ 500,000
Total Financial Sources		\$ 500,000

PROJECT DESCRIPTION

This project will widen Tower Road from two lanes to four lanes with associated turn lanes, as needed. Street lighting will be installed as well as larger drainage structures to convey Second Creek and Gramma Gulch. The existing overhead electric line will be installed underground. Sanitary sewer and water utility facilities will be constructed along with regional drainage improvements.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

BUFFALO RUN EQUIPMENT REPLACEMENT

DEPARTMENT: Parks, Recreation & Golf

PROJECT TYPE: Equipment/Technology

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
Conservation Trust Fund		\$ 252,000
Total Financial Sources		\$ 252,000

PROJECT DESCRIPTION

Purchase equipment needed to maintain the golf course as identified in the replacement schedule. A total of ten (10) pieces of equipment are included in the request for replacement in 2017.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

SAND CREEK NATURAL RESOURCE DAMAGES

DEPARTMENT: Parks, Recreation & Golf

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

	2017 Budget
<u>Financial Sources</u>	
Adams County Open Space Tax	\$ 115,000
Total Financial Sources	\$ 115,000

PROJECT DESCRIPTION

The City was awarded \$2.6 million in July 2013 through a Natural Resource Damages settlement associated with the Rocky Mountain Arsenal. A total of \$1.15 million in match money is necessary per the approved plan for the disbursement of funding. The approved plan includes two land acquisitions adjacent to Sand Creek as well as the associated clean-up and restoration of these sites. The land acquisitions are complete (expending \$1.45 million of the \$2.6 million) and this project (Sand Creek Natural Resource Damages) focuses on creating and executing remediation and restoration plans for both properties. The remediation and restoration plans for one property are complete and the consultant is currently working on the remediation and restoration plans for the second property. There is adequate funding in the account at this time to complete the planning work (approximately \$75,000 and the remaining money will be used to construct the necessary elements for remediation and restoration. Colorado Parks and Wildlife manages the Natural Resource Damages settlement funding and the City will be working with them to be reimbursed for the work as it occurs. The City is managing the actual project.

Estimates in the project budgeted are based on rough order of magnitude guesses from consultants. The project will be out of bid later in 2016.

Grant funding has been received for the planning (\$25,000) and the construction (\$450,000) from Adams County Open Space Tax.

Sand Creek Regional Greenway is an important trail corridor in the southern part of Commerce City. It connects to the South Platte River Trail just west of the City and it continues east through Denver and into Aurora for nearly 14 miles. These properties are adjacent to the Greenway as well as being located at the entrance to Commerce City. Their cleanup and restoration will benefit all uses of the trail as well as the flora and fauna in this important habitat area.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

GENERAL PARK IMPROVEMENTS

DEPARTMENT: Parks, Recreation & Golf

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

	2017 Budget
<u>Financial Sources</u>	
Adams County Open Space Tax	\$ 75,000
Total Financial Sources	\$ 75,000

PROJECT DESCRIPTION

Several areas of ongoing improvements were identified in the Strategic Plan, and additional areas of improvement continue to be identified as the Buffalo Run facility ages. While it is difficult to know what specific improvements will be the highest priority from year-to-year, improving drainage of the golf course will be near the top for the next five years.

Improve turf conditions on the golf course to meet level of service consistent with the strategic plan. In most areas, improving drainage is the first step to a long-term solution. Additional steps include soil conditioning, soil preparation, seeding, and ongoing care until the turf is established.

Neglecting the turf can lead to a lower level of service. In order to follow the recommendation in the strategic plan and protect the golf course asset, improvements to turf conditions are needed. Different areas on the golf course require different levels of drainage improvements; therefore the project has been identified in the strategic plan recommendations as “improve drainage.”

The timing of this project is ongoing.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

ACSD 14 BALL FIELD IMPROVEMENTS

DEPARTMENT: Parks, Recreation & Golf

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
Adams County Open Space Tax		\$ 195,000
Total Financial Sources		\$ 195,000

PROJECT DESCRIPTION

General improvements will be done to existing Adams County School District elementary school baseball and softball fields including replacing fabric on existing backstops, extending wing fences to 20 feet by 7 feet high, reshaping infields, replacing infield surfacing material, and adding or replacing player benches. Cost estimates are not yet final, and each field may cost more or less depending on the given site conditions. The intent is to complete the standardized improvements to as many fields as possible with the available funding each year. A total of ten (10) fields are in need of improvements.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

COMPETITIVE YOUTH FIELDS ASSESSMENT

DEPARTMENT: Parks, Recreation & Golf

PROJECT TYPE: Renovation

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
General Fund		\$ 100,000
Total Financial Sources		\$ 100,000

PROJECT DESCRIPTION

The Competitive Youth Fields assessment project includes prioritized recommendations and requirements that will help meet the needs of residents in the most cost effective manner. The final outcome is a recommended plan for staff to follow that outlines the requirements and priorities to improve and implement new youth sports fields .

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

HIGHWAY 2 WIDENING

DEPARTMENT: Public Works

PROJECT TYPE: New Construction

FIRST YEAR FUNDING SOURCES

		2017 Budget
Financial Sources		
Solid Waste Fund		\$ 700,000
Total Financial Sources		\$ 700,000

PROJECT DESCRIPTION

The project will widen Highway 2 to a 4-lane facility with asphalt pavement, widened shoulders, an improved drainage system, an off-roadway trail, multi-modal improvements, and street lighting between East 72nd Avenue and 112th Avenue.

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN

IT TECHNOLOGY INFRASTRUCTURE PLAN

DEPARTMENT: Information Technology

PROJECT TYPE: Equipment/Technology

FIRST YEAR FUNDING SOURCES

		2017 Budget
<u>Financial Sources</u>		
IT Retained Earnings		\$ 112,731
Total Financial Sources		\$ 112,731

PROJECT DESCRIPTION

The Technology Infrastructure Improvement Program (TIIP) consists of multiple smaller projects that may include new or upgraded software applications, new hardware, hardware enhancements and other additions or improvements to the City's technology infrastructure.

APPENDIX

2017-2018 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.

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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.

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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:

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- 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.

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- 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.

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.

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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:

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- **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.

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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)

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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 2017. Council will need to provide policy direction regarding what the City will do for 2018 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

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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.

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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 laddered 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.

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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;

- 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.

Parks Maintenance: 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 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.

Public Works Engineering Utilities and Street and Traffic Maintenance: The allocation of costs for 2K funded projects 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 maintenance, including the salary and all benefit costs for street division employees. Utility costs will be allocated based on the ratio of 2K funded miles of streets with street lights to the total City owned and maintained miles of streets with street lights. The operation and maintenance cost of traffic signals will be allocated in a similar manner.

Recreation Programs: All recreation programs (including the equipment, personnel, and supplies) offered at a 2K funded project will be funded by 2K operating funds and the reprogramming of existing recreation center space will be funded from the regular General Fund. The operation and maintenance of the expanded portion of the existing recreation center will be funded from 2K revenues.

Support Costs: Support costs for administrative service departments and/or divisions impacted by 2K funded projects will be allocated on the basis of the ratio of 2K funded full-time equivalent positions to the total full-time equivalent positions.

Internal Service Funds (currently Facility Services, Fleet, and Information Technology) will be allocated to 2K funded facilities and staff 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.

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.

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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

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	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 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.

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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, 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.

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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 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	The Leadership Team is a collection of the organization's top-level managers that discuss

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Team	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.
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	Colorado voters passed the TABOR limit (Article X, Section 20 of the Colorado

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of Rights (TABOR)	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.
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

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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
	<u>73,445,000</u>		<u>63,111,157.50</u>	<u>\$ 136,556,157.50</u>	<u>\$ 136,556,157.50</u>

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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>
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-CERTIFICATES OF PARTICIPATION 2006

<u>Period Ending</u>	<u>Principal</u>	<u>Coupon</u>	<u>Interest</u>	<u>Debt Service</u>	<u>Annual Debt Service</u>
12/15/2006			823,602.40	823,602.40	823,602.40
6/15/2007			733,903.13	733,903.13	
12/15/2007			733,903.13	733,903.13	1,467,806.26
6/15/2008			733,903.13	733,903.13	
12/15/2008			733,903.13	733,903.13	1,467,806.26
6/15/2009			733,903.13	733,903.13	
12/15/2009			733,903.13	733,903.13	1,467,806.26
6/15/2010			733,903.13	733,903.13	
12/15/2010			733,903.13	733,903.13	1,467,806.26
6/15/2011			733,903.13	733,903.13	
12/15/2011			733,903.13	733,903.13	1,467,806.26
6/15/2012			733,903.13	733,903.13	
12/15/2012			733,903.13	733,903.13	1,467,806.26
6/15/2013			733,903.13	733,903.13	
12/15/2013	390,000	4.250%	733,903.13	1,123,903.13	1,857,806.26
6/15/2014			725,615.63	725,615.63	
12/15/2014	555,000	4.250%	725,615.63	1,280,615.63	2,006,231.26
6/15/2015			713,821.88	713,821.88	
12/15/2015	570,000	4.250%	713,821.88	1,283,821.88	1,997,643.76
6/15/2016			701,709.38	701,709.38	
12/15/2016	600,000	4.250%	701,709.38	1,301,709.38	2,003,418.76
6/15/2017			688,959.38	688,959.38	
12/15/2017	635,000	4.250%	688,959.38	1,323,959.38	2,012,918.76
6/15/2018			675,465.63	675,465.63	
12/15/2018	655,000	4.375%	675,465.63	1,330,465.63	2,005,931.26
6/15/2019			661,137.50	661,137.50	
12/15/2019	685,000	4.375%	661,137.50	1,346,137.50	2,007,275.00
6/15/2020			646,153.13	646,153.13	
12/15/2020	715,000	4.500%	646,153.13	1,361,153.13	2,007,306.26
6/15/2021			630,065.63	630,065.63	
12/15/2021	760,000	4.500%	630,065.63	1,390,065.63	2,020,131.26
6/15/2022			612,965.63	612,965.63	
12/15/2022	800,000	4.500%	612,965.63	1,412,965.63	2,025,931.26
6/15/2023			594,965.63	594,965.63	
12/15/2023	845,000	4.500%	594,965.63	1,439,965.63	2,034,931.26
6/15/2024			575,953.13	575,953.13	
12/15/2024	890,000	4.500%	575,953.13	1,465,953.13	2,041,906.26
6/15/2025			555,928.13	555,928.13	
12/15/2025	935,000	4.500%	555,928.13	1,490,928.13	2,046,856.26
6/15/2026			534,890.63	534,890.63	
12/15/2026	985,000	4.500%	534,890.63	1,519,890.63	2,054,781.26
6/15/2027			512,728.13	512,728.13	
12/15/2027	1,025,000	4.625%	512,728.13	1,537,728.13	2,050,456.26
6/15/2028			489,025.00	489,025.00	
12/15/2028	1,060,000	4.750%	489,025.00	1,549,025.00	2,038,050.00
6/15/2029			463,850.00	463,850.00	
12/15/2029	1,115,000	4.750%	463,850.00	1,578,850.00	2,042,700.00
6/15/2030			437,368.75	437,368.75	
12/15/2030	1,170,000	4.750%	437,368.75	1,607,368.75	2,044,737.50
6/15/2031			409,581.25	409,581.25	
12/15/2031	1,235,000	4.750%	409,581.25	1,644,581.25	2,054,162.50
6/15/2032			380,250.00	380,250.00	
12/15/2032	1,300,000	4.750%	380,250.00	1,680,250.00	2,060,500.00
6/15/2033			349,375.00	349,375.00	
12/15/2033	1,365,000	5.000%	349,375.00	1,714,375.00	2,063,750.00
6/15/2034			315,250.00	315,250.00	
12/15/2034	1,430,000	5.000%	315,250.00	1,745,250.00	2,060,500.00
6/15/2035			279,500.00	279,500.00	
12/15/2035	2,625,000	5.000%	279,500.00	2,904,500.00	3,184,000.00
6/15/2036			213,875.00	213,875.00	
12/15/2036	2,750,000	5.000%	213,875.00	2,963,875.00	3,177,750.00
12/16/2036			145,125.00	145,125.00	
12/17/2036	<u>5,805,000</u>	<u>5.000%</u>	<u>145,125.00</u>	<u>5,950,125.00</u>	<u>6,095,250.00</u>
	<u>30,900,000</u>		<u>35,725,365.10</u>	<u>\$ 66,625,365.10</u>	<u>\$ 66,625,365.10</u>

2017-2018 BIENNIAL BUDGET

October 17, 2016

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, 2017 and ending on December 31, 2017 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 2017 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 16, 2016 is \$214,906,290. A final valuation is to be received from the County Assessor no later than December 10, 2016.

For the 2016 fiscal year, it is proposed that the mill levy be certified at 27.00 mills, which will generate a district property tax of \$5,802,470. 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 2017 Budget Process

The proposed 2017 budget expenditures total \$6,457,717 including bond interest payments plus additional operational costs. NIGID revenues for 2017 are estimated at \$6,457,717.

The proposed budget is scheduled for public hearing on Monday, October 17, 2016 with a continuation of the public hearing to November 7, 2016. Following the November 7th 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 - 2017

GENERAL IMPROVEMENT DISTRICT

		2017 Budget
<u>Resources</u>		
Revenues		\$ 6,457,717
Total Resources		\$ 6,457,717
<u>Requirements</u>		
Administrative Cost		\$ 91,100
Transfers To:		
02 General Improvement District Debt		\$ 745,907
13 General Improvement District Debt		\$ 4,506,542
Fund Balance		\$ 1,114,168
Total Requirements		\$ 6,457,717

GENERAL IMPROVEMENT DISTRICT DEBT

		2017 Budget
<u>Resources</u>		
Transfers From		
02 General Improvement District Fund		\$ 745,907
13 General Improvement District Fund		4,506,542
Total Resources		\$ 5,252,449
<u>Requirements</u>		
02 Administrative Cost		\$ 7,750
13 Administrative Cost		50,500
02 Interest		303,157
13 Interest		3,201,042
02 Principal		435,000
13 Principal		1,255,000
Total Requirements		\$ 5,252,449

NORTHERN INFRASTRUCTURE GID

SUMMARY OF RESOURCES AND REQUIREMENTS BY FUND - 2018

GENERAL IMPROVEMENT DISTRICT

	2018 Plan
<u>Resources</u>	
Revenues	\$ 6,585,371
Total Resources	\$ 6,585,371
<u>Requirements</u>	
Administrative Cost	\$ 92,500
02 Administrative Cost	
02 General Improvement District Debt	\$ 748,507
13 General Improvement District Debt	\$ 4,623,792
Fund Balance	\$ 1,120,572
Total Requirements	\$ 6,585,371

GENERAL IMPROVEMENT DISTRICT DEBT

	2018 Plan
<u>Resources</u>	
Transfers From	
02 General Improvement District Fund	\$ 748,507
13 General Improvement District Fund	4,623,792
Total Resources	\$ 5,372,299
<u>Requirements</u>	
02 Administrative Cost	\$ 7,750
13 Administrative Cost	50,500
02 Interest	285,757
13 Interest	3,138,292
02 Principal	455,000
13 Principal	1,435,000
Total Requirements	\$ 5,372,299

NORTHERN INFRASTRUCTURE GID

2017-2018 BIENNIAL BUDGET

Revenues		<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Account Number	Description						
190-420-000	Earnings On Investments	\$ 312,719	\$ 54,051	\$ 150,000	\$ (20,962)	\$ 50,000	\$ 50,000
190-445-001	Property Tax	4,381,015	4,572,537	5,635,146	5,624,013	5,802,470	5,918,519
190-445-003	Specific Ownership Tax	353,876	393,019	563,515	267,659	580,247	591,852
190-482-001	Sale Of Assets Water Rights	-	101,650	-	-	-	-
190-490-002	One Time Fee	4,804	-	-	-	-	-
190-490-003	Capacity Fee	21,012	8,127	25,000	17,254	25,000	25,000
190-489-000	Bond Proceeds	-	-	-	-	-	-
190-586-003	Bond Misc Net Premium	-	-	-	-	-	-
190-590-000	Transfer From Fund Balance	-	-	-	-	-	-
190-595-000	Transfers In	7,685,000	-	-	-	-	-
Total Available Revenues		<u>\$12,758,426</u>	<u>\$5,129,384</u>	<u>\$ 6,373,661</u>	<u>\$ 5,887,963</u>	<u>\$6,457,717</u>	<u>\$6,585,371</u>
Expenditures							
190-731-026	Outside Services Project Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
190-731-062	Recording/Advertising Fees	-	-	100	-	100	100
190-731-006	Auditing Fees	9,500	9,500	15,000	13,030	15,000	15,000
190-731-086	Legal Fees	165	-	1,000	-	1,000	1,000
190-740-000	Property Tax Collection Fees	65,758	68,603	67,000	84,369	70,000	71,400
190-751-001	Project Expense - Water Acq Fee	1,500	-	-	-	-	-
190-751-003	Project Expense - Water Rights Sold	-	79,999	-	-	-	-
190-790-000	Unclassified Expense	-	-	-	-	-	-
190-790-006	Unclassified Expense Closing Costs	-	-	-	-	-	-
190-790-019	Unclassified Expense Bond Escrow Agent	-	-	-	-	-	-
190-784-000	Insurance Premiums	-	-	5,000	-	5,000	5,000
190-891-000	Transfer To Fund 195 - 2002	728,306	733,306	742,507	742,507	745,907	748,507
190-891-000	Transfer To Fund 195 - 2013	4,177,391	4,237,491	4,397,542	4,397,542	4,506,542	4,623,792
190-891-000	Transfer To Fund 191 - NIGID Construction Fund	12,034,621	8,463,088	-	-	-	-
190-891-000	Transfer To CIPP Fund	-	130,000	-	-	-	-
190-891-001	Transfer To Fund Balance	(4,258,816)	(8,592,603)	1,145,512	650,516	1,114,168	1,120,572
Total Expenditures		<u>12,758,426</u>	<u>5,129,384</u>	<u>6,373,661</u>	<u>5,887,963</u>	<u>6,457,717</u>	<u>6,585,371</u>
Net Position		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

NORTHERN INFRASTRUCTURE GID

2017-2018 BIENNIAL BUDGET

Revenues		<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2016 Estimated</u>	<u>2017 Budget</u>	<u>2018 Plan</u>
Account Number	Description						
195-420-008	Interest/Us Bank 2002	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
195-420-026	Interest/Us Bank 2013	-	-	-	-	-	-
195-595-000	Transfer From Fund 190/2002	728,306	733,306	742,507	737,507	745,907	748,507
195-595-000	Transfer From Fund 190/2013	4,177,391	4,237,491	4,397,542	4,345,542	4,506,542	4,623,792
Total Available Revenues		<u>\$ 4,905,698</u>	<u>\$ 4,970,798</u>	<u>\$ 5,140,049</u>	<u>\$ 5,083,049</u>	<u>\$ 5,252,449</u>	<u>\$ 5,372,299</u>
Expenditures							
195-731-090	2002 Outside Services	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 5,000
195-731-205	2013 Outside Services	50,000	-	50,000	-	50,000	50,000
195-790-007	2002 Unclassified Expense	2,750	2,750	2,750	2,750	2,750	2,750
195-790-020	2013 Unclassified Expense	500	500	2,500	500	500	500
195-792-001	2002 Bond Principal Payments	375,000	395,000	415,000	415,000	435,000	455,000
195-792-005	2013 Bond Principal Payments	830,000	965,000	1,100,000	1,100,000	1,255,000	1,435,000
195-793-001	2002 Bond Interest Payments	350,556	335,556	319,757	319,757	303,157	285,757
195-793-005	2013 Bond Interest Payments	3,296,891	3,271,991	3,245,042	3,245,042	3,201,042	3,138,292
Total Expenditures		<u>\$ 4,905,698</u>	<u>\$ 4,970,798</u>	<u>\$ 5,140,049</u>	<u>\$ 5,083,049</u>	<u>\$ 5,252,449</u>	<u>\$ 5,372,299</u>
Net Position		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

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>
6/1/2013			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
	<u>76,280,000</u>		<u>55,571,098.36</u>	<u>\$ 131,851,098.36</u>	<u>\$ 131,851,098.36</u>

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

RESOLUTION ADOPTING THE 2017 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE COMMERCE CITY NORTHERN INFRASTRUCTURE GENERAL IMPROVEMENT DISTRICT (NIGID)

RESOLUTION NO. NIGID 2016-06

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, 2017, and ending December 31, 2017; 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 17, 2016 with a continuation of the public hearing on November 7, 2017; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2017; and

Revenues & Fund Balance	\$6,457,717
Expenditure Requirements	\$6,457,717

WHEREAS, the assessed valuation of taxable property for the year 2016; in the Northern Infrastructure General Improvement District, as certified by the County Assessor of Adams County, Colorado is the sum of \$214,906,290.

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 2017 and \$6,457,717 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, 2017 through December 31, 2017.

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 \$5,802,470 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, 2017, and ending December 31, 2017.

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, 2017, and ending December 31, 2017, 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
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RESOLVED AND PASSED THIS 7th DAY OF NOVEMBER 2016.

COMMERCE CITY NORTHERN INFRASTRUCTURE
GENERAL IMPROVEMENT DISTRICT

Sean Ford, President

ATTEST:

Laura J. Bauer
City Clerk, ex-officio Secretary

E-470 COMMERCIAL AREA GID

2017-2018 BIENNIAL BUDGET

October 17, 2016

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, 2017 and ending on December 31, 2017 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 2017 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 2017 Budget Process

The proposed 2017 budget expenditures total \$16,600 which include operational costs. ECAGID revenues for 2017 are estimated at \$16,600.

The proposed budget is scheduled for public hearing on Monday, October 17, 2016 with a continuation of the public hearing to November 7, 2016. Following the November 7th 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

2017 BUDGET

		2017 Budget	
<u>Resources</u>			
Revenues		\$	16,600
Total Resources		\$	16,600
<u>Requirements</u>			
Administrative Cost		\$	16,600
Total Requirements		\$	16,600

2018 PLAN

		2018 Plan	
<u>Resources</u>			
Revenues		\$	16,600
Total Resources		\$	16,600
<u>Requirements</u>			
Administrative Cost		\$	16,600
Total Requirements		\$	16,600

E-470 COMMERCIAL AREA GID

2017-2018 BIENNIAL BUDGET

Revenues		<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2016 Estimated</u>	2017 Budget	2018 Plan
Account Number	Description						
	Beginning Fund Balance	\$ 2,470,110	\$ 2,460,840	\$ 2,773,069	\$ 2,773,069	\$ 2,773,069	\$ 2,773,069
196-407-001	Reimbursed By Others - General	-	-	-	-	-	-
196-410-000	Contributions	-	-	-	-	-	-
196-420-000	Earnings On Investments	39,217	(687)	-	(246)	-	-
196-445-001	Taxes Property	163	6,806	16,000	16,247	15,873	15,873
196-445-003	Taxes Specific Ownership	13	589	-	771	727	727
196-480-011	Agreements	-	311,122	-	-	-	-
196-495-001	Unclassified Revenue	-	-	-	-	-	-
196-590-000	Transfer from Fund Balance	-	-	-	-	-	-
196-595-000	Transfers In	1,240,000	-	-	-	-	-
	Total Available Revenues	\$ 1,279,393	\$ 317,831	\$ 16,000	\$ 16,773	\$ 16,600	\$ 16,600
Expenditures							
196-731-000	Outside Services	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
196-731-006	Auditing Fees	-	5,500	1,250	-	1,250	1,250
196-731-062	Recording/Advertising	-	-	100	-	100	100
196-731-086	Legal Fees	-	-	1,000	-	1,000	1,000
196-740-000	Property Tax Collection Fee	-	102	-	244	250	250
196-751-000	Project Expense	1,238,663	-	-	-	-	-
196-790-000	Unclassified Expense	-	-	2,000	-	2,000	2,000
196-891-000	Transfer Out	-	-	-	-	-	-
196-891-001	Transfer To Fund Balance	-	-	11,650	16,529	12,000	12,000
	Total Expenditures	\$ 1,288,663	\$ 5,602	\$ 16,000	\$ 16,773	\$ 16,600	\$ 16,600
	Net Position	\$ 2,460,840	\$ 2,773,069	\$ 2,773,069	\$ 2,773,069	\$ 2,773,069	\$ 2,773,069

E-470 COMMERCIAL AREA GID

RESOLUTION ADOPTING THE 2017 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE E-470 COMMERCIAL AREA GENERAL IMPROVEMENT DISTRICT (ECAGID) FOR THE YEAR 2016

RESOLUTION NO. ECAGID 16-03

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, 2017, and ending December 31, 2017; 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 17, 2016 with a continuation of the public hearing on November 7, 2016; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2017; and

Revenues & Fund Balance	\$16,600
Expenditure Requirements	\$16,600

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 2017 and \$16,600 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, 2017 through December 31, 2017.

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 E-470 Commercial Area General Improvement District for the purpose of raising the sum of \$16,600 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, 2017, and ending December 31, 2017.

BE IT FURTHER RESOLVED that an ad valorem tax levy for the E-470 Commercial Area General Improvement District, Colorado, for the fiscal year commencing January 1, 2017, and ending December 31, 2017, 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
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RESOLVED AND PASSED THIS 7th DAY OF NOVEMBER 2016.

E-470 COMMERCIAL AREA
GENERAL IMPROVEMENT DISTRICT

Sean Ford, Chairperson

ATTEST:

Laura J. Bauer, Secretary

E-470 RESIDENTIAL AREA GID

October 17, 2016

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, 2017 and ending on December 31, 2017 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 2017 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 2017 Budget Process

The proposed 2017 budget expenditures total \$525. ERAGID revenues for 2017 are estimated at \$525.

The proposed budget is scheduled for public hearing on Monday, October 17, 2016 with a continuation of the public hearing to November 7, 2016. Following the November 7th 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

2017 BUDGET

		2017 Budget	
<u>Resources</u>			
Revenues		\$	525
Total Resources		\$	525
<u>Requirements</u>			
Administrative Cost		\$	525
Total Requirements		\$	525

2018 PLAN

		2018 Plan	
<u>Resources</u>			
Revenues		\$	525
Total Resources		\$	525
<u>Requirements</u>			
Administrative Cost		\$	525
Total Requirements		\$	525

E-470 RESIDENTIAL AREA GID

2017-2018 BIENNIAL BUDGET

Revenues		<u>2014 Actual</u>	<u>2015 Actual</u>	<u>2016 Adopted</u>	<u>2016 Estimated</u>	2017 Budget	<u>2018 Plan</u>
Account Number	Description						
	Beginning Fund Balance	\$ (378.00)	\$ (52,308.00)	\$ (53,328.00)	\$ (53,328.00)	\$ (53,457.00)	\$ (53,457.00)
198-407-001	Reimbursed By Others - General	-	-	-	-	-	-
198-410-000	Contributions	-	-	-	-	-	-
198-420-000	Earnings On Investments	(1,930)	(1,020)	-	(637)	-	-
198-445-001	Taxes Property	-	-	-	492	500	500
198-445-003	Taxes Specific Ownership	-	-	-	23	25	25
198-480-011	Agreements	-	-	-	-	-	-
198-495-001	Unclassified Revenue	-	-	10,000	-	-	-
198-590-000	Transfer from Fund Balance	-	-	-	-	-	-
198-595-000	Transfers In	-	-	-	-	-	-
	Total Available Revenues	\$ (1,930)	\$ (1,020)	\$ 10,000	\$ (122)	\$ 525	\$ 525
Expenditures							
198-731-000	Outside Services	\$ 50,000	\$ -	\$ 7,000	\$ -	\$ -	\$ -
198-731-006	Auditing Fees	-	-	-	-	-	-
198-731-062	Recording/Advertising	-	-	-	-	-	-
198-731-086	Legal Fees	-	-	1,000	-	-	-
198-740-000	Property Tax Collection Fee	-	-	-	7	-	-
198-751-000	Project Expense	-	-	-	-	-	-
198-790-000	Unclassified Expense	-	-	2,000	-	-	-
198-891-000	Transfer Out	-	-	-	-	-	-
198-891-001	Transfer To Fund Balance	-	-	-	-	525	525
	Total Expenditures	\$ 50,000	\$ -	\$ 10,000	\$ 7	\$ 525	\$ 525
	Net Position	\$ (52,308)	\$ (53,328)	\$ (53,328)	\$ (53,457)	\$ (53,457)	\$ (53,457)

E-470 RESIDENTIAL AREA GID

RESOLUTION ADOPTING THE 2017 BUDGET AND CERTIFICATION OF THE MILL LEVY FOR THE E-470 RESIDENTIAL AREA GENERAL IMPROVEMENT DISTRICT (ERAGID) FOR THE YEAR 2016

RESOLUTION NO. ERAGID 16-04

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, 2017, and ending December 31, 2017; 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 17, 2016 with a continuation of the public hearing on November 7, 2016; and

WHEREAS, the budget as submitted sets forth the following estimated fiscal data for the year 2015; and

Revenues & Fund Balance	\$525
Expenditure Requirements	\$525

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 2017 and \$525 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, 2017 through December 31, 2017.

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 \$525 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, 2017, and ending December 31, 2017.

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, 2017, and ending December 31, 2017, 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
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RESOLVED AND PASSED THIS 7th DAY OF NOVEMBER 2016.

E-470 RESIDENTIAL AREA
GENERAL IMPROVEMENT DISTRICT

Sean Ford, Chairperson

ATTEST:

Laura J. Bauer, Secretary



c3gov.com/budget