



CITY OF  
**Northglenn**  
COLORADO

# 2021 Budget

## Annual Operating & Capital Improvement





# Table of Contents

## Introduction

Distinguished Budget Presentation Award .....	1
Reader's Guide .....	2
Community Profile .....	3
List of Officials .....	8
Organizational Chart .....	10

## Budget Summary

Budget Message .....	11
Budget Overview .....	17
Goals & Priorities.....	21
Challenges & Opportunities.....	23
Revenue Assessment .....	24
Expenditure Assessment.....	29
Other Sources/Uses .....	32
Fund Balance Analysis.....	33
Long Range Financial Planning .....	35
City-Wide Summary .....	38
City-Wide Revenue Detail .....	40
City-Wide Expenditure Detail .....	44

## Fund Summaries

General Fund .....	48
Conservation Trust Fund.....	50
CDBG Fund.....	52
Capital Projects Fund .....	54
Water Fund.....	60
Wastewater Fund .....	64
Stormwater Fund.....	66
Sanitation Fund .....	68

## Department Summaries

Department Funding Matrix.....	71
Legislative .....	72
City Manager .....	80
City Clerk.....	90
Human Resources.....	96
Technology.....	106
Finance.....	114
Planning & Development.....	124
Parks, Recreation, & Culture.....	132
Police.....	142
Public Works .....	150

## Capital Improvement Program

Program Overview.....	193
Conservation Trust Fund.....	195
CDBG Fund.....	199
Capital Projects Fund .....	201
Water Fund.....	219
Wastewater Fund .....	229
Stormwater Fund.....	235

## **Appendix**

Financial Policies.....	237
Personnel Summary.....	249
Resolution No. 20-145 2021 Pay Plan .....	253
Resolution No. 20-146 Mill Levy Certification.....	260
Resolution No. 20-147 Budget Adoption .....	261
Glossary of Terms .....	263







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Northglenn  
Colorado**

For the Fiscal Year Beginning

**January 1, 2020**

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Northglenn, Colorado, for its Annual Budget for the fiscal year beginning January 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

The award is valid for a period of one year only. The City of Northglenn believes the 2021 budget continues to conform to program requirements, and will be submitting it to GFOA to determine its eligibility for another award.

## Reader's Guide

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

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

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

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

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

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

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



# Community Profile

## Introduction

The City of Northglenn is a diverse community that cultivates a safe, sustainable and engaged environment for its businesses and residents. Located approximately 9 miles north of downtown Denver, the City occupies approximately 7.5 square miles made up of two geographically separated areas. The primary portion of the City contains approximately 6.5 square miles located in Adams County, which serves as the city center of businesses and residents. In 1990, the City annexed an additional square mile of property in Weld County, located approximately 5.5 miles north of the primary City, where the wastewater treatment plant is located. US Interstate 25 bisects the City in a North-South direction, and serves as the area's primary arterial along the foothills and Front Range cities. The primary City lies at an elevation of 5,377 feet above sea level, and is surrounded on all sides by other municipalities.

## History

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



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

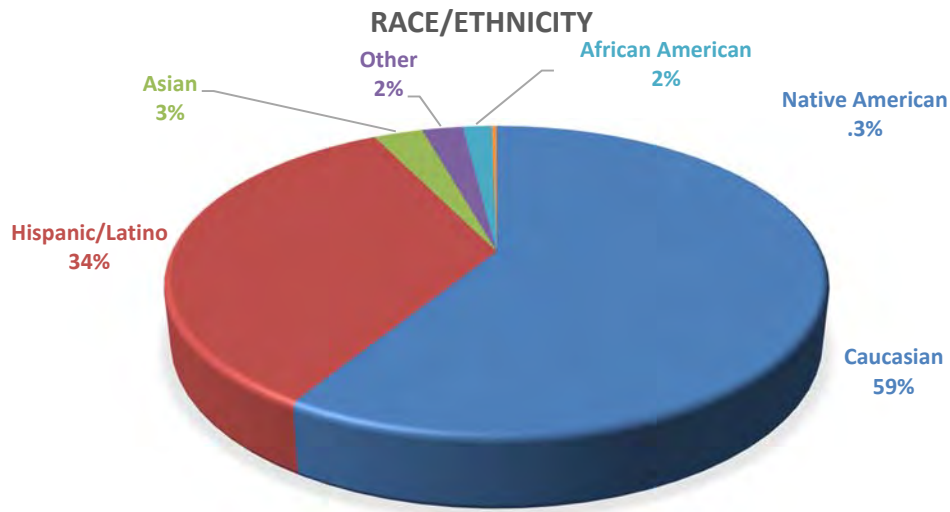
## Climate

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

Average High/Low Temperature in January	46.6°/19.3°
Average High/Low Temperature in July	89.8°/57.8°
Average Annual Precipitation	14.15"
Average Annual Snowfall	42.9"
Average Wind Speed	10.3 mph

## Population & Demographics

According to the US Census Bureau, the estimated population of the City of Northglenn is 38,850. The population race/ethnicity is broken down as follows:



The median age of Northglenn residents is 33 years old, and 20% of the population hold a Bachelor's Degree.

Source: Colorado Department of Local Affairs <https://demography.dola.colorado.gov/population/> and the United States Census Bureau <https://data.census.gov/cedsci/>

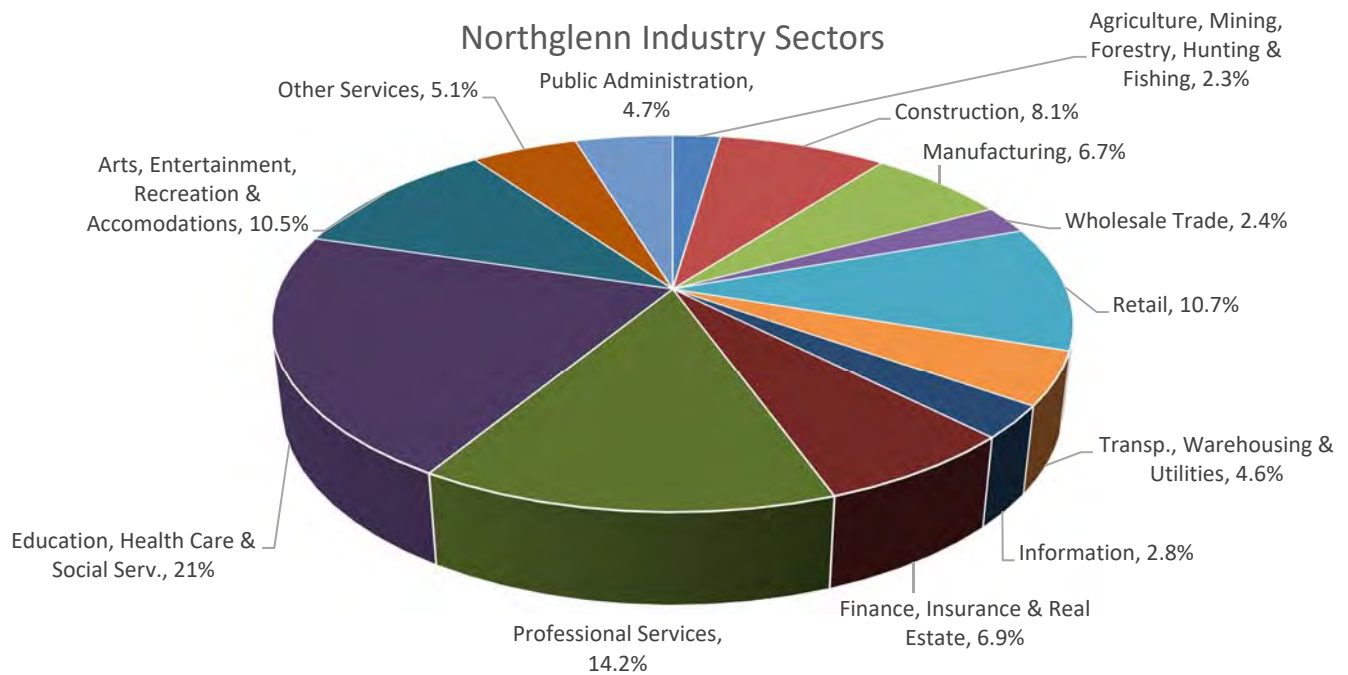
There are an estimated 14,439 housing units within the City and an average household size of 3 individuals. Approximately 97% of the housing units in Northglenn are occupied, and of those, 43% are categorized as renter-occupied. As of December 2020, the median list price for single family homes is \$395,000. This is lower than the Denver metro area median price of \$456,000. The average rental rate for a one-bedroom apartment is \$1,361/month, and a two-bedroom is \$1,519/month.

## Labor & Employment

Due to COVID-19, Northglenn's unemployment rate more than doubled over the past year, increasing from an average of 3% to 7.3% as of November 2020. This rate is in par with Adams County and state averages. The labor force is approximately 22,004 of which 20,397 are employed. The average household income is \$66,792, and the income per capita is approximately \$23,262.

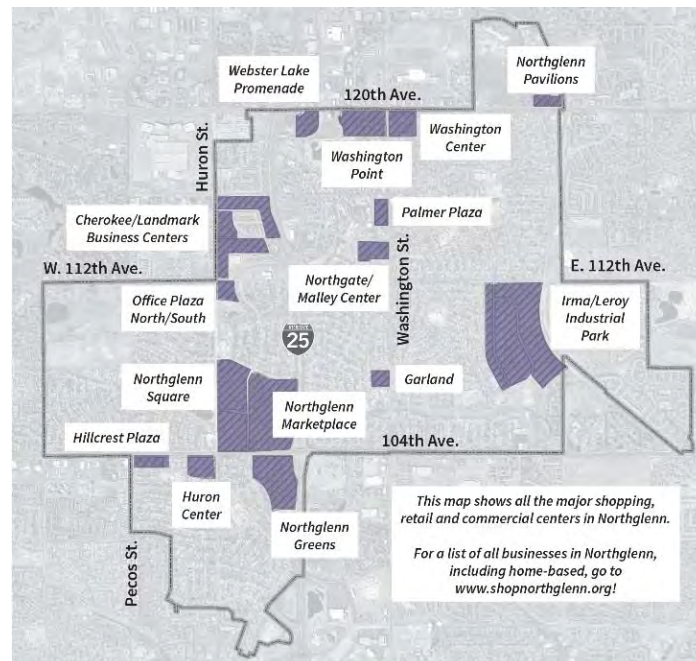
Education, health care and social services is the largest Northglenn industry sector at 21%, followed by professional services at 14%. Additionally, a wide variety of primary employers with higher-waged jobs within the manufacturing, transportation, construction and warehousing employment sectors make up 21% of the businesses within the community.

There are approximately 750 store-front businesses and 223 home-based businesses that operate in the City, offering a wide variety of goods and services. The chart below provides a breakdown of business industry sectors of Northglenn:



Source: 2019 American Community Survey

Northglenn has a variety of real estate opportunities including office space, four industrial parks and 15 commercial retail centers throughout the City (shown in map below). There are a number of “big box” establishments including Lowe’s, Best Buy, and Bed, Bath & Beyond. The Northglenn Marketplace located at I-25 and 104<sup>th</sup> Avenue is the primary retail center within the City and is made up of approximately 25 establishments.



## Growth & Development

The City of Northglenn is an established community, bordered on all sides by other municipalities with limited land available for new development. As such, redevelopment plays an important role in the local economy. In 1990, the Northglenn Urban Renewal Authority (NURA) was created to actively eliminate

blight, assist with private redevelopment projects, as well as plan and develop public-related improvements in an effort to develop and maintain a sustainable economy.

Current major redevelopment projects include the Northglenn Marketplace and the Civic Center Campus. NURA is working with a private developer to bring a Harkins 12-screen luxury movie theater to the Northglenn Marketplace, and with the City to redevelop the Civic Center Campus located at 120<sup>th</sup> Avenue and I-25. The Civic Center Campus project is intended to replace existing City structures, and to eventually bring mixed-use private development to the site. Construction of the new recreation center and theatre complex will be completed this year, and redevelopment efforts are underway.

While limited, opportunities for infill development within the City do exist. As part of the Regional Transportation District's (RTD) FasTracks N-Line program, a mass-transit light rail station has been built in the City between Irma Drive and York Street on 112<sup>th</sup> Avenue, and another station was placed just north of the city limits at 124<sup>th</sup> Avenue and Claude Court. The City is working with a private developer on a mixed use plan for approximately 63.8 acres of vacant land located north of 120<sup>th</sup> Avenue between Race Street and Irma Drive.

### Government

The City of Northglenn is a home rule community consisting of a council-manager form of government with power vested in an elected, nine-member City Council. Elected by ward on a non-partisan basis, Council Members serve four-year staggered terms. The City is sectioned into four (4) wards, with two (2) Council Member positions assigned per ward. The Mayor is elected at-large every four years. The Council may take action through ordinances, resolutions, and motions. Policy-making and legislative authority remains the responsibility of the City Council. The Council adopts the budget, appoints the boards and commissions, and hires the City Manager, City Attorney, City Clerk, and Municipal Judge.

The City Manager is responsible for carrying out the policies and ordinances approved by Council, for overseeing the day-to-day operations of the City, and for appointing the heads of various departments. The Home Rule Charter establishes procedures to promote the expeditious and efficient handling of City matters.

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

### City Facilities

#### ***City Hall***

11701 Community Center Drive  
Northglenn, Colorado 80233  
303.451.8326

#### ***Recreation Center***

11801 Community Center Drive  
Northglenn, Colorado 80233  
303.450.8800

#### ***Maintenance & Operations Facility***

12301 Claude Court  
Northglenn, Colorado 80241  
303.450.4004

#### ***Water Treatment Facility***

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

#### ***Wastewater Treatment Facility***

5445 Weld County Road 2  
Northglenn, Colorado 80603  
303.457.0931

#### ***Northglenn Justice Center***

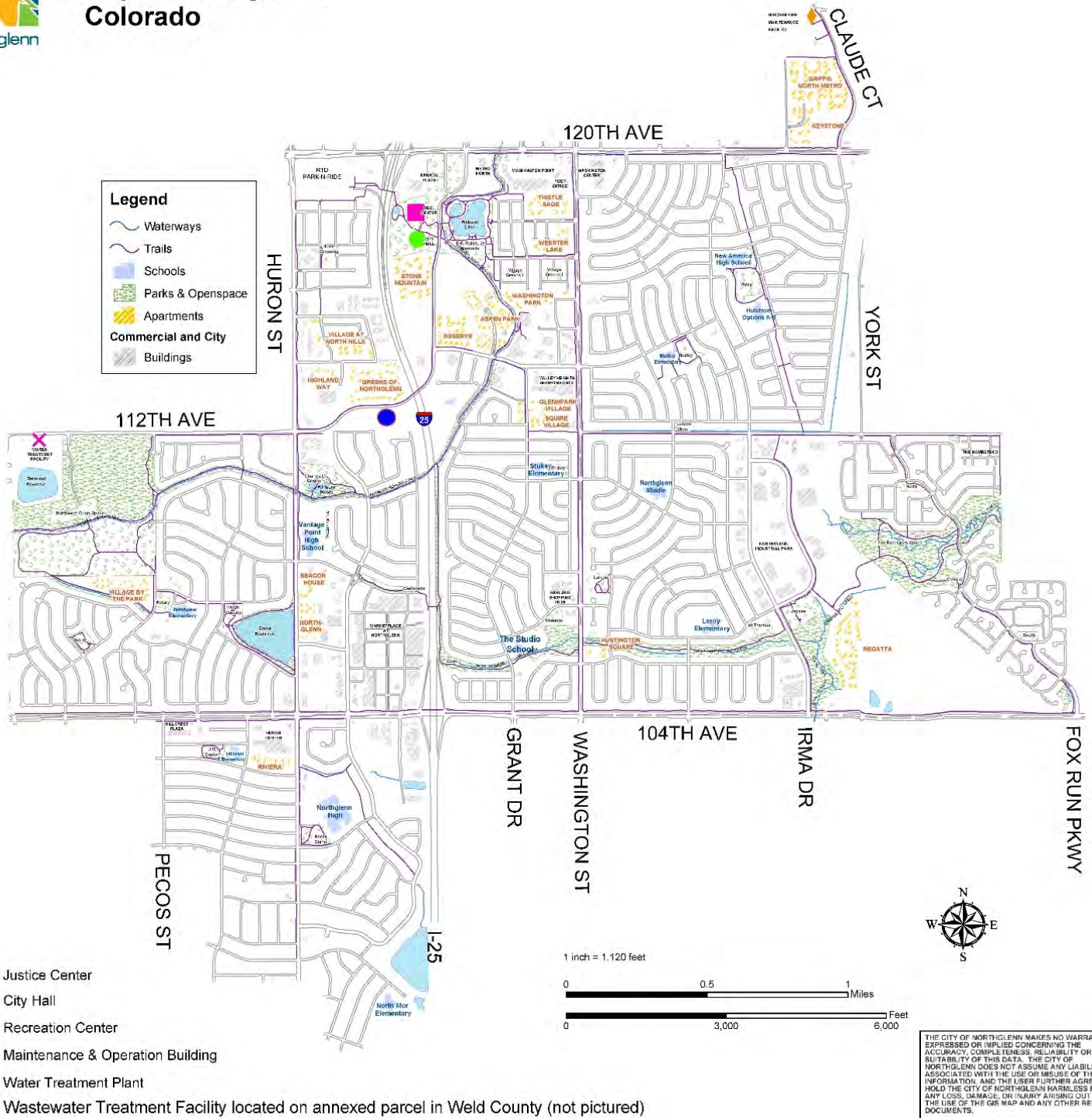
50 West Community Center Drive  
Northglenn, Colorado 80234  
303.450.8892



## City Map



### City of Northglenn, Colorado



## List of Officials

### City Council



Mayor, Meredith Leighty



Mayor Pro Tem, Ward 4,  
Jenny Willford



Ward 1, Randall Peterson



Ward 1, Ashley Witkovich



Ward 2, Becky Brown



Ward 2, Joyce Downing



Ward 3, Julie Duran Mullica



Ward 3, Katherine Goff



Ward 4, Antonio Esquibel

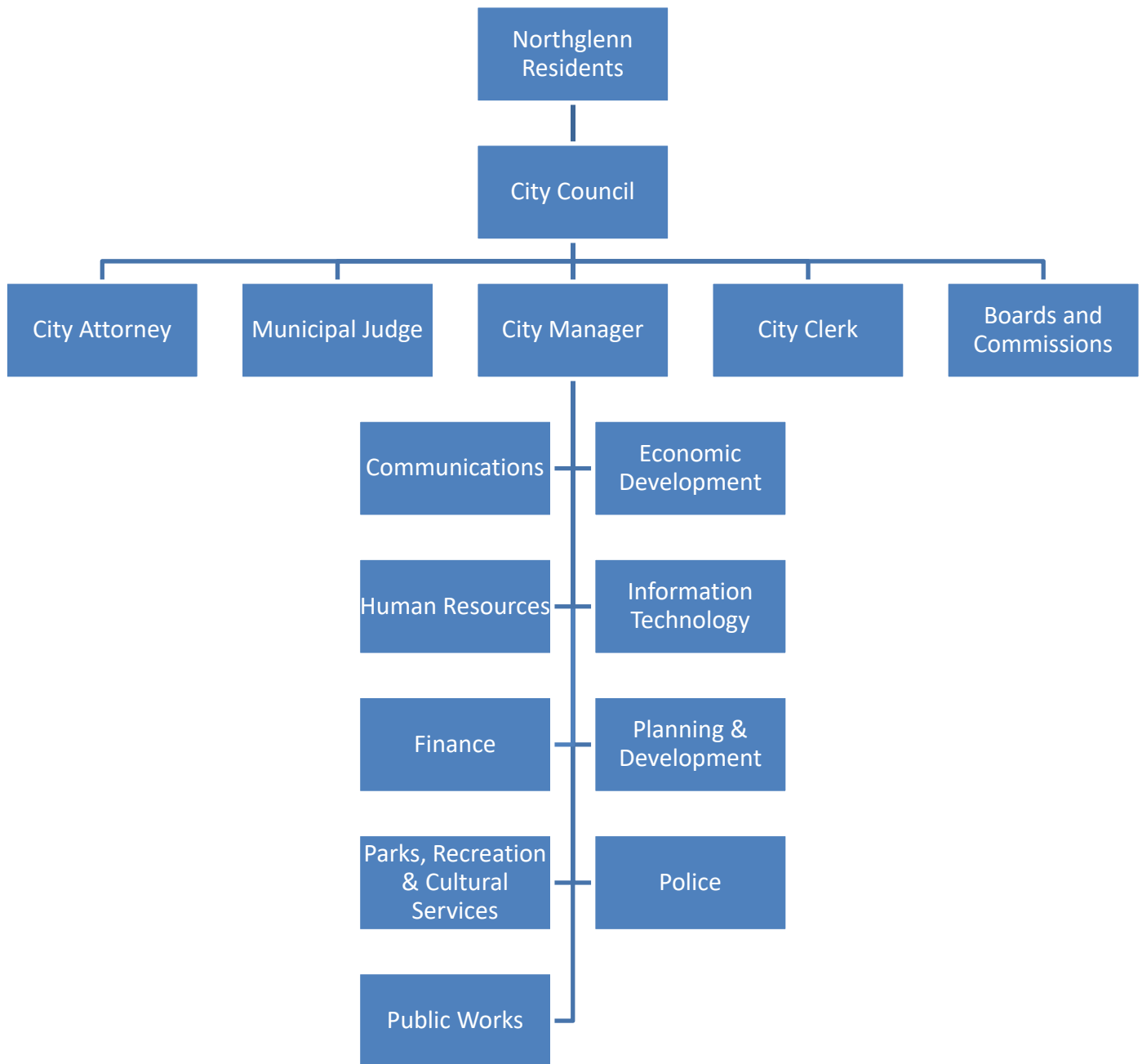
## **Administration**

City Manager	Heather Geyer
City Attorney	Corey Hoffmann
City Clerk	Johanna Small
Communications Director	Diana Wilson
Economic Development Director	Debbie Tuttle
Director of Human Resources	Tamara Dixon
Director of Technology	Bob Lehr
Director of Finance	Jason Loveland
Director of Planning and Development	Brook Svoboda
Director of Parks, Recreation & Culture	Amanda Peterson
Chief of Police	James May, Jr.
Director of Public Works	Kent Kisselman

## **Boards & Commissions**

Citizens' Affairs Board	Parks & Recreation Advisory Board
Election Commission	Planning Commission
Historic Preservation Commission	Victim Assistance & Law Enforcement (VALE) Board
Liquor Licensing Authority	Youth Commission
Northglenn Urban Renewal Authority (NURA)	Diversity, Inclusivity, and Social Equity Board
Community Co-Production Policing Advisory Board	

## Organizational Chart











## Budget Message

October 26, 2020

Dear Mayor and Council Members:

I present to the Mayor and City Council the 2021 Operating and Five-Year Capital Improvement Budget. This Budget provides the framework for providing services and programs to the residents of Northglenn for the year 2021, based on delivering core services and priorities set forth in the 2019-2023 Strategic Plan.

### **OVERALL SUMMARY**

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

Fund	2021 Appropriation
General	\$26,928,032
Conservation Trust	\$310,000
CDBG	\$0
Capital Projects	\$42,658,141
Water	\$13,790,032
Wastewater	\$32,971,055
Stormwater	\$659,398
Sanitation	\$2,013,540
<b>TOTAL</b>	<b>\$119,330,198</b>

Highlighting the budget for 2021 are several significant capital projects. Construction of the new recreation, theatre, and senior center facility will be complete in the fall of 2021. The budget also includes a major upgrade to 120<sup>th</sup> Avenue between Washington Street and York Street, a portion of which is funded with a federal grant. This is a multi-year road project that began with design work in 2020, with construction estimated to occur in 2023. Design work related to the replacement of a lift station and force main has begun and construction of the infrastructure is expected to begin in 2021.

The following information outlines the revenues and expenditures by Fund.

### **General Fund**

General Fund revenue is projected at \$26,402,965, which is a 2.9% increase over estimated 2020 projections. The increase is primarily due to sales tax projected growth of 2.5%. Revenues fell in 2020 from the prior year by an estimated 8% due to the COVID-19 pandemic. The rebound in revenue for 2021 is still below 2019 levels.

General Fund expenditures total \$26,928,032. This represents a decrease over the 2020 Budget of 4.7%. The personnel line item is increasing by 2.8% due to increases in health care costs of 10.5% and salary adjustments for employees. Capital outlay has been decreased and other cost containment measures have been instituted as revenue recovery from the pandemic remains unknown.

The ending fund balance is estimated at \$20,471,865, or 77% of operating expenditures. Of the ending fund balance, \$19,664,024 is considered unrestricted. The City's fund balance policy requires a minimum reserve balance of 25% of its operating expenditures, a portion of which is restricted through the 3% TABOR Reserve Restriction.

Package requests in the General Fund include:

- \$1,018,312 – On-going expenditures
- \$322,520 – One-time expenditures
- \$301,000 – Capital equipment expenditures

### **Conservation Trust Fund**

Conservation Trust Fund revenue is projected at \$418,000 for 2021. The beginning fund balance is estimated at \$535,588.

Projects for 2020 include:

- \$250,000 – Sensory Playground repair
- \$50,000 – Greenway Trail replacement (sections of trail)
- \$10,000 – Bocce ball court at Danahy Park

In total, the proposed expenditures are \$310,000 with an ending fund balance estimate of \$643,588.

### **Community Development Block Grant Fund (CDBG)**

CDBG funds become available annually through Federal award and are distributed to the City by Adams County. The City does not budget for revenues or expenditures until the grant award is in place. If funding is allocated in 2021, estimated at \$225,000, the City intends to allocate the funds to the Minor Home Improvement Program administered through Adams County.

### **Capital Projects Fund**

Capital Projects Fund revenue is estimated at \$8,646,600. Excluding grants, revenues are flat when compared to 2020 year-end projections. Overall, tax collections are estimated to increase 1.0%. These taxes include: 4.000 Mill Property Tax dedicated to road projects, ½% Sales/Use Tax and the 4% Special Marijuana Tax.

Total expenditures are \$42,658,141 which includes \$4,135,819 of debt service payments for the Certificates of Participation issued for the Justice Center in 2017 and Recreation Center issued in 2019.

Projects for 2021 include:

- \$21,000,000 – Recreation center construction (\$53 million total project cost)
- \$9,937,043 – East 120<sup>th</sup> Avenue improvements from Washington Street to York Street
- \$1,350,000 – Residential streets, traffic signals, and concrete programs
- \$1,200,000 – Washington Street rehabilitation
- \$1,160,000 – Traffic signal upgrade

- \$750,000 – E.B. Rains Jr. Memorial Park renovations
- \$600,000 – Community Center Drive Bridge maintenance
- \$500,000 – City Hall planning and design work
- \$300,000 – Wyco Park tennis court
- \$250,000 – Other tennis court renovations
- \$136,951 – School Zone Safety Program
- \$100,000 – Citywide playground maintenance
- \$25,000 – Miscellaneous emergency park repairs

### **Water Fund**

Water Fund revenue is estimated at \$12,881,500. An estimated increase of 2.5% in sales tax and a rate increase of 3% for water usage lead to revenue being 2.1% higher than 2020 year-end projections.

Water Fund expenditures are \$13,790,032, which is greater than the 2020 Budget due to one-time capital projects planned in 2021. Total expenditures include \$1,014,760 for debt service payments on the Standley Lake Pipeline project. This debt will be paid in full in 2022.

Projects for 2021 include:

- \$3,500,000 – Waste handling improvements
- \$418,000 – Filter to waste automation
- \$150,000 – Standley Lake pipeline
- \$100,000 – Waterline replacement (citywide)

Package requests in the Water Fund include:

- \$531,000 – Capital equipment expenditures
- \$413,520 – Ongoing expenditures
- \$360,000 – One-time expenditures

### **Wastewater Fund**

Wastewater Fund operating revenue is projected at \$5,214,500. A rate increase of 8% to user charges and fees is included based on the rate plan approved in 2017. The increase is necessary to pay for infrastructure improvements that include replacing Lift Station A and the Force Main. These two components deliver the City's waste to the processing facility in Weld County.

Wastewater Fund expenditures total \$32,971,055, including an estimated \$1,097,636 for debt service created from the anticipated debt issuance for the required infrastructure improvements.

Projects for 2021 include:

- \$27,168,398 – Lift Station A and Force Main replacement (estimated \$28.5 million total project)
- \$500,000 – Clarifier rehabilitation
- \$330,391 – Collection system rehabilitation
- \$168,103 – Lift Station B assessment

Package requests in the Wastewater Fund include:

- \$385,000 – Capital equipment expenditures
- \$21,220 – Ongoing expenditures
- \$0 – One-time expenditures

### **Stormwater Fund**

Stormwater Fund revenue is projected at \$458,000. There are no proposed rate increases to the stormwater fees. Stormwater Fund expenditures are \$659,398.

Projects for 2021 include:

- \$412,555 – Storm drainage improvements
- \$70,000 – Grange Hall Creek drainage and flood hazard plans (several small drainage areas throughout the City)

Package requests in the Stormwater Fund include:

- \$20,138 – Ongoing expenditures
- \$0 – One-time expenditures
- \$0 – Capital equipment expenditures

### **Sanitation Fund**

Sanitation Fund revenue is projected at \$1,959,000, which is flat when compared to 2020 year-end estimates. There are no proposed rate increases to the fees in the Fund.

Expenditures in the Fund total \$2,013,540.

Package requests in the Sanitation Fund include:

- \$520,000 – Capital equipment expenditures
- \$10,106 – Ongoing expenditures
- \$0 – One-time expenditures

## **SHORT-TERM FISCAL EVALUATION**

### **Sales Tax**

Sales tax, the City's largest revenue source, is projected to increase by 3% in 2021 compared to 2020 year-end estimates. The increase is positive given the COVID-19 pandemic, but will be below sales tax levels of 2019. The pandemic impact resembles that of the Great Recession in 2008, with the forecasted sales tax decrease of 8%. Additional revenue declines or occurring due to closures of the City recreation, arts and passport programs.

To alleviate the reduced revenue, the City has implemented cost containment strategies. These include limiting training and travel, downsized special events, extending vehicle useful lives and an overall expectation to critically evaluate the need for each expenditure.

### **Redevelopment**

The COVID-19 pandemic delayed the redevelopment and repositioning of stores within the Marketplace in 2020. There is optimism 2021 will see the redevelopment activity ensue. The development of the Civic Center is another positive for the future of the City. Various uses on the site are being considered which will inspire activation of the site into the future. Karl's Farm, agricultural land spanning over 60-acres, is being developed with many types of residential and commercial options. The residential components are expected to break ground early 2021. As with many aforementioned activities, the pace at which the economy rebounds from the pandemic looms large for the development community.

City officials, along with the Northglenn Urban Renewal Authority, continue to make redevelopment of shopping centers a priority. Working together to leverage resources to make

improvements throughout the City is key for future prosperity. As with many aforementioned activities, the pace at which the economy rebounds from the pandemic looms large for the development community.

### Utility Rates

Funding large infrastructure projects for the City's utility system is a priority and is being addressed by the five-year rate ordinance that was adopted in 2017. In 2021, a 5.3% average increase is proposed for water and wastewater. The rate increases provide revenues to invest in the necessary upgrades to aging infrastructure.

### Debt

Current outstanding debt of the City includes:

- Certificates of Participation of \$8,795,000 used to construct the Standley Lake Pipeline, which delivers water from Standley Lake to the Water Treatment Facility. The certificates are to be retired over a 10-year period, ending in 2022. Annual payments are approximately \$977,000.
- Certificates of Participation of \$19,325,000 used to construct the Justice Center. The certificates are to be retired over a 20-year period, ending in 2036. Annual payments are approximately \$1,465,000.
- Certificates of Participation of \$38,530,000 used to construct the recreation center in 2020 and 2021. The certificates are to be retired over a 20-year period, ending in 2039. Annual payments are approximately \$2,666,000.

In early 2021, the City will issue wastewater revenue bonds to finance the replacement of Lift Station A and a portion of the Force Main. The total amount to be issued is expected to be near \$25 million, with a debt service of approximately \$1.36 million annually for 25 years.

### **COMPENSATION, BENEFITS AND STAFFING**

Personnel-related expenses account for 58% of the City's budget, excluding capital outlay. The proposed budget for personnel increases by 2.9% over the 2020 Budget.

The City provides medical benefits through Kaiser Permanente. Medical premiums increased 10.5% through the renewal process. The City continues to promote its Wellness Program by encouraging, and making available, a variety of wellness programming options.

The staffing level is proposed to increase by 19.76 Full-Time Equivalents (FTE) for a total of 299.05 FTE across all funds. Neighborhood Services Officer staffing in the Planning Department has been reduced by 1.0 FTE.

### **General Fund**

#### **0.5 FTE Community Resource Navigator – City Manager Department**

The position will provide support and resources to people experiencing homelessness in the community. The budget impact is estimated at \$35,000. Staff will continue to evaluate use of the position and any adjustments necessary to provide the desired level of service.

#### **Parks, Recreation and Culture Department**

The following recreation positions are in support of the new facility, expected to open in fall 2021. The budget impact in 2021 is assumed for only the last quarter, totaling \$229,119. The impact in 2022 of these additional positions is estimated at \$943,970.

**2.0 FTE Recreation Manager**

These roles will take on the management and leadership of culture and recreation offerings of the City. The budget impact is estimated at \$66,705.

**3.675 FTE Custodians**

These additional positions will help maintain the new facility, which is double the size of the current one. The budget impact is estimated at \$51,177.

**1.95 FTE Recreation Coordinator**

The position will add hours in all program areas and add one additional staff member due to increased offerings expected. The budget impact is estimated at \$36,681.

**1.0 FTE Technical Assistant**

Programming is expected to increase and this position will be needed to support the growing theatre activity. The budget impact is estimated at \$13,882.

**0.5 FTE Recreation Assistant**

Senior programming is expected to increase and this position will be needed to support the activity. The budget impact is estimated at \$6,580.

**6.0 FTE Lifeguard**

The expansion of the pool area will require additional lifeguards. The budget impact is estimated at \$26,368.

**1.5 FTE Drop-In Sports Supervisor**

Sports programming is expected to increase in the new facility and additional staffing will be necessary. The budget impact is estimated at \$13,185.

**2.635 FTE Increased Hours for Fitness Instructors and Guest Relations**

Increases in programming will result in more classes and hours needed to operate effectively. The budget impact is estimated at \$14,541.

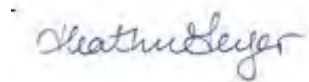
**1.0 FTE Digital Technician – Police Department**

The role is being added to support the implementation and ongoing needs of the body-worn camera and dash camera initiative in the department. The budget impact is estimated at \$75,480.

Further budget analysis is provided in the Budget Summary Section of this document.

I would like to recognize and thank City staff for their work and commitment developing the 2021 Budget. I also want to express my appreciation to the City Council for their vision and leadership throughout the budget process.

Respectfully Submitted,



Heather Geyer  
City Manager



## Budget Overview

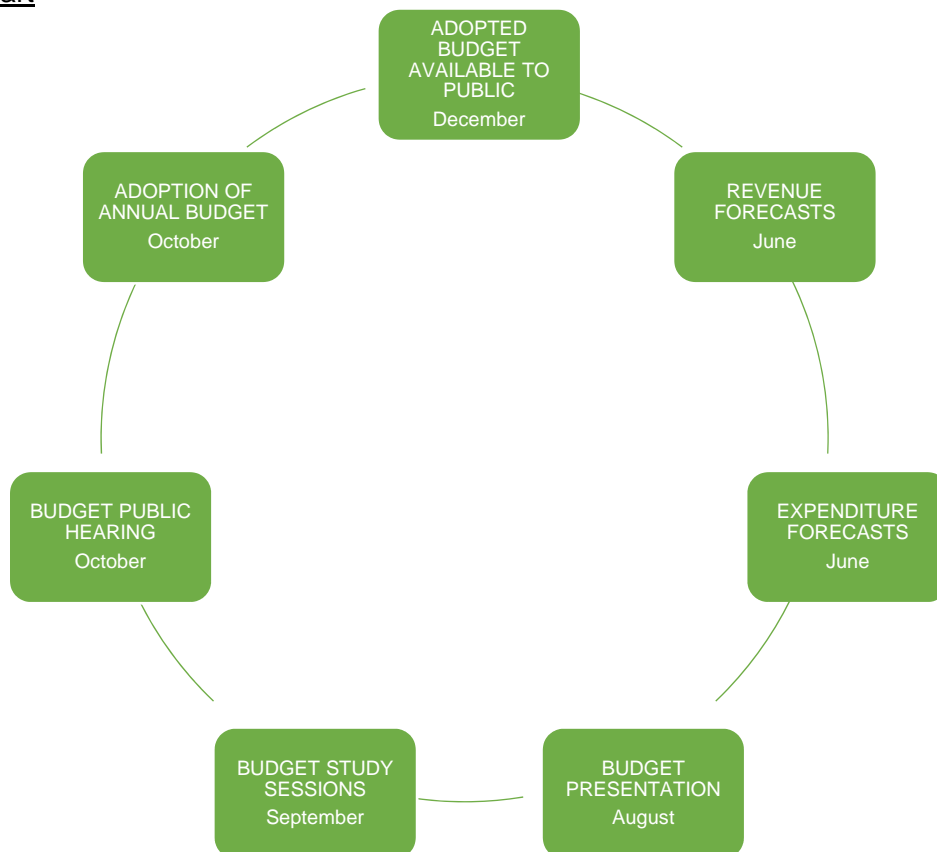
Pursuant to Article VIII of the City Charter, I am pleased to present the 2021 Annual Operating Budget & 2021-2025 Capital Improvement Program for the City of Northglenn. The budget identifies the allocation of available resources and acts as an operations guide in an effort to meet the needs of the community.

### Budget Process

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

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

### Budget Flowchart



### Budget Calendar

Date	Activity
January 30, 2020	File the 2020 Adopted Budget with the Colorado Division of Local Governments Due By: Jan. 30 (C.R.S. 29-1-113(1))
May 5	Present 2020 Budget Calendar to City Council
May 11 – 17	Develop Preliminary Projections and Budget Worksheets
May 18	Distribute Projections, Preparation Manual, and Worksheets to Departments
May 19 – June 12	Departments Complete Budget Worksheets/Package Requests/CIP
June 15 – 19	Develop Preliminary Budget Reports
June 22 – 26	Distribute Preliminary Budget to City Manager/Staff Budget Retreat/CIP
June 29 – 30	Leadership Review of the Preliminary Budget
July 6 – 10	Develop & Compile Proposed Budget Document
July 13 – 17	City Manager Review of the Proposed Budget
July 20 – 24	Proposed Budget Development & Analysis
July 29	Submit Proposed Budget to City Council (Study Session scheduled for 8/3)
August 3	Formal Presentation of Proposed Budget Document to City Council
August 17	All Departments Budget Presentation To Council
August 25	Receive Preliminary Abstract of Assessments from County Assessor Due By: Aug. 25 (C.R.S. 39-5-121(2)(b))
August 26	Calculate Preliminary Mill Levy Rate
September 14	Submit Recommended Budget to City Council
October 12	Public Hearing on the Proposed Budget and Capital Improvement Program
October 13 – 17	Legislative Level Review & Instruction
October 26	Adoption of the Annual Operating & Capital Improvement Budget/Mill Levy
November 2 – 30	Develop & Compile Recommended Budget Document
November 3	Election Day
December 10	Receive Certified Final Assessed Valuation from County Assessor Due By: Dec. 10 (C.R.S. 39-1-111(5))
December 15	Certification of the Annual Mill Levy Due By: Dec. 15 (C.R.S. 39-5-128(1))
December 15 – 31	Compile and Format Adopted Budget, CIP and Distribute

### Budgetary Control

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

### Budgetary Basis of Accounting

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

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

### Fund Structure

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

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

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

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

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

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

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

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

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

# City Council Strategic Goals & Priorities

## Strategic Goals

The City Council serves as the legislative body of the City of Northglenn and is responsible for establishing the goals and priorities of the organization. The goals provide direction to staff and determine the actions which are taken to meet the ongoing service needs of the community. The City must continue to redefine its goals and set objectives as to how they can be achieved in both the short and long term. In October 2019, the City Council adopted the following strategic goals:

- 1. High-Performance Government**  
Respect the City's human and fiscal resources by delivering a high-performance government with a strong organizational culture.
- 2. Community Engagement**  
Invest in a sense of place and resident satisfaction with community engagement efforts.
- 3. Public Safety**  
Northglenn is a safe community to live, work, learn and play.
- 4. Business Retention and Growth**  
Cultivate and grow the quality and diversity of businesses to sustain the local economy and workforce.
- 5. Housing Opportunities**  
Curate the diversity of housing stock for all ages, socioeconomic demographics and family types, and increase investment in housing repairs and renovations.
- 6. Diverse Community**  
Maintain and celebrate our diverse community.
- 7. Sustainability**  
Increase environmental sustainability.
- 8. Infrastructure**  
Invest in Northglenn's infrastructure to provide quality roads, trails, parks, city buildings, water and wastewater systems.

**Vision:** Northglenn is a diverse and welcoming community that celebrates its small-town character, urban energy, and thriving businesses.

**Values:** Sustainability, Inclusivity, Innovation, Engagement

**Our Commitment:** To provide a high quality of life to our residents and businesses through the provision of excellent municipal services.

## Business Principles

Established by City Council in 2004, these principles guide the organization's operations and decision making process, as follows:

1. Strive to "break even" financially on all programs, but understand the social, political and economic repercussions.

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

#### Other Planning Processes

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

#### Priorities

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

The Strategic Plan identified eight key initiatives, listed above, to focus on through 2023. These initiatives are meant to guide the city’s work efforts and spending decisions over the next several years. While an emphasis has been placed on the eight strategic priorities, the City is committed to ensuring that the basic needs of the community are met, and to evaluate ongoing changes in the community and adapt according to these initiatives.

The 2021 budget is structured to control operating expenditures, while upholding commitments in the community’s assets and infrastructure. City-wide, the 2021 revenue forecasts represent a decrease of 29.5% under the 2020 year-end estimates. The 2021 capital improvements budget incorporates the completion of the Northglenn Recreation Center, Senior Center and Theatre, and continuing progress of the 120<sup>th</sup> Avenue widening between Washington Street and York Street. Also included is the replacement

of Lift Station A and Force Main. More details are available in the five-year Capital Improvement Program section of this document.

It is predicted that the services for residents will continue to be maintained at pre-pandemic levels as the City continues to move forward on many strategic fronts in economic development and infrastructure improvements. Investments and grants from the City and its Urban Renewal Authority are key in maintaining and expanding the tax base. The City is now included in the Regional Transportation District's rail transit services via the N-Line, with a transit station location at 112th Avenue and York Street.

In response to the decline in revenues, the City has implemented cost containment strategies for operating expenditures, such as limiting training and travel, downsizing special events, extending vehicle useful lives and having an overall expectation to critically evaluate the need for each expenditure.

Personnel costs, the largest operating expenditure for the City, accounts for approximately 58% of the operating budget. In 2020, the City adopted a new pay plan to provide a fair and competitive compensation program that will attract, retain and reward high-performing employees. The 2021 budget includes funding to meet a minimum wage of \$15.00 per hour for employees adopted by Council, market and step increases for all sworn police personnel, and the discretionary option for a 3% merit increase for non-sworn personnel if the revenue projections are met. It also includes the addition of approximately 20 full-time equivalent positions, the majority of which will be required for the expanded programs being offered at the new Recreation Center, Senior Center and Theatre, for the portion of the year it is anticipated to be open. Medical insurance premiums have increased 10.5% during the renewal process.

## **Challenges & Opportunities**

The City is a mature community, constrained from growth, the dependence on sales and use tax as a major revenue source has and will continue to be a challenge. This became directly apparent with the pandemic causing fluctuations in consumer and business spending patterns during 2020. On a positive note, the City saw a diversion from service based spending to a stronger consumables based spending, helping to mitigate a sharp decline in tax revenues as a whole. The 2021 budget estimates that the sales and tax revenue realized will be at 2019 levels, taking into consideration the opportunity for the redevelopment of the Civic Campus site and the Northglenn Marketplace.

Though the City has taken measures to reduce operating costs, Council's approval of the increased personnel costs and public safety initiatives to be implemented in 2021, will require the use of approximately \$681,000 of General Fund reserves. The decision to utilize fund balance to meet operational needs is anticipated to be a one-time event, to compensate for the unexpected fluctuations in revenues realized in 2020, and lack of projected revenue increases in 2021.

As mentioned previously, the City of Northglenn is a mature community with limited opportunity for growth, and therefore remains committed to redevelopment. It is expected that the redevelopment efforts in progress at the Northglenn Marketplace and the Civic Campus will promote business retention and growth. The forthcoming mixed-use development at Karl's Farm is also important to the City as it will bring additional business, employment and housing options for residents.

The City remains dedicated to sustaining the government provided services and infrastructure in the community. To meet this obligation, the City continues to evaluate, plan for and prioritize future equipment, facility, and infrastructure needs as outlined in the Capital Improvement Program. The Capital Improvement Program section of the budget offers a detailed 5-year plan of implementation based on prioritized need and available and projected funding resources.

The City also recognizes the importance of the availability of water to meet the needs of the community. In 2013, voters approved the extension of an expiring ½% sales and use tax. This ½% tax on non-food purchases is exclusive to the Water Fund, allowing the City to take appropriate action to meet the water supply needs of the community. The tax expires in 2025.

In 2015, voters approved the extension of a ½% sales and use tax on non-food items are used to meet the capital improvement needs of the community. The sales and use tax is anticipated to generate an additional \$2.9 million in 2020. As the City plans to improve facilities and infrastructure it was paramount the tax be extended without an expiration in order to provide a more secure revenue stream for potential debt service activities. This tax revenue source was used to fund the Justice Center project of \$23.7 million and will fund the new recreation center and theatre complex of approximately \$38.5 million. There is not a sunset provision on this tax.

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

In an effort to provide the best services possible to its residents, the City actively seeks out additional funding opportunities, often through grant applications. In recent years, grants have been awarded for various capital projects related to the City's parks and recreation enhancements, and has recently been awarded funds towards transportation related infrastructure improvements. Details of the grant projects can be found in the Capital Improvement Program section of the budget.

## Revenue Assessment

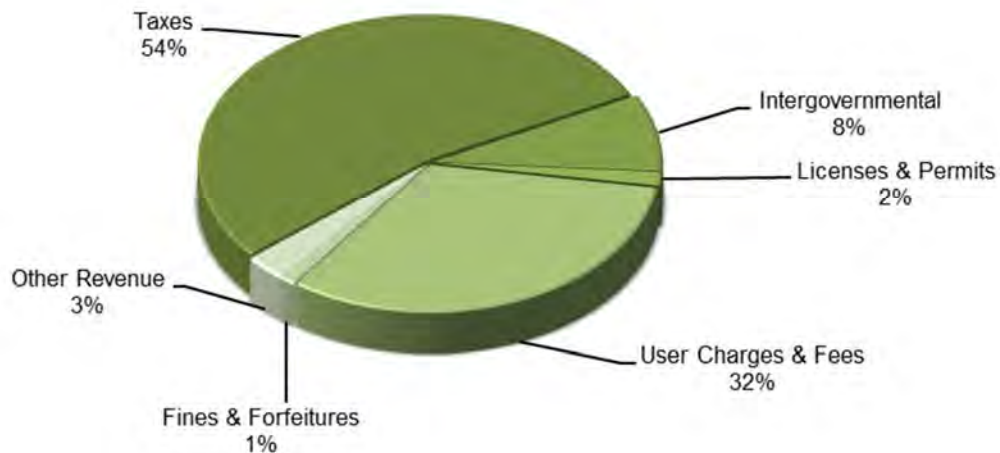
### City-Wide Revenues

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

<b>Revenue Category</b>	<b>2019 Audited Amounts</b>	<b>2020 Year-End Forecast</b>	<b>2021 Adopted Budget</b>
Taxes	\$ 30,005,549	\$ 29,318,654	\$ 30,019,945
Intergovernmental	4,473,660	13,601,811	4,757,194
Licenses & Permits	815,204	718,623	838,695
User Charges & Fees	16,858,314	17,244,586	18,140,731
Fines & Forfeitures	620,987	501,800	600,000
Other Revenue	5,408,313	18,070,276	1,624,000
<b>Total</b>	<b>\$ 58,182,027</b>	<b>\$ 79,455,750</b>	<b>\$ 55,980,565</b>



### Operating Revenue Budget By Category



As shown in the above table, city-wide 2021 budgeted revenue is estimated at \$55,980,565 compared to estimated collections of \$79,455,750 in 2020. The overall decrease in revenue is due to reductions in intergovernmental and other revenue sources. Intergovernmental revenues are projected to be static for most items, except for grants which are only expected to be about one million based on current awards. Other revenue projections were decreased for the decline in investment returns and contributions. Taxes are anticipated to be relatively flat, with only a 2.5% increase in sales tax, and the return of accommodations tax due to the re-opening of the newly renovated Marriott hotel in early 2021. User charges and fees are increasing due to a 2.8% water and 7.9% sewer rate escalation authorized by City Council in 2017, as part of a 5-year plan to pay for infrastructure projects planned in the near future. There are no tax increases, new industries, or new developments expected to impact 2021 revenues. Additional detail regarding the forecasting methods for several of the major revenue sources of the City, as well as the associated impacts of the current economic environment is presented in the following sections.

#### Tax Revenue Category

Taxes represent by far the largest revenue category of the 2021 budgeted revenues, accounting for approximately 54% of the City's total revenue. Property, specific ownership, sales, use, accommodation, and occupational taxes comprise this category. Due to the material nature of the property, sales, and use tax collections, each revenue source is discussed in more detail below.

*Property Tax* – Property taxes are generated through an 11.597 mill levy on the assessed real and personal property valuation of \$433,167,620. In 2021, the City has estimated property tax collections of \$4,971,280, which makes up 8.9% of the City's total revenue. The mill levy is made up of perpetual 7.597 mills used to support general operating activities and is recorded in the General Fund, while a voter-approved 4.000 mills, is restricted for purposes of major road and street reconstruction projects and accounted for in the Capital Projects Fund.

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

The assessment rate is based on a statewide calculation, which keeps the total value of residential properties at 45.69% of the total assessed valuation. The assessment rate for nonresidential properties is fixed at 29% of market value, while residential rates remain variable. Pursuant to the requirements of the Gallagher Amendment to the State Constitution, the State of Colorado established the residential

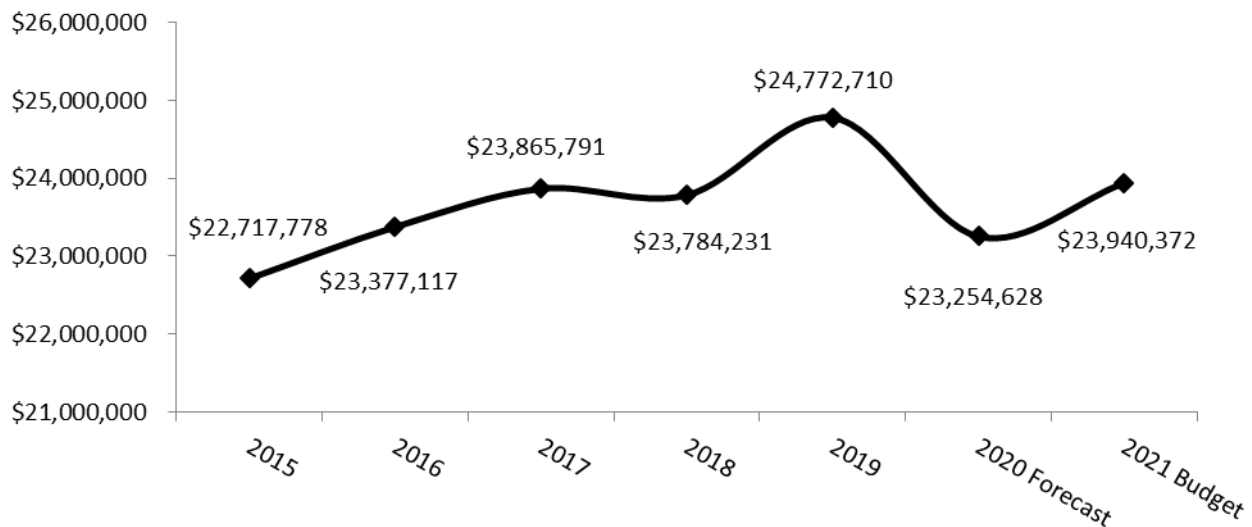
assessment rate at 7.15%. The table below shows the assessed valuation of the City and percent changes from year to year.

Levy Year	Assessed Valuation	% Change
2011	\$ 238,969,630	
2012	242,279,510	1.4%
2013	242,140,977	-0.1%
2014	237,061,750	-2.1%
2015	270,206,230	14.0%
2016	267,718,930	-0.9%
2017	342,438,410	27.9%
2018	343,013,350	0.2%
2019	429,164,560	25.1%
2020	426,846,410	-0.5%

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

For 2021, sales and use tax collections comprise approximately 43% of the City's annual revenue, making it the largest single source of income for the City. The City collects its own sales and use taxes, closely monitoring collections through a self-collection program. Projections of sales and use taxes are based on detailed analysis of historical trends, economic forecasts, and anticipated changes in the local commercial environment as well as consumer spending, and development activity. The following chart illustrates the historical sales/use tax trends and forecasts.

## Sales & Use Tax Trends



From 2015-2019 the City had seen steady sales and use tax growth. The pandemic negatively impacted this growth in 2020 with the various health orders restricting businesses to operate. Assuming the pandemic impacts to businesses relax in early 2021, there is reason to believe the local economy will rebound. Modest increases in 2021 are forecast when compared to the prior year. Annual inflation typically impact sales tax collections, as such, these assumptions were used in the analysis as to remain conservative along with assumptions of consumer spending increasing versus the previous year.

#### Intergovernmental Revenue Category

The intergovernmental revenue category represents approximately 8.5% of the 2021 budget revenues. The category is made up of revenues which are collected on behalf of the City by other governments. Revenues which fall under this category typically represent share backs or grants from the Federal, State, or County governments and include motor vehicle registrations, highway user taxes, road and bridge taxes, and state lottery proceeds.

#### Licenses & Permits Revenue Category

The City issues various licenses and permits which grant the holder specific use privileges (i.e. the ability to sell liquor or marijuana within the City). The fees, which account for approximately 1.5% of the 2021 budgeted revenues, are intended to offset a portion of administration, recording, and regulation costs associated with those activities. Currently the City issues and collects fees for business, short-term rental and liquor licenses, as well as building, electrical, sign, special use, and park use permits.

#### User Charges & Fees Revenue Category

User charges and fees are intended to offset some or all of the costs associated with specific services provided to identifiable recipients. This revenue category represents approximately 32.4% of the 2021 organization-wide revenue, making it the second largest revenue category for the City. Approximately 82% of the dollars collected through user charges are associated with water, wastewater, stormwater, and sanitation services. Due to the material nature of these revenue sources additional information has been provided below.

*Water Usage Charges* – Charges for water services are based on a tiered rate structure and offset the operating costs associated with providing clean and safe drinking water to the City's inhabitants. In 2021, the estimated collections associated with such services account for approximately 14.3% of the City's total annual revenue. In 2017, rate increases from 3.0%-4.5% were established for 2018-2022, set by Ordinance. Revenue forecasts are based on customer trends, changes to the rate structure, and estimates regarding annual precipitation.

*Wastewater Usage Charges* – The City currently provides wastewater utility services to its residents. Charges for wastewater services are based on scheduled rate structures and offset the operating costs associated with providing the services. In 2021, the estimated collections associated with these services comprise approximately 9.1% of the City's total annual revenue. In 2017, City Council approved a rate increase and slight modification of the wastewater rate schedule of 9.75%, to begin in 2018. Just as with the water rates, sewer rates were also increased in 2018 to meet ongoing funding needs. Revenue forecasts closely match those of the water usage charges and are based on historical trends. Rate increases ranging from 8.0%-9.75% from 2019-2022 have been approved by Ordinance.

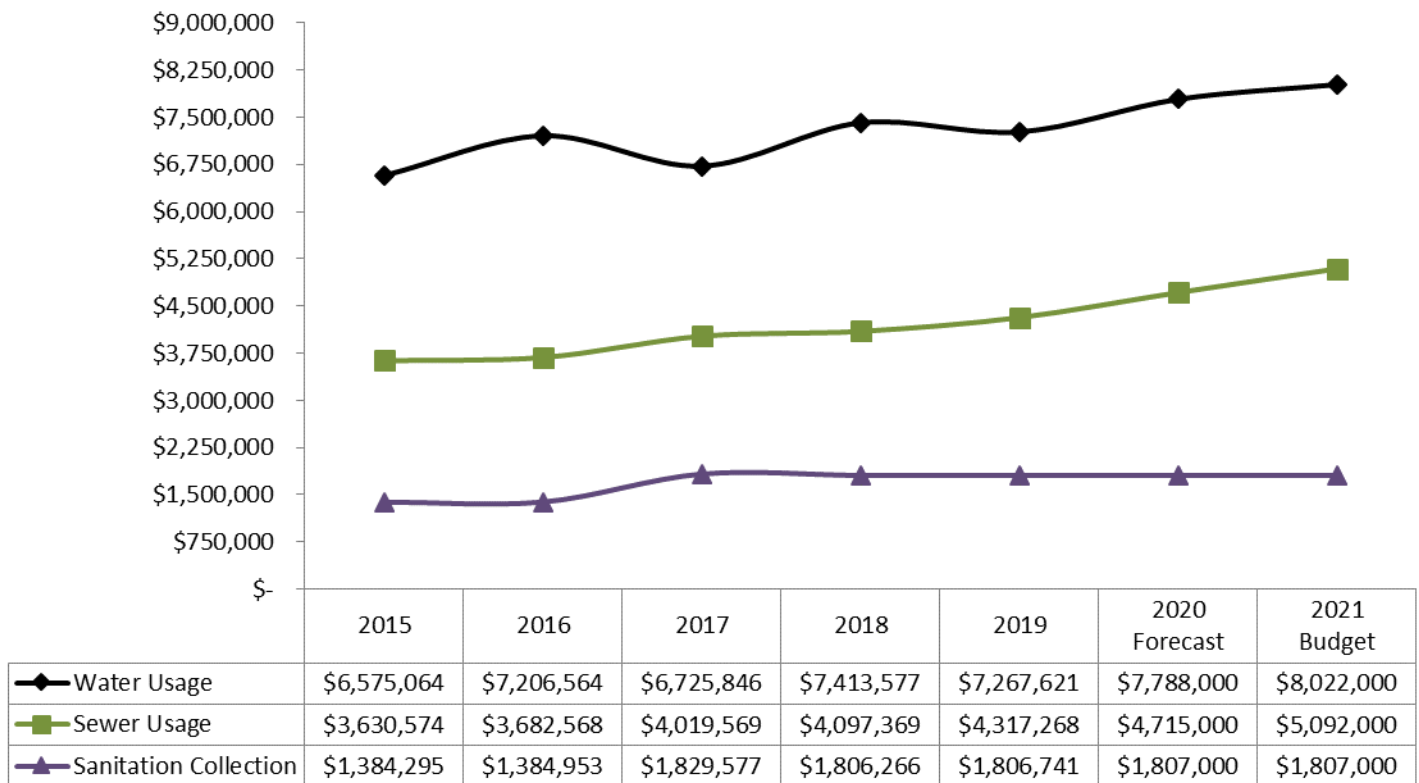
*Stormwater Charges* – Charges for stormwater services provided by the City are based on a flat fee for residents and a proportional fee based on parcel size for non-residential properties. The fees are intended to offset the operating and infrastructure costs associated with providing the service.

*Sanitation Charges* – The City provides sanitation utility services for its residents through trash collection and recycling programs. Charges for trash collection services are based on a set rate structure intended

to offset the operating costs associated with providing the service. In 2021, the forecasted trash collection charge represents almost 3.2% of the City's annual revenue. Due to the nature of the service, revenue collections are relatively immune from external variables such as the local economy or weather. Customer trends and anticipated changes to the rate structure are used when forecasting future collections. In 2016, City Council approved a 30% rate increase for trash collection.

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

**Utility User Charges Trends**



### Fines & Forfeits Revenue Category

Fines and forfeits include court costs, violation fines, and police surcharges and comprise approximately 1.1% of the City's total 2021 anticipated revenue. The funds received are intended as a financial punishment for the commission of minor crimes, code violations, or the settlement of a claim. Monies are used to help offset the day-to-day operations of various patrolling, enforcement, and municipal court activities.

### Other Revenue

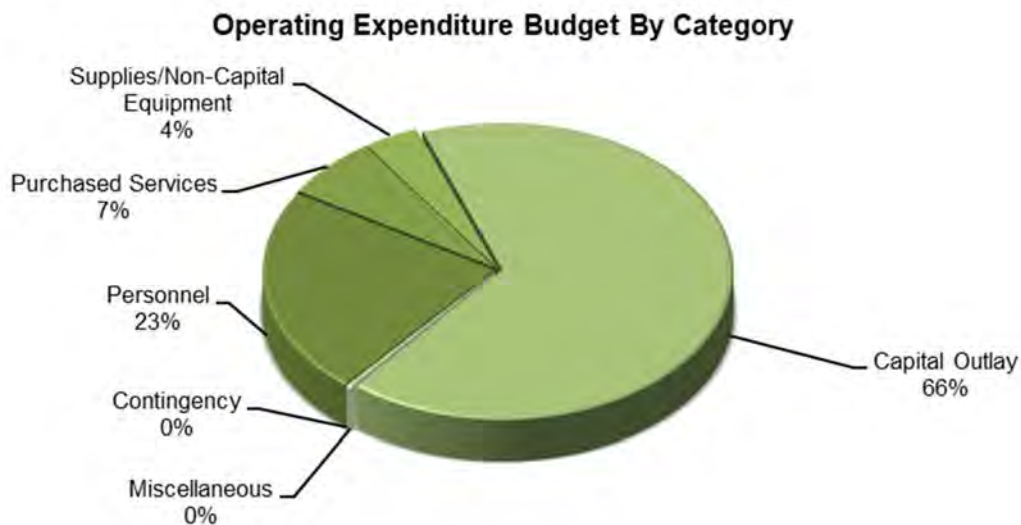
Revenue sources categorized as other revenue include the investment earnings, miscellaneous reimbursements, and grants/contributions from local sources and account for 2.9% of the City's total revenue. The 2020 forecast includes one-time contributions from developers that are not expected to occur in 2021.

## Expenditure Assessment

### City-Wide Expenditures

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

<b>Expenditure Category</b>	<b>2019 Audited Amounts</b>	<b>2020 Year-End Forecast</b>	<b>2021 Adopted Budget</b>
Personnel	\$ 22,588,278	\$ 22,523,157	\$ 25,463,172
Purchased Services	8,189,217	6,594,468	7,636,977
Supplies/Non-Capital Equipmer	4,481,069	4,166,985	4,426,977
Capital Outlay	15,608,020	49,280,626	75,062,652
Miscellaneous	334,879	1,113,121	317,205
Contingency	-	-	50,000
<b>Total</b>	<b>\$ 51,201,463</b>	<b>\$ 83,678,357</b>	<b>\$ 112,956,983</b>



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

### Personnel Category

Salaries, wages, and benefits represent approximately 23% of the 2021 city-wide budgeted expenditures. The category includes all costs associated with personnel including regular and seasonal staff, payroll taxes, and all clothing, tool, or vehicle allowances. Significant changes for 2021 include:

- The 2021 budget includes funding for pay adjustments to positions that were below a Council approved \$15 per hour minimum wage, discretionary 3% merit increases for non-sworn personnel, as well as market and step increases for all sworn police personnel. The city-wide budget impact is \$478,000.
- Medical benefit costs increased \$232,000, largely due to a premium increase of 10.5% for health insurance during the mid-year renewal process, and new positions budgeted.
- Workers' Compensation Insurance premiums decreased 30%, or \$119,000, as loss ratios have improved.
- 19.76 full-time equivalents (FTE) were added to the city-wide budget, all in the General Fund: Community Resource Navigator (0.5) in the City Manager's office; Recreation Managers (2.0), Custodians (3.67), Recreation Coordinators (1.95), Technical Assistant (1.0), Recreation Assistant (0.5), Lifeguards (6.0), Drop-In Sports Supervisors (1.5) and increased hours for Fitness Instructors and Guest Relations (2.64) – all for the new Recreation Center, Senior Center and Theatre; and a Digital Technician for the Police Department. One FTE position of a Neighborhood Services Officer was eliminated. The additional cost for the net FTE positions total \$254,000, with only a partial year accounted for due to the Recreation Center, Senior Center and Theatre positions being filled only when the new facility opens in late 2021.

#### Purchased Services Category

The purchased services category represents approximately 7% of the 2021 budgeted expenditures. This category is made up of expenditures which by their nature are performed by persons or firms external to the organization. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided. Expenditures which fall under this category include professional, technical, general and communication services, property repairs/maintenance, employee training, equipment rentals/leases, and non-personnel related insurance premiums. In 2021 the City has budgeted for a resident survey, employee survey, aging needs study, diversity initiative, municipal code recodification, a comprehensive plan engagement, and an AWIA risk assessment. The budget also accounts for a 10% increase in the City's property/casualty insurance premiums.

#### Supplies/Non-Capital Equipment Category

The supplies and non-capital equipment category accounts for about 3.9% of the 2021 budgeted expenditures. Expenditures in this category are for items that are consumed, worn out, or deteriorated through use, and do not meet the requirements of the City's definition of capital assets. Supplies, natural gas, electricity, fuel, as well as non-capital equipment such as file cabinets, desks, and personal computers are included in this category. In 2021, non-capital equipment replacements account for 10.6% of the categorical budget increase.

#### Capital Outlay Category

The capital outlay category makes up close to 66.4% of the 2021 budgeted expenditures. This category includes capital assets and capital improvement projects such as the acquisition of land, water rights acquisitions, buildings construction/maintenance and other capital spending. Expenditures in this category tend to vary from year to year based on the needs of the organization and community. A listing of the planned capital asset purchases for 2021 is shown below:

## Capital Equipment Item List

Item Description	2020 Adopted Budget
<b>General Fund</b>	
Server Replacement - City Hall	\$ 34,000
Server Replacement - Justice Center - Disaster Recovery	7,000
Patrol Vehicle Replacements (3)	225,000
Investigations Vehicle Replacement	35,000
<b>Subtotal</b>	<b>301,000</b>
<b>Water Fund</b>	
Server Replacement - City Hall	11,000
Pickup Truck Replacement (split w/Wastewater)	22,500
Crane Truck (Small)	70,000
Dump Truck (End, Small)	75,000
Flush Truck (split w/Wastewater)	210,000
Dump Truck (split w/Wastewater)	142,500
<b>Subtotal</b>	<b>531,000</b>
<b>Wastewater Fund</b>	
Sewer Line Push Camera Replacement	10,000
Pickup Truck Replacement (split w/Water)	22,500
Flush Truck (split w/Water)	210,000
Dump Truck (split w/Water)	142,500
<b>Subtotal</b>	<b>385,000</b>
<b>Sanitation Fund</b>	
Roll-Off Truck Replacement	200,000
Trash Truck (Side Arm) Replacement	320,000
<b>Subtotal</b>	<b>520,000</b>
<b>City-Wide Total</b>	<b>\$ 1,737,000</b>

At over \$71.7 million, capital projects, including improvements, replacement, and construction of new assets have a significant one-time impact on the budget in 2021. The largest investments are listed here:

- Civic Campus infrastructure, recreation center/theatre complex construction - \$21 million
- 120<sup>th</sup> Avenue widening project - \$9.9 million
- Road rehabilitation, traffic calming, school assessments - \$2.8 million
- Traffic signal upgrade - \$1.2 million
- Water Treatment Plant waste handling improvements - \$3.5 million
- Construction of Lift Stations A and Force Main Replacement - \$27.2 million

Additional detail regarding the capital improvement projects can be found in the “Capital Improvements” section of the budget document. On the project pages, there is information regarding on-going or one-time costs for the projects as well as information on the operational impact of the project. The categories

are Positive or Negative. Positive means the project will improve or reduce future operational costs. Negative means the project will lead to future operational expenditures. Several projects are one-time expenditures and do not have an identifiable operational impact and are marked N/A.

Miscellaneous Category

The other expenditures category accounts for less than 1% of the 2021 budgeted expenditures. Expenditures in this category include dues and fees to professional organizations, as well as the community grants and contributions program. The grants and contributions program makes up a significant portion of this category and includes incentive programs such as those associated with the water conservation and education program, as well as a contribution to the Northglenn Historical Preservation Foundation. This category changes each year based on the needs of the community and financial ability of the organization.

Contingency Category

The contingency category accounts for less than 1% of the 2021 expenditure budget. This category is provided for budget purposes only as actual expenditures are to be charged to the appropriate program and object classification. The allocation provides for unforeseen expenditures or overruns in other categories throughout the year.

**Other Sources/Uses**

Interfund Transfers

In order to accommodate the changing needs of the community, the City is often required to transfer non-restricted revenues from one fund to another. In 2021, there are no budgeted transfers.

Debt Proceeds & Payments

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

**Calculation of Legal Debt Limit & Debt Margin**

2020 Actual Assessed Value	\$ 4,508,002,662
Debt Limit - 3% of Net Actual Value	135,240,080
Outstanding Debt Applicable to Debt Limit	-
Debt Margin	<u>\$ 135,240,080</u>

While the City currently does not carry any debt which is applicable to the debt limit, other obligations do exist in the form of Certificates of Participation (COPs). The following tables highlight the City’s current debt obligations as identified in the 2021 budget:



	As of December 31, 2019		2020 Activity			Maturity Date
	Outstanding Interest	Principal Balance	Interest Payments	Principal Payments	Ending Balance	
2013 Standley Reservoir COPs	\$ 116,133	\$ 2,815,001	\$ 57,709	\$ 920,000	1,953,425	12/01/22
2017 Justice Center COPs	7,261,006	17,635,000	770,519	695,000	23,430,487	12/01/36
2019 Recreation Center COPs	14,657,541	38,530,000	1,366,860	1,165,000	50,655,681	12/01/39
Total	<u>\$ 22,034,680</u>	<u>\$ 58,980,001</u>	<u>\$ 2,195,088</u>	<u>\$ 2,780,000</u>	<u>\$ 76,039,593</u>	

Given the fund balance and debt positions of the City, long-term financial planning discussions have remained mostly project specific. There are significant capital expenditures in the 2021 budget for transportation projects that will be cash funded. The 2013 COPs were a direct placement, the 2017 COPs are rated AA- by Standard & Poor's, and the 2019 COPs are rated AA by Standard & Poor's.

Long-term financing of \$28 million for wastewater infrastructure projects is planned in 2021 to replace Lift Station A and Force Main. The rate increase to utility fees in 2018 was the first step in the financing process for these particular projects.

### Economic Incentives

Economic development is imperative to establishing and maintaining a sustainable local economy. As such, the City of Northglenn provides economic incentives (often in the form of sales tax rebates) to attract development and/or redevelopment by private enterprise with the intent to provide beneficial impacts on the local economy and enhance the services and products available to citizens. There are currently no incentives in place.

### Judgement Awards & Claims

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

## **Fund Balance Analysis**

### Changes in Fund Balance

Following sound financial management, the City limits the use of fund balance to items which are commonly regarded as one-time or limited-duration expenditures. By maintaining appropriate fund balances in each of its funds, the City is able to adapt to changing market conditions, take advantage of unforeseen opportunities, and maintain adequate cash balances given the cyclical nature of the local retail economy. In addition, several of the City's funds are designed to accumulate fund balances in order to finance future projects and/or purchases. In 2021, the city-wide fund balance is anticipated to decrease approximately 47.7% or \$63,349,633. A listing of changes in fund balances for fiscal year 2021 is presented below:

	2021 Beginning Fund Balance	2021 Revenues & Other Sources	2021 Expenditures & Other Uses	2021 Surplus/ (Deficit)	2021 Projected Ending Fund Balance
General Fund	\$ 20,996,932	\$ 26,402,965	\$ 26,928,032	\$ (525,067)	\$ 20,471,865
Conservation Trust Fund	535,588	418,000	310,000	108,000	643,588
CDBG Fund	-	-	-	-	-
Capital Projects Fund	60,193,244	8,646,600	42,658,141	(34,011,541)	26,181,703
Water Fund	18,634,266	12,881,500	13,790,032	(908,532)	17,725,734
Wastewater Fund	29,490,625	5,214,500	32,971,055	(27,756,555)	1,734,070
Stormwater Fund	897,815	458,000	659,398	(201,398)	696,417
Sanitation Fund	1,984,586	1,959,000	2,013,540	(54,540)	1,930,046
<b>Total</b>	<b>\$ 132,733,056</b>	<b>\$ 55,980,565</b>	<b>\$ 119,330,198</b>	<b>\$ (63,349,633)</b>	<b>\$ 69,383,423</b>

*General Fund* – Fund balance is anticipated to decrease by 2.5%. The General Fund is responsible for supporting the majority of the ongoing operating costs of the government.

*Conservation Trust Fund* – Fund balance is expected to increase by approximately 20.2% due lottery proceeds exceeding appropriations.

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

*Capital Projects Fund* – Fund balance is forecasted to decrease by 56.5%. The fund accounts for revenue sources restricted for capital improvement such as sales tax shared by Adams County for open space and transportation projects. Fund balances are often accumulated over a period of time and spent on planned future projects. In 2021, \$21 million is planned to be spent on the Civic Campus project which was financed by City issued Certificates of Participation, and approximately \$14 million on transportation related projects that are cash funded.

*Water Fund* – Fund balance is anticipated to decrease by approximately 4.9% primarily due to capital project outlays budgeted.

*Wastewater Fund* – Fund balance is expected to decrease by 94.1%, attributable to the Lift Station A and Force Main project budgeted.

*Stormwater Fund* – Fund balance is projected to decrease by 22.4% based on capital project outlays budgeted.

*Sanitation Fund* – Fund balance is anticipated to decrease 2.7% due to an increase in operating expenses.

#### Fund Balance Restrictions, Commitments, & Assignments

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

*Restricted Fund Balance* – Describes the portion of fund balance which reflects resources that are subject to externally enforceable legal restrictions. Such restrictions are typically imposed by parties outside of

the City. Examples include the 3% emergency reserve established by the Taxpayers' Bill of Rights (TABOR).

*Committed Fund Balance* – Describes the portion of fund balance which represents resources that are constrained by self-imposed limitations. Commitments of this type are made at the highest level of decision-making (normally the governing body) and can only be removed in the same manner. Examples include the 25% minimum operating reserve in the General Fund.

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

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

	2021 Beginning Fund Balance	2021 Revenues & Other Sources	2021 Expenditures & Other Uses	Restrictions, Commitments, & Assignments	2020 Unassigned Fund Balance
General Fund	\$ 20,996,932	\$ 26,402,965	\$ 26,928,032	\$ 6,732,008	\$ 13,739,857
Conservation Trust Fund	535,588	418,000	310,000	-	643,588
CDBG Fund	-	-	-	-	-
Capital Projects Fund	60,193,244	8,646,600	42,658,141	21,689,380	4,492,323
Water Fund	18,634,266	12,881,500	13,790,032	16,118,691	1,607,043
Wastewater Fund	29,490,625	5,214,500	32,971,055	1,734,070	-
Stormwater Fund	897,815	458,000	659,398	-	696,417
Sanitation Fund	1,984,586	1,959,000	2,013,540	-	1,930,046
<b>Total</b>	<b>\$ 132,733,056</b>	<b>\$ 55,980,565</b>	<b>\$ 119,330,198</b>	<b>\$ 46,274,149</b>	<b>\$ 23,109,274</b>

## Long-Range Financial Planning

### Overview

The City legally appropriates its budget on an annual basis, however, the process includes discussions regarding multiyear financial planning based on several planning documents mentioned above. These plans assess the City's short and long-term operating, infrastructure and strategic priorities. The recommendations and initiatives provided in these plans have been incorporated into the annual budget and long-range financial forecasts, when information is available to do so.

Long-range planning provides a forward-looking view of the operating and capital improvement budgets, offering insight to the long-term sustainability of the organization. While the forecasts are a helpful guide for decision-makers it is imperative to note the accuracy of the forecasts diminish the further out we look.

## Key Assumptions

The five-year forecasts reflect numerous assumptions related to revenues and expenditures in 2021-2025. These assumptions represent a reasonable starting point for estimating the long-term financial status of the City. All estimates included in this document are based on data available at the time of development and are subject to change.

Forecasts for the Conservation Trust Fund, Capital Projects Fund, Water Fund, Wastewater Fund and Stormwater Fund will be found in the Capital Projects section of this document.

## **General Fund Long-Range Plan:**

	2021 Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
<b>Revenues</b>					
Taxes	\$ 20,337,945	\$ 20,948,083	\$ 21,576,526	\$ 22,223,822	\$ 22,890,536
Licenses and permits	838,695	855,469	872,578	890,030	907,830
Intergovernmental	1,714,194	1,748,478	1,783,447	1,819,116	1,855,499
Charges for services	2,330,131	3,251,734	4,191,769	4,275,605	4,361,117
Fines and forfeitures	600,000	606,000	612,060	618,181	624,362
Investment earnings	425,000	426,063	427,128	428,195	429,266
Miscellaneous	157,000	157,000	157,000	157,000	157,000
Total revenues	26,402,965	27,992,827	29,620,509	30,411,949	31,225,611
<b>Expenditures</b>					
Personnel	19,213,583	20,186,085	20,969,470	21,598,554	22,246,510
Purchased services	4,749,272	5,014,604	5,114,897	5,217,194	5,321,538
Supplies/Non-Capital	2,212,057	2,611,387	2,663,615	2,716,887	2,771,225
Capital outlay	301,000	307,020	313,160	319,424	325,812
Miscellaneous	277,120	287,187	290,059	292,960	295,889
Contingency	50,000	50,000	50,000	50,000	50,000
Total expenditures	26,803,032	28,456,284	29,401,200	30,195,019	31,010,975
Revenues over (under) expenditures	(400,067)	(463,457)	219,308	216,930	214,636
<b>Other Finances Sources (Uses)</b>					
Judgments & Claims	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
Net change in fund balances	(525,067)	(588,457)	94,308	91,930	89,636
Fund Balance	\$20,471,865	\$19,883,408	\$19,977,716	\$20,069,646	\$20,159,282

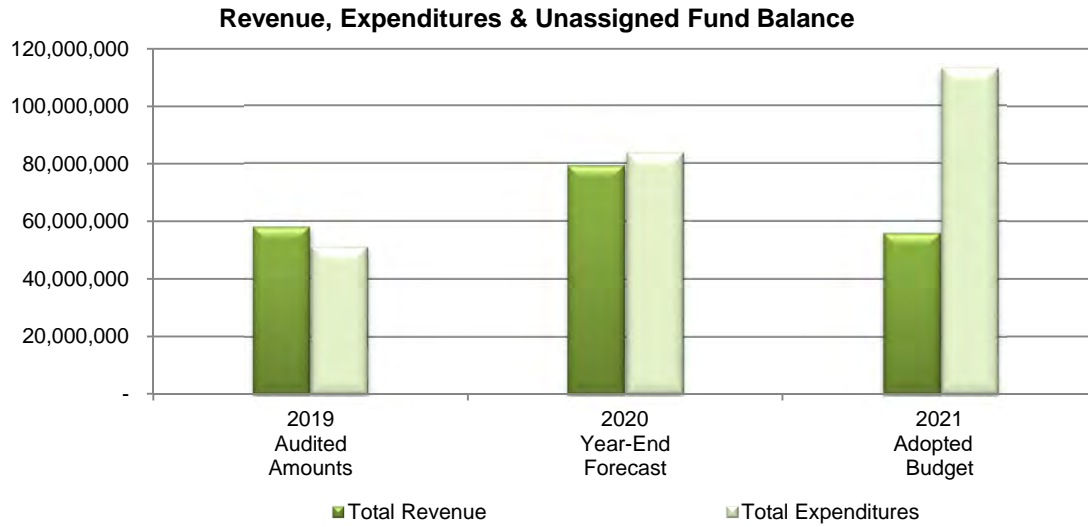
## Highlights of the General Fund plan:

- Tax revenue is expected to grow at a rate of 3% annually based upon historical data.
- Doubling the size of the recreation facility and offering more amenities and classes increases revenues in 2022 and 2023.
- Staffing the recreation facility and implementing a Police staffing plan lead to Personnel increases in 2022 and 203.
- Purchased services and Supplies will be impacted with the opening of the new recreation facility and its operations beginning in 2022.

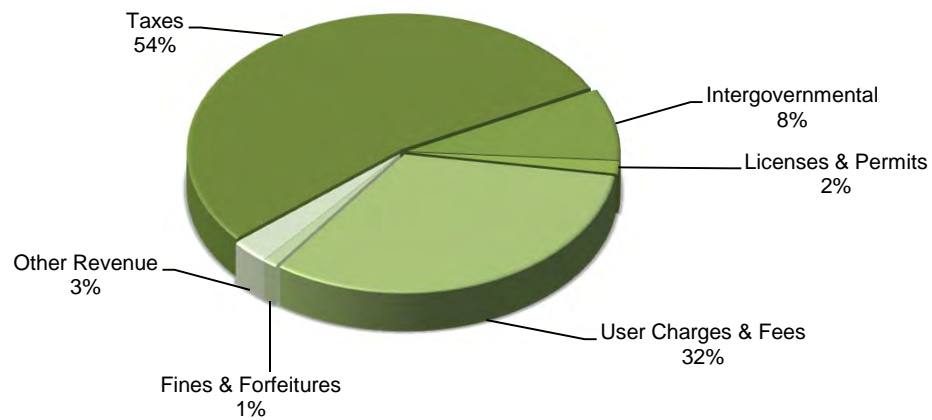


## City-Wide Summary

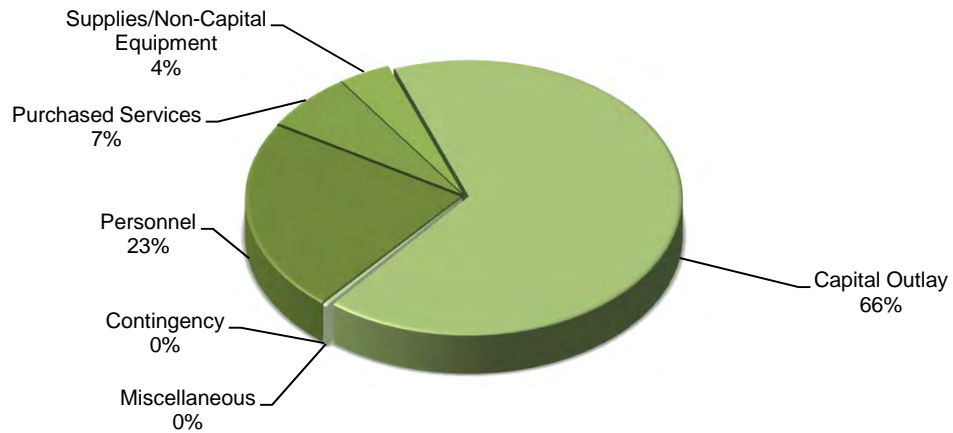
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 30,005,549	\$ 32,066,263	\$ 29,318,654	\$ 30,019,945
Intergovernmental	4,473,660	13,286,096	13,601,811	4,757,194
Licenses & Permits	815,204	839,889	718,623	838,695
User Charges & Fees	16,858,314	17,692,828	17,244,586	18,140,731
Fines & Forfeitures	620,987	802,045	501,800	600,000
Other Revenue	5,408,313	5,525,776	18,070,276	1,624,000
<b>Total Revenue</b>	<b>58,182,027</b>	<b>70,212,897</b>	<b>79,455,750</b>	<b>55,980,565</b>
<b>Expenditures:</b>				
Personnel	\$ 22,588,278	\$ 24,755,394	\$ 22,523,157	\$ 25,463,172
Purchased Services	8,189,217	7,778,598	6,594,468	7,636,977
Supplies/Non-Capital Equipment	4,481,069	4,516,983	4,166,985	4,426,977
Capital Outlay	15,608,020	85,547,139	49,280,626	75,062,652
Miscellaneous	334,879	1,214,565	1,113,121	317,205
Contingency	-	50,000	-	50,000
<b>Total Expenditures</b>	<b>51,201,463</b>	<b>123,862,679</b>	<b>83,678,357</b>	<b>112,956,983</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>6,980,564</b>	<b>(53,649,782)</b>	<b>(4,222,607)</b>	<b>(56,976,418)</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	39,525,121	21,754,274	21,940,309	(6,248,215)
Sale of Assets	113,751	-	66,000	-
Insurance Recovery/(Claims)	(200,445)	(125,000)	(125,000)	(125,000)
Economic Incentives	(64,719)	(1,000,000)	(1,000,000)	-
Claims/Awards	-	-	(30,500)	-
<b>Total Other Financing Sources/(Uses)</b>	<b>39,373,708</b>	<b>20,629,274</b>	<b>20,850,809</b>	<b>(6,373,215)</b>
<b>Net Change In Fund Balance:</b>	<b>46,354,272</b>	<b>(33,020,508)</b>	<b>16,628,202</b>	<b>(63,349,633)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	69,750,582	126,786,039	116,104,854	132,733,056
Ending Fund Balance	<b>116,104,854</b>	<b>93,765,531</b>	<b>132,733,056</b>	<b>69,383,423</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
Fund Balance Restrictions	75,993,195	31,022,258	60,017,434	40,145,208
Fund Balance Commitments	10,468,223	11,669,789	10,758,971	10,258,334
<b>Unassigned Fund Balance</b>	<b>\$ 29,643,436</b>	<b>\$ 51,073,484</b>	<b>\$ 61,956,651</b>	<b>\$ 18,979,881</b>



### Operating Revenue Budget By Category



### Operating Expenditure Budget By Category



## City-Wide Revenue Detail

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Taxes</b>				
Property Tax	3,974,600	4,975,466	4,963,420	4,971,280
Penalties & Interest	4,121	3,000	3,000	3,000
Specific Ownership Tax	333,754	344,023	339,925	341,625
Sales Tax	19,075,882	20,065,707	17,916,300	18,364,372
Marijuana Sales Tax	1,192,257	1,138,000	1,164,715	1,171,000
Food Sales Tax	1,075,760	1,123,000	1,321,225	1,334,000
Penalties & Interest	83,104	64,320	73,000	73,365
Use Tax	3,165,054	3,261,000	2,814,308	2,843,000
Building Materials Use Tax	464,034	634,000	595,000	594,785
Audit Transactions	356,608	212,000	76,366	82,203
Accommodations Tax	263,757	236,000	38,080	228,000
Occupational Tax	16,618	9,747	13,315	13,315
<b>Total Taxes</b>	<b>30,005,549</b>	<b>32,066,263</b>	<b>29,318,654</b>	<b>30,019,945</b>
<b>Intergovernmental</b>				
NURA IGA	250,000	75,000	75,000	75,000
School Resource Officers	128,982	133,000	133,000	133,000
North Metro Task Force	2,820	3,563	4,097	4,097
Traffic Light IGA	5,530	3,539	4,530	4,530
Berthoud Pass IGA	-	-	-	-
Open Space Tax	373,560	376,000	373,800	374,000
DUI Proceeds	23,071	31,000	30,000	30,000
Uninsured Motorist Revenue	7,466	8,000	3,941	6,000
Seat Belt Violations	130	1,494	-	-
Drug Surcharge	1,148	1,000	1,000	1,000
Transportation Tax	1,017,307	1,046,000	1,295,000	1,295,000
Road & Bridge Tax	218,599	185,525	197,000	201,925
Motor Vehicle Registration	128,410	125,867	122,847	125,918
Tobacco Tax	55,033	60,340	48,658	49,874
Severance Tax	79,045	43,000	42,000	43,000
Mineral Lease Proceeds	29,356	35,000	34,000	35,000
Lottery Proceeds	443,232	393,000	414,000	414,000
Highway Users Tax	1,250,830	1,345,575	957,000	1,004,850
County Grants	130,591	405,000	2,261,239	-
State Grants	221,693	-	30,750	-
Federal Grants	106,857	9,014,193	7,573,949	960,000
<b>Total Intergovernmental</b>	<b>4,473,660</b>	<b>13,286,096</b>	<b>13,601,811</b>	<b>4,757,194</b>
<b>Licenses &amp; Permits</b>				
Sales/Use Tax Licenses	43,882	39,000	42,000	42,000
Contractor Licenses	64,786	51,000	57,000	57,000
Liquor/Marijuana Licenses	51,697	64,000	64,000	64,000
Pawn Shop Licenses	16,500	13,000	14,000	14,000
Amusement Licenses	9,850	11,000	10,000	10,000
Short-Term Rental Licenses	1,750	-	550	825
Peddlers Licenses	635	1,849	973	1,460
Building Permits	332,307	343,350	343,000	360,150
Electrical Permits	65,248	44,000	53,000	53,000
ROW Construction Permits	103,529	149,940	113,000	115,260
Sign Permits	10,229	10,000	10,000	10,000
Park Use Permits	114,791	112,750	11,100	111,000
<b>Total Licenses &amp; Permits</b>	<b>815,204</b>	<b>839,889</b>	<b>718,623</b>	<b>838,695</b>



## City-Wide Revenue Detail

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>User Charges &amp; Fees</b>				
Administrative Fees	18,516	18,000	17,000	17,000
Bond Administration Fees	3,785	5,000	3,000	3,000
Pawn Slip Processing Fees	9,140	9,500	9,000	9,090
Sex Offender Registration	5,400	6,000	5,000	5,000
Passport Processing Fees	106,228	110,000	46,000	89,700
FRICO Agreement	1,600	2,600	2,000	2,600
Past Due Penalties/Interest	94,883	88,000	89,000	89,000
Plan Review Fees	104,847	125,000	345,000	115,000
Zoning & Subdivision Fees	125	1,000	-	-
VIN Inspection Fees	862	1,000	1,000	1,000
Participant Fees	926,779	916,628	360,497	743,403
Occupational Fees	1,204,425	1,303,000	1,103,596	1,115,000
Vending Machine Concessions	627	1,000	1,000	1,000
Advertising Revenue	35,594	34,000	35,000	35,000
Rental/Lease Income	119,917	120,000	56,600	115,410
Contracted Off-Duty Services	55,530	39,000	40,500	50,625
Fingerprinting Fees	27	2,000	1,000	1,000
Contracted Lab Services	1,414	6,000	4,000	4,000
Water Use Charges	7,267,621	7,589,000	7,788,000	8,022,000
Construction Water Sales	14,617	11,000	13,000	13,000
Water Lease Revenue	41,688	68,000	61,000	61,000
Sewer Use Charges	4,317,268	4,708,000	4,715,000	5,092,000
Tap Connection Fees	139,558	152,000	175,000	173,000
Stormwater Charges	438,547	444,000	449,000	449,000
Trash Collection Charges	1,806,741	1,808,000	1,807,000	1,807,000
Roll-Off/Special Pickup Fees	63,510	46,000	51,000	51,000
Recycling Revenue	12,483	12,000	13,000	13,000
Sale of Inventory	30,852	33,000	29,850	29,670
Documents/Photocopies	530	1,000	430	430
Passport Photographs	22,399	23,100	12,113	21,803
Police Reports	12,801	10,000	11,000	11,000
<b>Total User Charges &amp; Fees</b>	<b>16,858,314</b>	<b>17,692,828</b>	<b>17,244,586</b>	<b>18,140,731</b>
<b>Fines &amp; Forfeits</b>				
Court Costs	67,521	69,520	44,400	48,840
General Fines	2,805	2,625	6,000	6,300
Criminal Fines	17,770	12,180	12,600	13,230
Traffic Fines	460,834	624,120	385,800	476,030
Parking Fines	7,305	10,000	5,400	5,400
OJW Revenue	9,025	12,600	7,200	7,200
Forfeitures	10,350	-	-	-
Forfeitures - State	-	4,000	3,000	3,000
Forfeitures - Federal	14,719	3,000	7,000	7,000
Victim Assistance Surcharge	27,094	44,000	26,400	29,000
Nuisance Abatement Fees	3,253	8,000	4,000	4,000
Landscaping Citations	-	3,000	-	-
Housing Citations	-	1,000	-	-
Litter Citations	-	1,000	-	-
Illegal Vehicle Citations	-	1,000	-	-
Other Citations	311	6,000	-	-
<b>Total Fines &amp; Forfeits</b>	<b>620,987</b>	<b>802,045</b>	<b>501,800</b>	<b>600,000</b>

## City-Wide Revenue Detail

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Other Revenue</b>				
Investment Earnings	2,113,239	1,223,000	2,698,500	1,467,000
Miscellaneous	3,293,680	4,302,776	15,370,776	157,000
Cash Over/Short	1,394	-	1,000	-
<b>Total Other Revenue</b>	<b>5,408,313</b>	<b>5,525,776</b>	<b>18,070,276</b>	<b>1,624,000</b>
<b>Total Revenues</b>	<b>\$ 58,182,027</b>	<b>\$ 70,212,897</b>	<b>\$ 79,455,750</b>	<b>\$ 55,980,565</b>



## City-Wide Expenditure Detail

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	16,850,231	18,193,026	17,034,227	18,722,406
Seasonal/Temporary Wages	196,283	310,603	-	338,997
Overtime	632,467	518,900	439,000	498,750
Stipend	467	-	-	-
Allowances	133,710	140,140	139,315	146,987
Medicare	240,330	267,794	236,950	275,968
Unemployment Insurance	27,867	25,000	12,946	25,000
Workers Compensation	252,409	399,143	228,527	282,479
Retirement Contributions	1,481,644	1,626,711	1,473,744	1,667,461
Medical Benefits	2,530,010	2,963,077	2,698,560	3,167,849
Life/Disability Benefits	212,199	283,000	227,868	305,275
Post-Employment Benefits	30,661	28,000	32,020	32,000
<b>Total Personnel</b>	<b>22,588,278</b>	<b>24,755,394</b>	<b>22,523,157</b>	<b>25,463,172</b>
<b>Purchased Services</b>				
Professional Services	1,683,365	2,034,490	1,531,956	1,791,916
Technical Services	748,145	866,335	796,243	836,221
General Services	776,258	783,185	613,229	733,210
Property Services	3,053,101	1,992,665	1,842,730	1,909,530
Repair/Maintenance Services	(75)	-	-	-
Communication Services	1,202,347	1,225,532	1,121,721	1,175,278
Internet Services	10,942	9,000	9,785	10,000
Training/Registration	261,855	300,659	165,338	280,290
Mileage/Travel	14,581	18,000	7,548	29,800
Rentals/Leases	97,623	88,170	85,738	408,532
Insurance Premiums	341,075	460,562	420,180	462,200
<b>Total Purchased Services</b>	<b>8,189,217</b>	<b>7,778,598</b>	<b>6,594,468</b>	<b>7,636,977</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	55,312	63,263	48,232	51,665
Technology Supplies	139,306	70,100	64,750	73,147
Operating Supplies	1,786,053	1,181,091	1,104,422	1,157,645
Chemicals/Compounds	454,448	552,745	550,000	552,745
Maintenance Supplies	-	240,000	175,000	240,000
Inventory Supplies	37,910	71,000	48,500	67,100
Uniforms/Clothing	21,662	22,950	21,400	22,950
Non-Capital Equipment	322,176	451,845	464,381	468,325
Gas/Electricity	1,403,021	1,610,500	1,441,500	1,531,500
Motor Vehicle Fuels	261,181	253,489	248,800	261,900
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,481,069</b>	<b>4,516,983</b>	<b>4,166,985</b>	<b>4,426,977</b>
<b>Capital Outlay</b>				
Property/Rights	70,000	1,814,705	2,000,000	1,600,000
Capital Equipment	1,536,768	2,487,421	2,348,313	1,737,000
Capital Improvement Projects	14,001,252	81,245,013	44,932,313	71,725,652
<b>Total Capital Outlay</b>	<b>15,608,020</b>	<b>85,547,139</b>	<b>49,280,626</b>	<b>75,062,652</b>

## City-Wide Expenditure Detail

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Miscellaneous</b>				
Dues/Fees	134,392	140,560	125,557	138,050
Grants/Donations	173,506	1,043,505	957,314	148,905
Community Incentive	26,981	30,000	30,000	30,000
Bad Debt Expense	-	500	250	250
<b>Total Other Expenditures</b>	<b>334,879</b>	<b>1,214,565</b>	<b>1,113,121</b>	<b>317,205</b>
<b>Contingency</b>				
Contingency	-	50,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 51,201,463</b>	<b>\$ 123,862,679</b>	<b>\$ 83,678,357</b>	<b>\$ 112,956,983</b>





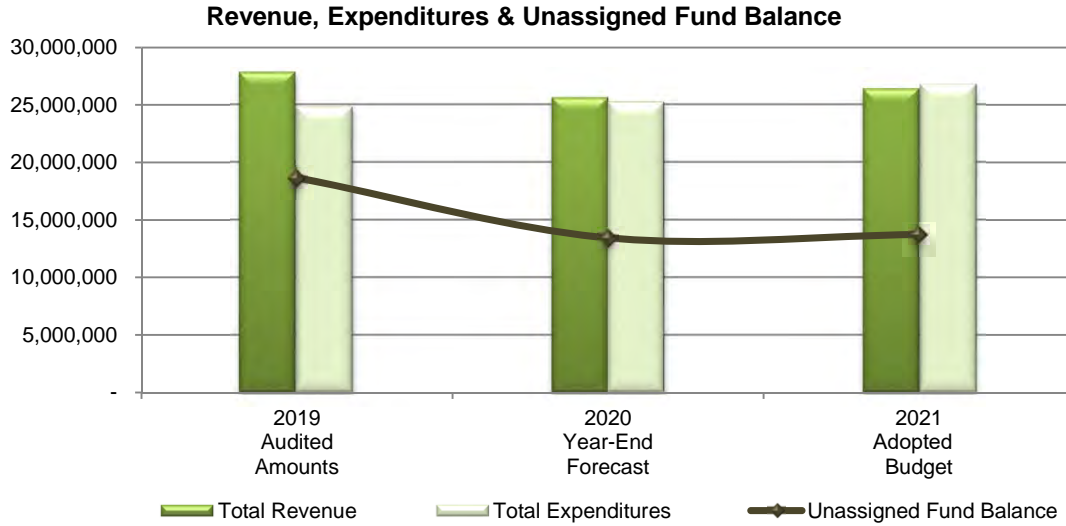




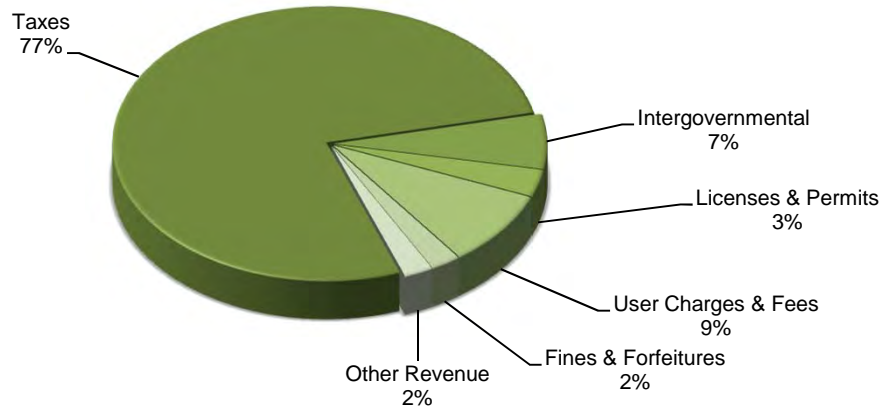


## General Fund Summary

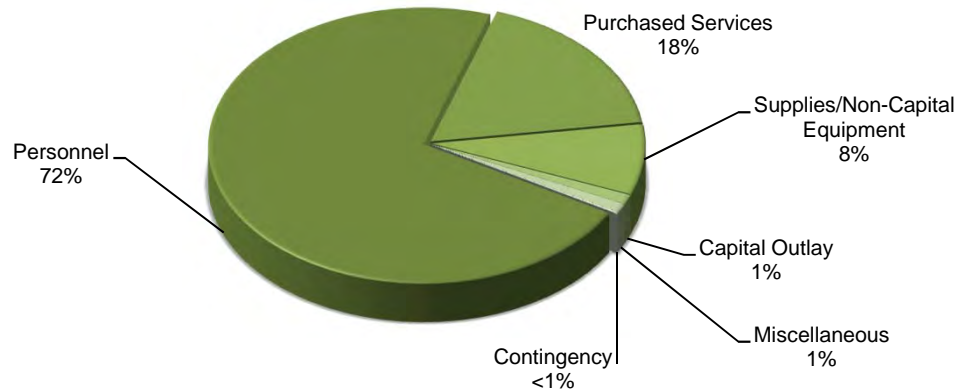
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 20,582,700	\$ 22,099,263	\$ 19,769,454	\$ 20,337,945
Intergovernmental	2,297,387	3,960,043	2,036,681	1,714,194
Licenses & Permits	815,204	839,889	718,623	838,695
User Charges & Fees	2,620,893	2,724,228	2,041,586	2,330,131
Fines & Forfeitures	620,987	802,045	501,800	600,000
Other Revenue	921,065	520,000	583,000	582,000
<b>Total Revenue</b>	<b>27,858,236</b>	<b>30,945,468</b>	<b>25,651,144</b>	<b>26,402,965</b>
<b>Expenditures:</b>				
Personnel	\$ 17,118,651	\$ 18,676,545	\$ 17,275,387	\$ 19,213,583
Purchased Services	4,498,400	4,943,131	3,899,326	4,749,272
Supplies/Non-Capital Equipment	2,546,203	2,278,283	2,118,135	2,212,057
Capital Outlay	345,527	1,000,773	863,313	301,000
Miscellaneous	302,729	1,174,480	1,073,832	277,120
Contingency	-	50,000	-	50,000
<b>Total Expenditures</b>	<b>24,811,510</b>	<b>28,123,212</b>	<b>25,229,993</b>	<b>26,803,032</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>3,046,726</b>	<b>2,822,256</b>	<b>421,151</b>	<b>(400,067)</b>
<b>Other Financing Sources/(Uses):</b>				
Transfers In/(Out)	(1,700,000)	(3,900,000)	(3,900,000)	-
Sale of Assets	81,131	-	40,000	-
Insurance Recovery/(Claims)	(200,445)	(125,000)	(125,000)	(125,000)
Economic Incentives	(64,719)	(1,000,000)	(1,000,000)	-
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,884,033)</b>	<b>(5,025,000)</b>	<b>(4,985,000)</b>	<b>(125,000)</b>
<b>Net Change In Fund Balance:</b>	<b>1,162,693</b>	<b>(2,202,744)</b>	<b>(4,563,849)</b>	<b>(525,067)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	24,398,088	25,971,184	25,560,781	20,996,932
Ending Fund Balance	<b>25,560,781</b>	<b>23,768,440</b>	<b>20,996,932</b>	<b>20,471,865</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
3% TABOR Reserve Restriction	826,376	994,446	906,450	807,841
Operating Reserve Commitment	6,060,094	7,292,607	6,647,298	5,924,167
<b>Unassigned Fund Balance</b>	<b>\$ 18,674,311</b>	<b>\$ 15,481,387</b>	<b>\$ 13,443,184</b>	<b>\$ 13,739,857</b>



### Operating Revenue Budget By Category

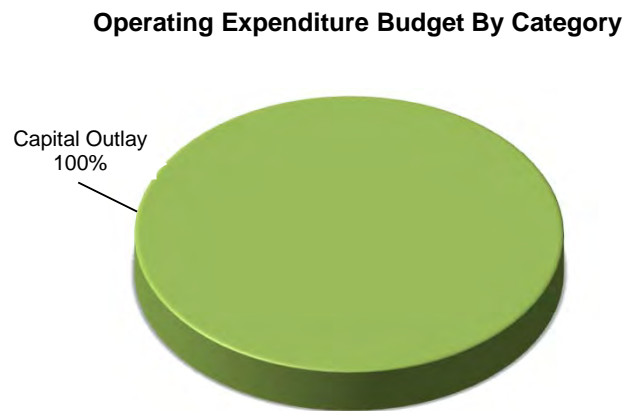
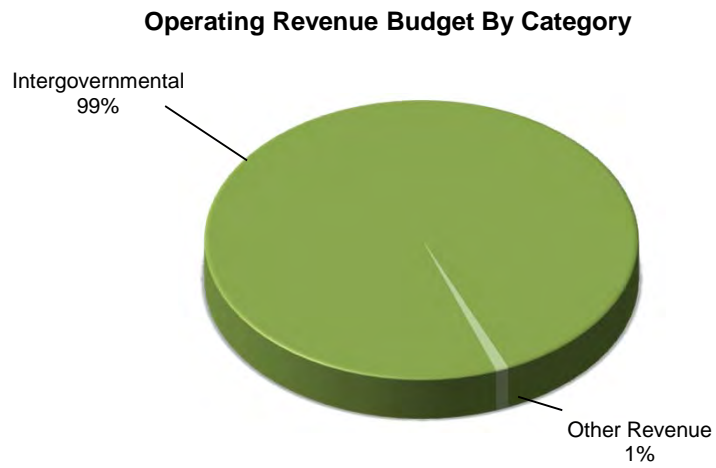
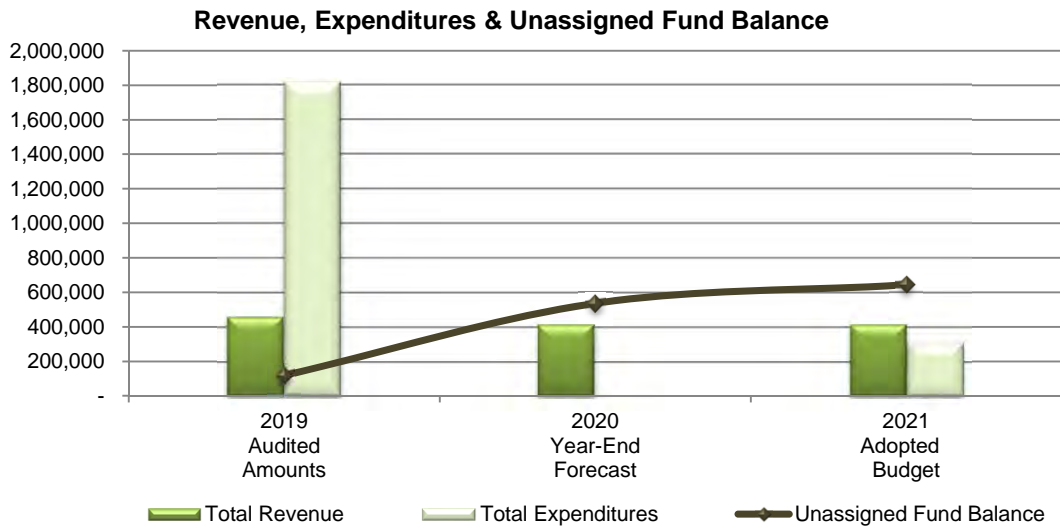


### Operating Expenditure Budget By Category



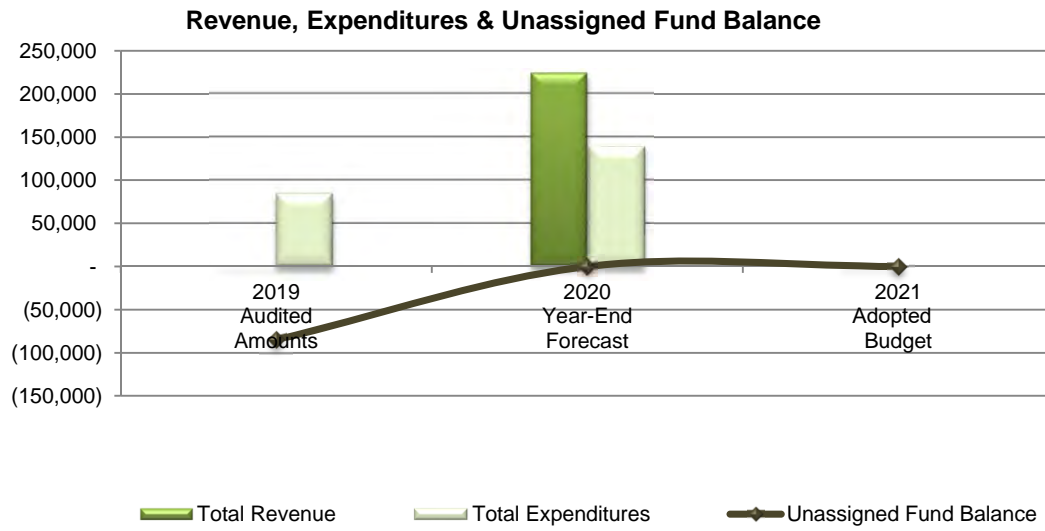
## Conservation Trust Fund Summary

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Intergovernmental	\$ 443,232	\$ 393,000	\$ 414,000	\$ 414,000
Other Revenue	18,840	5,000	4,000	4,000
<b>Total Revenue</b>	<b>462,072</b>	<b>398,000</b>	<b>418,000</b>	<b>418,000</b>
<b>Expenditures:</b>				
Capital Outlay	\$ 1,816,822	\$ 450,027	\$ 27	\$ 310,000
<b>Total Expenditures</b>	<b>1,816,822</b>	<b>450,027</b>	<b>27</b>	<b>310,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(1,354,750)</b>	<b>(52,027)</b>	<b>417,973</b>	<b>108,000</b>
<b>Net Change In Fund Balance:</b>	<b>(1,354,750)</b>	<b>(52,027)</b>	<b>417,973</b>	<b>108,000</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	1,472,365	101,445	117,615	535,588
Ending Fund Balance	<b>117,615</b>	<b>49,418</b>	<b>535,588</b>	<b>643,588</b>
<b>Unassigned Fund Balance</b>	<b>\$ 117,615</b>	<b>\$ 49,418</b>	<b>\$ 535,588</b>	<b>\$ 643,588</b>



## CDBG Fund Summary

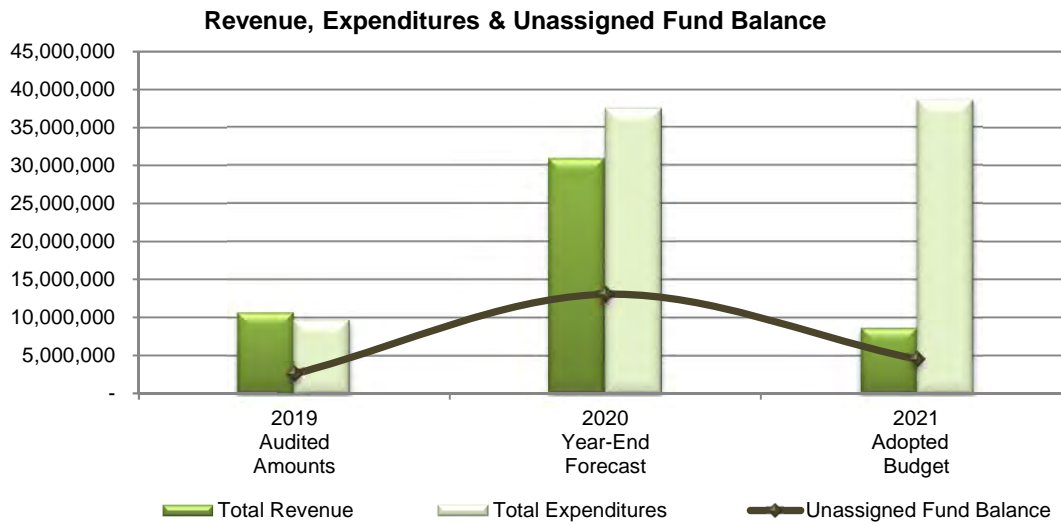
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Intergovernmental	\$ -	\$ 139,053	\$ 224,091	\$ -
<b>Total Revenue</b>	<b>-</b>	<b>139,053</b>	<b>224,091</b>	<b>-</b>
<b>Expenditures:</b>				
Capital Outlay	\$ 85,038	\$ 139,053	\$ 139,053	\$ -
<b>Total Expenditures</b>	<b>85,038</b>	<b>139,053</b>	<b>139,053</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>(85,038)</b>	<b>-</b>	<b>85,038</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>(85,038)</b>	<b>-</b>	<b>85,038</b>	<b>-</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	-	-	(85,038)	-
Ending Fund Balance	<b>(85,038)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Unassigned Fund Balance</b>	<b>\$ (85,038)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



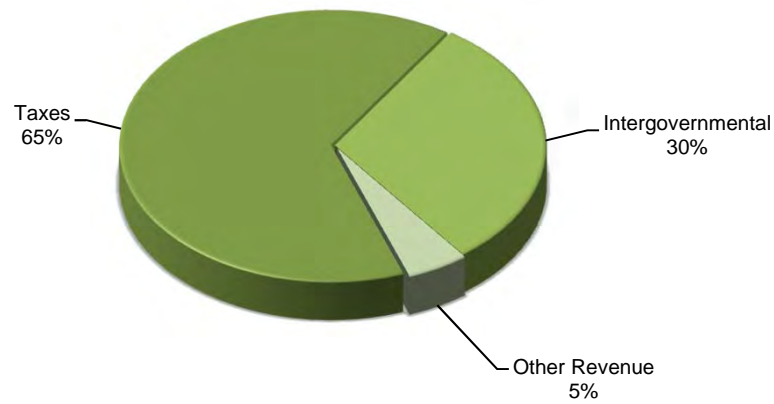
## Capital Projects Fund Summary

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 5,455,590	\$ 5,849,000	\$ 5,549,055	\$ 5,607,100
Intergovernmental	1,706,779	8,794,000	10,927,039	2,629,000
Other Revenue	3,503,748	2,313,000	14,442,000	410,500
<b>Total Revenue</b>	<b>10,666,117</b>	<b>16,956,000</b>	<b>30,918,094</b>	<b>8,646,600</b>
<b>Expenditures:</b>				
Capital Outlay	9,747,846	70,315,521	37,449,835	38,522,322
<b>Total Expenditures</b>	<b>9,747,846</b>	<b>70,315,521</b>	<b>37,449,835</b>	<b>38,522,322</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>918,271</b>	<b>(53,359,521)</b>	<b>(6,531,741)</b>	<b>(29,875,722)</b>
<b>Other Financing Sources/(Uses):</b>				
Transfers In/(Out)	1,700,000	3,900,000	3,900,000	-
Debt Issuance/(Payments)	40,537,232	(4,268,019)	(4,001,879)	(4,135,819)
<b>Total Other Financing Sources/(Uses)</b>	<b>42,237,232</b>	<b>(368,019)</b>	<b>(101,879)</b>	<b>(4,135,819)</b>
<b>Net Change In Fund Balance:</b>	<b>43,155,503</b>	<b>(53,727,540)</b>	<b>(6,633,620)</b>	<b>(34,011,541)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	23,671,361	77,711,392	66,826,864	60,193,244
Ending Fund Balance	<b>66,826,864</b>	<b>23,983,852</b>	<b>60,193,244</b>	<b>26,181,703</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
4.000 Mill Restricted Fund Balance	2,126,142	(1,864,795)	3,323,978	182,935
1/2% Sales/Use Tax Restricted Balance	16,080,850	14,019,538	16,289,751	16,058,582
Marijuana Sales Tax Restricted Balance	3,443,678	3,877,198	3,958,393	4,129,393
ADCOO Restricted Fund Balance	809,346	648,519	1,183,146	432,146
ADCOT Restricted Fund Balance	1,523,313	860,197	1,109,197	604,197
Debt Restricted Fund Balance	40,282,127	282,127	21,282,127	282,127
<b>Unassigned Fund Balance</b>	<b>\$ 2,561,408</b>	<b>\$ 6,161,068</b>	<b>\$ 13,046,652</b>	<b>\$ 4,492,323</b>

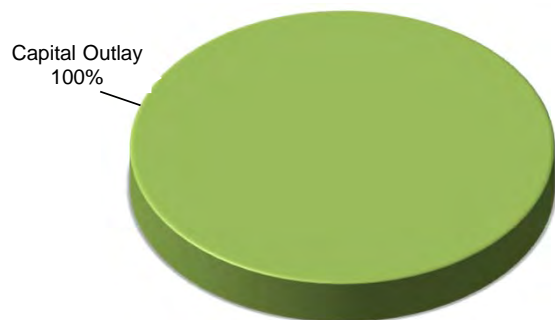




**Operating Revenue Budget By Category**



**Operating Expenditure Budget By Category**



## 4.000 Mill Property Tax Restricted Revenue

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
4.000 Mill Property Tax	\$ 1,371,237	\$ 1,716,000	\$ 1,707,420	\$ 1,699,000
Other Revenue	-	1,800,000	1,800,000	-
<b>Total Revenue</b>	<b>1,371,237</b>	<b>3,516,000</b>	<b>3,507,420</b>	<b>1,699,000</b>
<b>Expenditures:</b>				
Road Reconstruction Improvements	\$ 151,363	\$ 6,439,819	\$ 2,309,584	\$ 4,840,043
<b>Total Expenditures</b>	<b>151,363</b>	<b>6,439,819</b>	<b>2,309,584</b>	<b>4,840,043</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>1,219,874</b>	<b>(2,923,819)</b>	<b>1,197,836</b>	<b>(3,141,043)</b>
<b>Net Change In Fund Balance:</b>	<b>1,219,874</b>	<b>(2,923,819)</b>	<b>1,197,836</b>	<b>(3,141,043)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	906,268	1,059,024	2,126,142	3,323,978
Ending Fund Balance	<b>\$ 2,126,142</b>	<b>\$ (1,864,795)</b>	<b>\$ 3,323,978</b>	<b>\$ 182,935</b>

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

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
1/2% Sales/Use Tax	\$ 2,892,096	\$ 2,995,000	\$ 2,676,920	\$ 2,737,100
Other Revenue	1,152,417	-	-	-
<b>Total Revenue</b>	<b>4,044,513</b>	<b>2,995,000</b>	<b>2,676,920</b>	<b>2,737,100</b>
<b>Expenditures:</b>				
Capital Improvement Projects	\$ 57,020	\$ -	\$ -	\$ 500,000
<b>Total Expenditures</b>	<b>57,020</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>3,987,493</b>	<b>2,995,000</b>	<b>2,676,920</b>	<b>2,237,100</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	(1,463,519)	(2,468,019)	(2,468,019)	(2,468,269)
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,463,519)</b>	<b>(2,468,019)</b>	<b>(2,468,019)</b>	<b>(2,468,269)</b>
<b>Net Change In Fund Balance:</b>	<b>2,523,974</b>	<b>526,981</b>	<b>208,901</b>	<b>(231,169)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	13,556,876	13,492,557	16,080,850	16,289,751
Ending Fund Balance	<b>\$ 16,080,850</b>	<b>\$ 14,019,538</b>	<b>\$ 16,289,751</b>	<b>\$ 16,058,582</b>

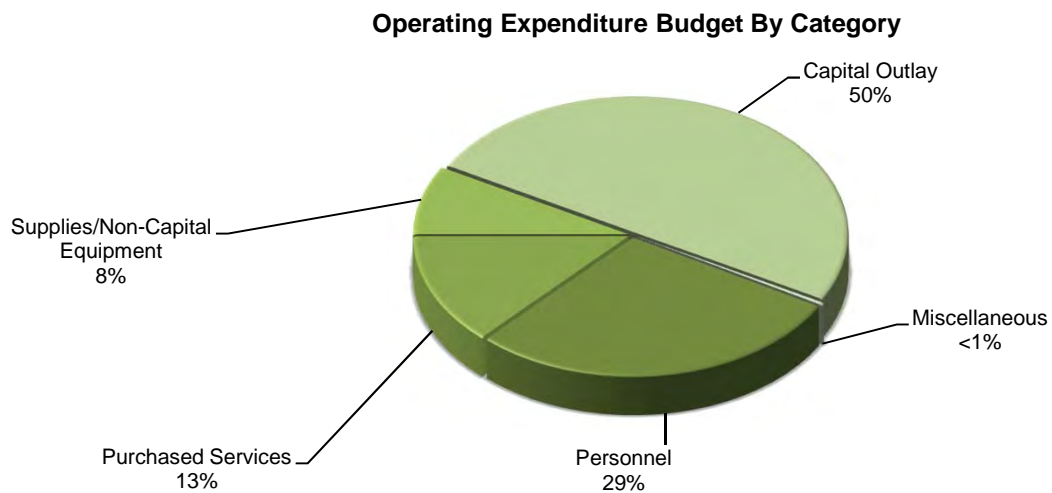
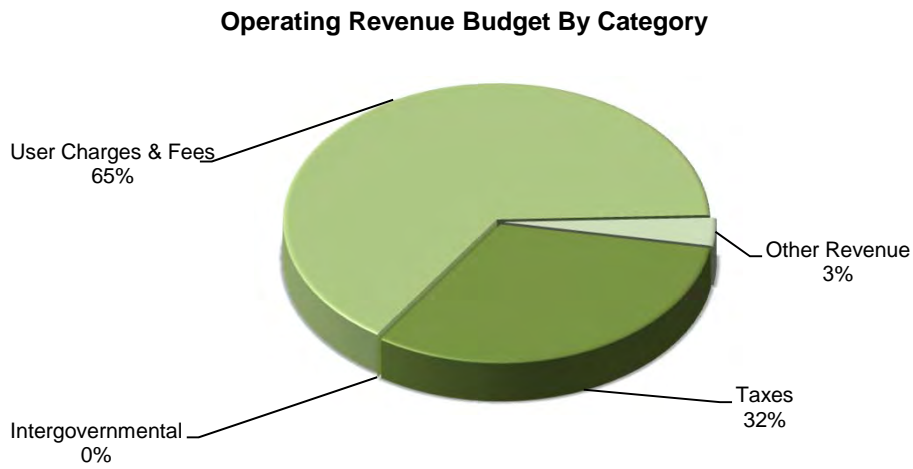
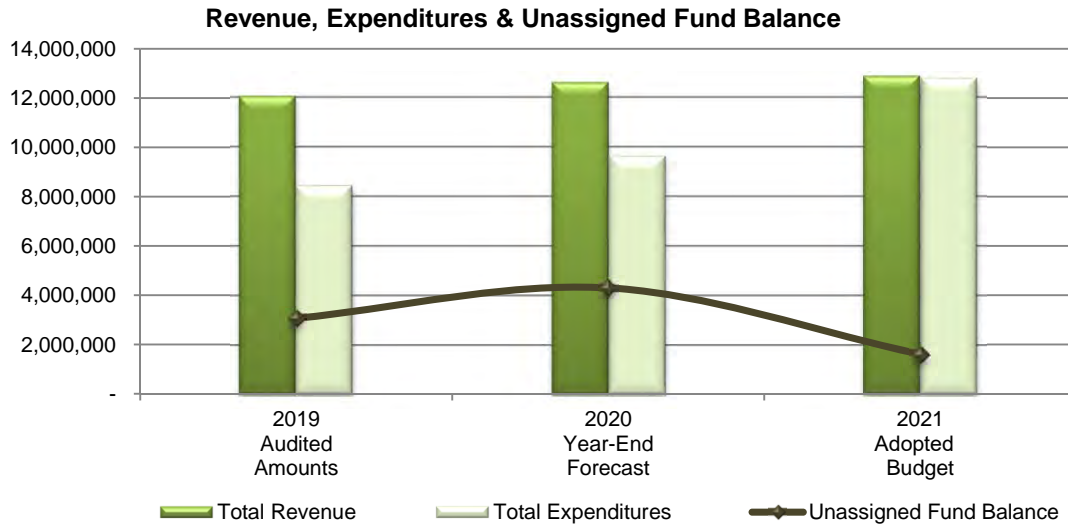
## 4% Marijuana Sales Tax Restricted Revenue

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Marijuana Sales Tax	\$ 1,192,257	\$ 1,138,000	\$ 1,164,715	\$ 1,171,000
<b>Total Revenue</b>	<b>1,192,257</b>	<b>1,138,000</b>	<b>1,164,715</b>	<b>1,171,000</b>
<b>Expenditures:</b>				
Capital Improvement Projects	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>1,192,257</b>	<b>1,138,000</b>	<b>1,164,715</b>	<b>1,171,000</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	-	(650,000)	(650,000)	(1,000,000)
<b>Total Other Financing Sources/(Uses)</b>	<b>-</b>	<b>(650,000)</b>	<b>(650,000)</b>	<b>(1,000,000)</b>
<b>Net Change In Fund Balance:</b>	<b>1,192,257</b>	<b>488,000</b>	<b>514,715</b>	<b>171,000</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	2,251,421	3,389,198	3,443,678	3,958,393
<b>Ending Fund Balance</b>	<b>\$ 3,443,678</b>	<b>\$ 3,877,198</b>	<b>\$ 3,958,393</b>	<b>\$ 4,129,393</b>



## Water Fund Summary

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Taxes	\$ 3,967,259	\$ 4,118,000	\$ 4,000,145	\$ 4,074,900
Intergovernmental	6,359	-	-	-
User Charges & Fees	7,522,831	7,932,600	8,146,000	8,380,600
Other Revenue	556,005	208,000	467,000	426,000
<b>Total Revenue</b>	<b>12,052,454</b>	<b>12,258,600</b>	<b>12,613,145</b>	<b>12,881,500</b>
<b>Expenditures:</b>				
Personnel	\$ 3,150,498	\$ 3,588,262	\$ 2,977,465	\$ 3,647,329
Purchased Services	2,756,340	1,588,455	1,512,785	1,675,405
Supplies/Non-Capital Equipment	891,163	1,033,505	959,450	1,039,025
Capital Outlay	1,629,084	4,186,058	4,153,470	6,374,883
Miscellaneous	30,707	38,630	37,779	38,630
<b>Total Expenditures</b>	<b>8,457,792</b>	<b>10,434,910</b>	<b>9,640,949</b>	<b>12,775,272</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>3,594,662</b>	<b>1,823,690</b>	<b>2,972,196</b>	<b>106,228</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	(1,012,111)	(977,707)	(1,013,680)	(1,014,760)
Sale of Assets	20,200	-	-	-
<b>Total Other Financing Sources/(Uses)</b>	<b>(991,911)</b>	<b>(977,707)</b>	<b>(1,013,680)</b>	<b>(1,014,760)</b>
<b>Net Change In Fund Balance:</b>	<b>2,602,751</b>	<b>845,983</b>	<b>1,958,516</b>	<b>(908,532)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	14,072,999	15,425,731	16,675,750	18,634,266
Ending Fund Balance	<b>16,675,750</b>	<b>16,271,714</b>	<b>18,634,266</b>	<b>17,725,734</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
3% TABOR Reserve Restriction	243,075	221,152	319,639	413,701
Debt Service Reserve Restriction	105,664	250,957	413,209	732,449
Water Right Purchase Restriction	10,552,624	11,732,919	11,231,544	12,372,444
Capital/Infrastructure Commitment	1,000,000	1,000,000	1,000,000	1,000,000
Operating Reserve Commitment	1,707,177	1,562,213	1,371,870	1,600,097
<b>Unassigned Fund Balance</b>	<b>\$ 3,067,210</b>	<b>\$ 1,504,473</b>	<b>\$ 4,298,004</b>	<b>\$ 1,607,043</b>



## Debt Service Function

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Food Related Sales Tax	\$ 1,075,760	\$ 1,123,000	\$ 1,321,225	\$ 1,334,000
<b>Total Revenue</b>	<b>1,075,760</b>	<b>1,123,000</b>	<b>1,321,225</b>	<b>1,334,000</b>
<b>Expenditures:</b>				
Agent Fees	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>1,075,760</b>	<b>1,123,000</b>	<b>1,321,225</b>	<b>1,334,000</b>
<b>Other Financing Sources/(Uses):</b>				
Series 2002A - Certificates of Participation	-	-	-	-
2013 Lease Purchase Agreement	(1,012,111)	(977,707)	(1,013,680)	(1,014,760)
<b>Total Other Financing Sources/(Uses)</b>	<b>(1,012,111)</b>	<b>(977,707)</b>	<b>(1,013,680)</b>	<b>(1,014,760)</b>
<b>Net Change In Fund Balance:</b>	<b>63,649</b>	<b>145,293</b>	<b>307,545</b>	<b>319,240</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	42,015	105,664	105,664	413,209
Ending Fund Balance	<b>\$ 105,664</b>	<b>\$ 250,957</b>	<b>\$ 413,209</b>	<b>\$ 732,449</b>

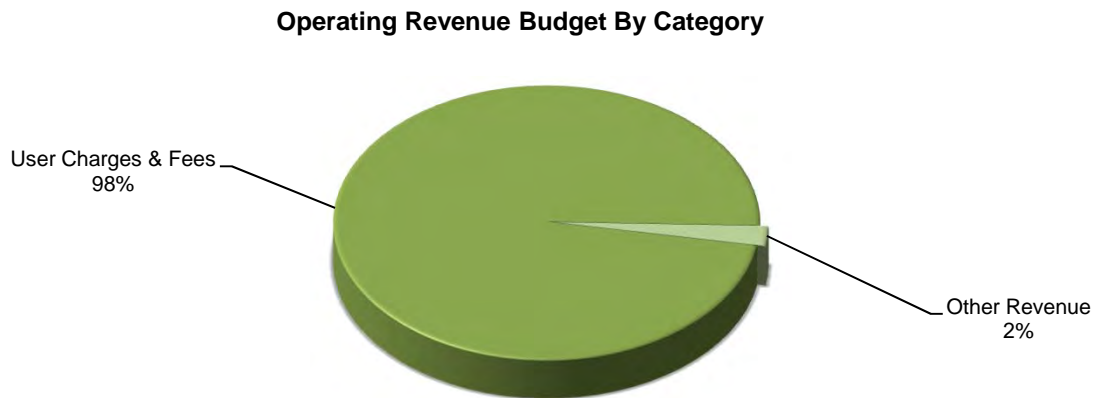
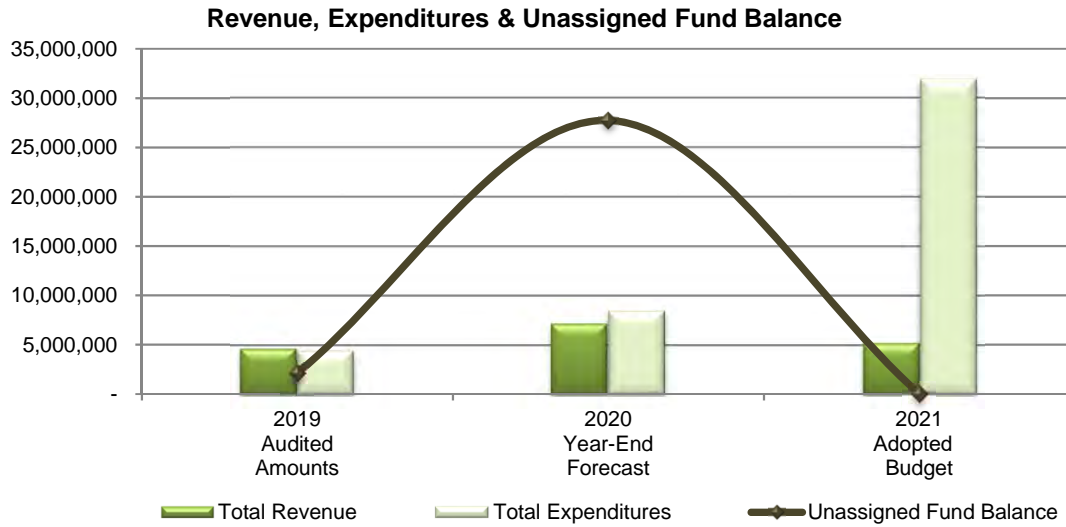


## Water Resources Function

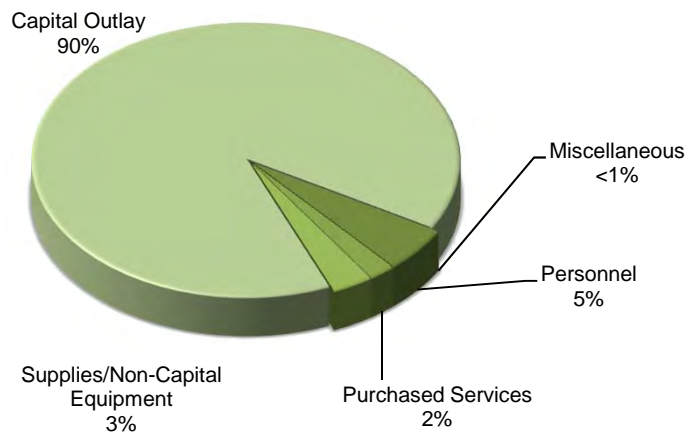
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Non-Food Sales/Use Tax	\$ 2,891,499	\$ 2,995,000	\$ 2,678,920	\$ 2,740,900
<b>Total Revenue</b>	<b>2,891,499</b>	<b>2,995,000</b>	<b>2,678,920</b>	<b>2,740,900</b>
<b>Expenditures:</b>				
Water Rights Purchases	\$ 408,064	\$ 1,814,705	\$ 2,000,000	\$ 1,600,000
<b>Total Expenditures</b>	<b>408,064</b>	<b>1,814,705</b>	<b>2,000,000</b>	<b>1,600,000</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>2,483,435</b>	<b>1,180,295</b>	<b>678,920</b>	<b>1,140,900</b>
<b>Net Change In Fund Balance:</b>	<b>2,483,435</b>	<b>1,180,295</b>	<b>678,920</b>	<b>1,140,900</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	8,069,189	10,552,624	10,552,624	11,231,544
Ending Fund Balance	<b>\$ 10,552,624</b>	<b>\$ 11,732,919</b>	<b>\$ 11,231,544</b>	<b>\$ 12,372,444</b>

## Wastewater Fund Summary

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
User Charges & Fees	\$ 4,364,579	\$ 4,708,000	\$ 4,715,000	\$ 5,092,000
Other Revenue	298,091	2,439,776	2,494,276	122,500
<b>Total Revenue</b>	<b>4,662,670</b>	<b>7,147,776</b>	<b>7,209,276</b>	<b>5,214,500</b>
<b>Expenditures:</b>				
Personnel	\$ 1,438,091	\$ 1,579,724	\$ 1,384,658	\$ 1,679,377
Purchased Services	504,320	650,150	638,500	650,150
Supplies/Non-Capital Equipment	861,268	1,029,695	935,750	991,695
Capital Outlay	1,686,450	8,183,504	5,544,928	28,551,892
Miscellaneous	130	305	305	305
<b>Total Expenditures</b>	<b>4,490,259</b>	<b>11,443,378</b>	<b>8,504,141</b>	<b>31,873,419</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>172,411</b>	<b>(4,295,602)</b>	<b>(1,294,865)</b>	<b>(26,658,919)</b>
<b>Other Financing Sources/(Uses):</b>				
Debt Issuance/(Payments)	-	27,000,000	26,955,868	(1,097,636)
Sale of Assets	-	-	26,000	-
Claims/Awards	-	-	(30,500)	-
<b>Total Other Financing Sources/(Uses)</b>	<b>-</b>	<b>27,000,000</b>	<b>26,951,368</b>	<b>(1,097,636)</b>
<b>Net Change In Fund Balance:</b>	<b>172,411</b>	<b>22,704,398</b>	<b>25,656,503</b>	<b>(27,756,555)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	3,661,711	4,302,243	3,834,122	29,490,625
Ending Fund Balance	<b>3,834,122</b>	<b>27,006,641</b>	<b>29,490,625</b>	<b>1,734,070</b>
<b>Less Restrictions, Commitments, &amp; Assignments:</b>				
Capital/Infrastructure Commitment	1,000,000	1,000,000	1,000,000	1,000,000
Operating Reserve Commitment	700,952	814,969	739,803	734,070
<b>Unassigned Fund Balance</b>	<b>\$ 2,133,170</b>	<b>\$ 25,191,672</b>	<b>\$ 27,750,822</b>	<b>\$ -</b>

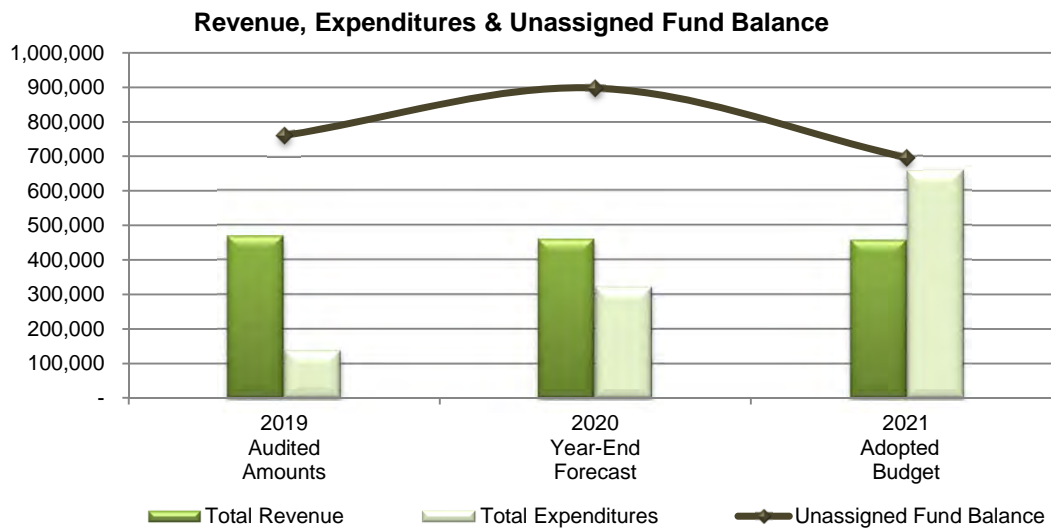


### Operating Expenditure Budget By Category

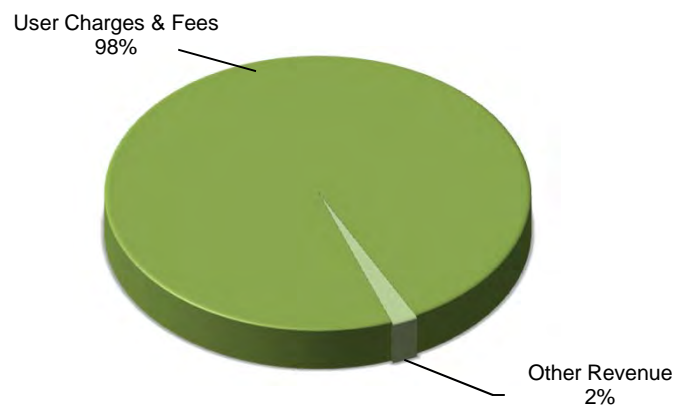


## Stormwater Fund Summary

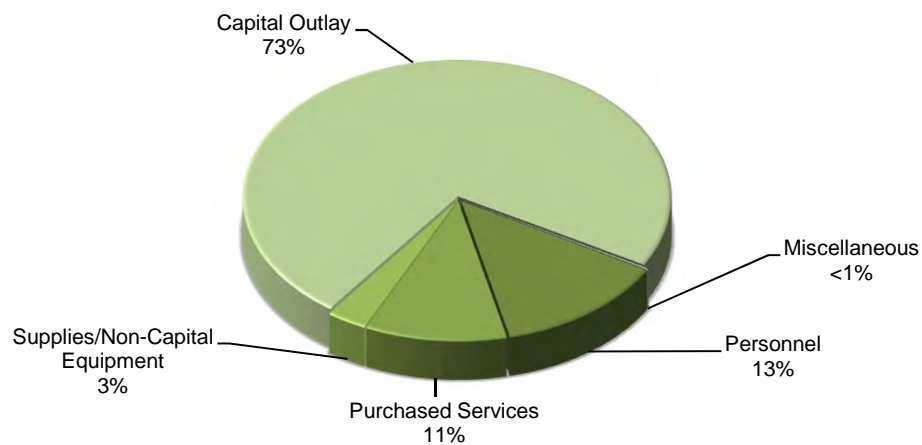
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
User Charges & Fees	\$ 448,147	\$ 444,000	\$ 451,000	\$ 449,000
Other Revenue	22,298	5,000	10,000	9,000
<b>Total Revenue</b>	<b>470,445</b>	<b>449,000</b>	<b>461,000</b>	<b>458,000</b>
<b>Expenditures:</b>				
Personnel	\$ 84,951	\$ 85,435	\$ 86,108	\$ 86,143
Purchased Services	8,551	50,050	23,120	70,050
Supplies/Non-Capital Equipment	45,641	20,000	13,650	20,000
Capital Outlay	-	332,555	200,000	482,555
Miscellaneous	765	650	655	650
<b>Total Expenditures</b>	<b>139,908</b>	<b>488,690</b>	<b>323,533</b>	<b>659,398</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>330,537</b>	<b>(39,690)</b>	<b>137,467</b>	<b>(201,398)</b>
<b>Net Change In Fund Balance:</b>	<b>330,537</b>	<b>(39,690)</b>	<b>137,467</b>	<b>(201,398)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	429,811	675,032	760,348	897,815
Ending Fund Balance	<b>760,348</b>	<b>635,342</b>	<b>897,815</b>	<b>696,417</b>
<b>Unassigned Fund Balance</b>	<b>\$ 760,348</b>	<b>\$ 635,342</b>	<b>\$ 897,815</b>	<b>\$ 696,417</b>



### Operating Revenue Budget By Category

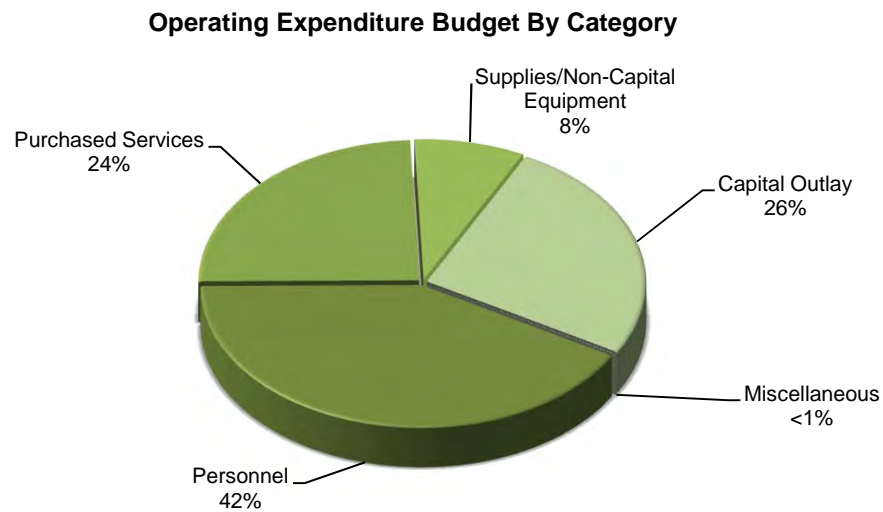
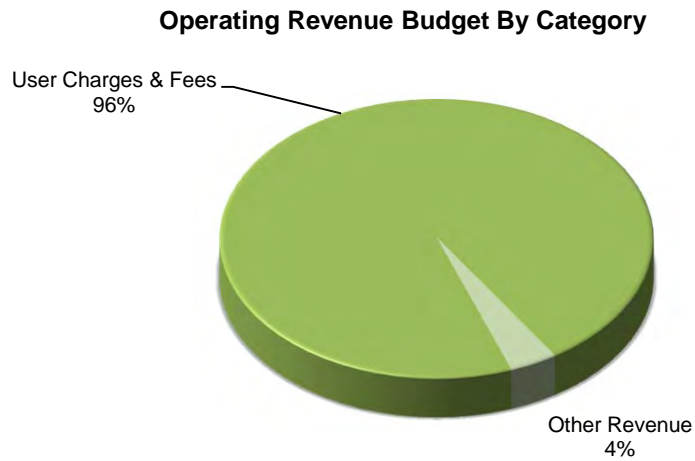
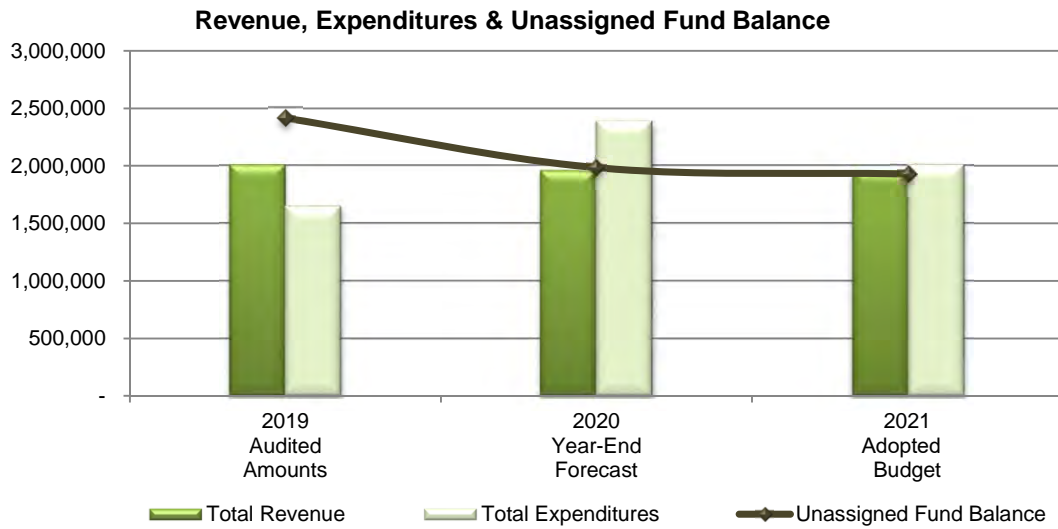


### Operating Expenditure Budget By Category



## Sanitation Fund Summary

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Revenue:</b>				
Intergovernmental	\$ 19,903	\$ -	\$ -	\$ -
User Charges & Fees	1,901,864	1,884,000	1,891,000	1,889,000
Other Revenue	88,266	35,000	70,000	70,000
<b>Total Revenue</b>	<b>2,010,033</b>	<b>1,919,000</b>	<b>1,961,000</b>	<b>1,959,000</b>
<b>Expenditures:</b>				
Personnel	\$ 796,087	\$ 825,428	\$ 799,539	\$ 836,740
Purchased Services	421,606	546,812	520,737	492,100
Supplies/Non-Capital Equipment	136,794	155,500	140,000	164,200
Capital Outlay	297,253	939,648	930,000	520,000
Miscellaneous	548	500	550	500
<b>Total Expenditures</b>	<b>1,652,288</b>	<b>2,467,888</b>	<b>2,390,826</b>	<b>2,013,540</b>
<b>Excess/(Deficiency) of Revenues Over Expenditures</b>	<b>357,745</b>	<b>(548,888)</b>	<b>(429,826)</b>	<b>(54,540)</b>
<b>Other Financing Sources/(Uses):</b>				
Sale of Assets	12,420	-	-	-
<b>Total Other Financing Sources/(Uses)</b>	<b>12,420</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Change In Fund Balance:</b>	<b>370,165</b>	<b>(548,888)</b>	<b>(429,826)</b>	<b>(54,540)</b>
<b>Cumulative Fund Balance</b>				
Beginning Fund Balance	2,044,247	2,599,012	2,414,412	1,984,586
Ending Fund Balance	<b>2,414,412</b>	<b>2,050,124</b>	<b>1,984,586</b>	<b>1,930,046</b>
<b>Unassigned Fund Balance</b>	<b>\$ 2,414,412</b>	<b>\$ 2,050,124</b>	<b>\$ 1,984,586</b>	<b>\$ 1,930,046</b>







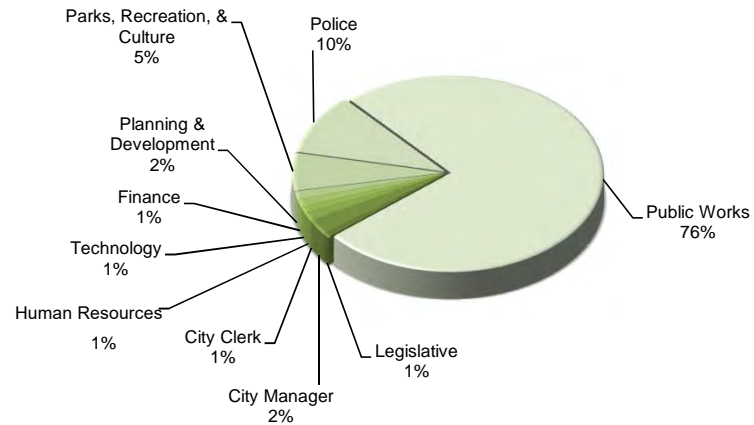




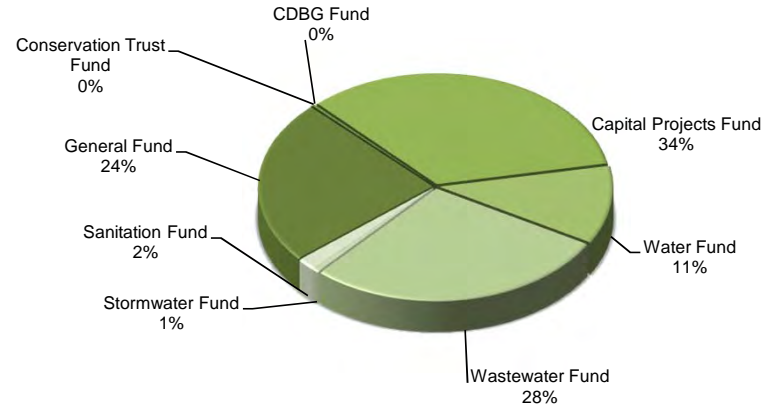
## Department Funding Matrix

	General Fund	Conservation Trust Fund	CDBG Fund	Capital Projects Fund	Water Fund	Wastewater Fund	Stormwater Fund	Sanitation Fund	Total
<b>Departments:</b>									
Legislative	\$ 739,189	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 769,189
City Manager	2,676,111	-	-	-	-	-	-	-	2,676,111
City Clerk	451,500	-	-	-	-	-	-	-	451,500
Human Resources	808,175	-	-	-	364,840	-	-	13,600	1,186,615
Technology	991,241	-	-	-	245,805	-	-	-	1,237,046
Finance	521,644	-	-	-	893,418	-	-	2,000	1,417,062
Planning & Development	1,489,302	-	-	-	-	-	-	-	1,489,302
Parks, Recreation, & Culture	4,898,022	310,000	-	1,800,000	-	-	-	-	7,008,022
Police	11,454,324	-	-	-	-	-	-	-	11,454,324
Public Works	2,773,524	-	-	36,722,322	11,241,209	31,873,419	659,398	1,997,940	85,267,812
<b>Total Expenditures</b>	<b>\$ 26,803,032</b>	<b>\$ 310,000</b>	<b>\$ -</b>	<b>\$ 38,522,322</b>	<b>\$ 12,775,272</b>	<b>\$ 31,873,419</b>	<b>\$ 659,398</b>	<b>\$ 2,013,540</b>	<b>\$ 112,956,983</b>

**City-Wide Expenditures By Department**



**City-Wide Expenditures By Fund**



# Legislative

Meredith Leighty, Mayor

## Department Description

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

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

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

The City of Northglenn has 9 boards and commissions, which provide various opportunities for citizens to become involved in the City. The boards are created by the City Charter, by Ordinance, or by Resolution and include the following: Board of Adjustments, Citizens' Affairs Board, Elections Commission, Historic Preservation Commission, Liquor Licensing Authority, Parks and Recreation Advisory Board, Planning Commission, Victim Assistance and Law Enforcement Board, and Youth Commission.

## 2020 Achievements

- Engaged in Regional Government Authorities: NATA, RTD, I-25, Adams Co. Council of Governments, Metro North Chamber and other regional collaborations (Council Goal #2)
- Adapted to virtual council meetings while increasing resident feedback (Council Goal #2)
- Established Diversity, Inclusivity, and Social Equity Board (Council Goal #6)
- Created a Community Police Advisory Board and a Homelessness Task Force (Council Goal #3 and #2)
- Supported homelessness and community support programming with the addition of a Community Navigator staff member

## Goals & Objectives

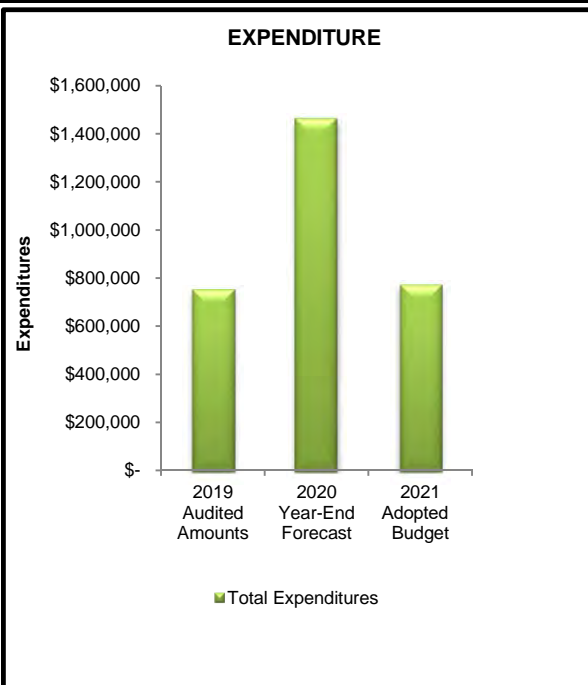
Implementation of the 2019-2023 City Strategic Plan with the following eight strategic priorities:

1. High-Performance Government
2. Community Engagement
3. Public Safety
4. Business Retention and Growth
5. Housing Opportunities
6. Diverse community
7. Sustainability
8. Infrastructure

## Legislative

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 739,189	-
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	30,000	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>769,189</b>	<b>-</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
City Council	\$ 764,102	-
Boards & Commissions	5,087	-
<b>Total</b>	<b>769,189</b>	<b>-</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
Staff - Full Time Equivalency (FTE)*	-	-	-	-
<b>Expenditures:</b>				
Personnel	\$ 133,231	\$ 148,737	\$ 144,679	\$ 144,012
Purchased Services	395,910	407,017	323,417	368,002
Supplies/Non-Capital Equipment	11,304	13,870	11,870	11,870
Miscellaneous	212,443	1,037,505	985,214	195,305
Contingency	-	50,000	-	50,000
<b>Total Expenditures</b>	<b>\$ 752,888</b>	<b>\$ 1,657,129</b>	<b>\$ 1,465,180</b>	<b>\$ 769,189</b>

2021 BUDGET PACKAGES	
	Amount
	\$ -
	\$ -

# Expenditure Detail

## Legislative Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	86,298	97,392	97,026	97,345
Allowances	39,960	39,960	39,960	35,520
Medicare	1,806	1,990	2,007	1,927
Workers Compensation	80	234	70	108
Retirement Contributions	4,735	8,247	5,240	8,199
Life/Disability Benefits	352	914	376	913
<b>Total Personnel</b>	<b>133,231</b>	<b>148,737</b>	<b>144,679</b>	<b>144,012</b>
<b>Purchased Services</b>				
Professional Services	370,886	344,680	299,680	314,680
Communication Services	7,620	20,162	15,062	17,147
Training/Registration	17,404	42,175	8,675	36,175
<b>Total Purchased Services</b>	<b>395,910</b>	<b>407,017</b>	<b>323,417</b>	<b>368,002</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	35	200	-	-
Operating Supplies	11,269	13,670	11,870	11,870
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,304</b>	<b>13,870</b>	<b>11,870</b>	<b>11,870</b>
<b>Miscellaneous</b>				
Dues/Fees	81,217	84,000	71,400	71,400
Grants/Donations	131,226	953,505	913,814	123,905
<b>Total Other Expenditures</b>	<b>212,443</b>	<b>1,037,505</b>	<b>985,214</b>	<b>195,305</b>
<b>Contingency</b>				
Contingency	-	50,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 752,888</b>	<b>\$ 1,657,129</b>	<b>\$ 1,465,180</b>	<b>\$ 769,189</b>

## Expenditure Detail

### Legislative Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	86,298	97,392	97,026	97,345
Allowances	39,960	39,960	39,960	35,520
Medicare	1,806	1,990	2,007	1,927
Workers Compensation	80	234	70	108
Retirement Contributions	4,735	8,247	5,240	8,199
Life/Disability Benefits	352	914	376	913
<b>Total Personnel</b>	<b>133,231</b>	<b>148,737</b>	<b>144,679</b>	<b>144,012</b>
<b>Purchased Services</b>				
Professional Services	358,837	284,680	284,680	284,680
Communication Services	7,620	20,162	15,062	17,147
Training/Registration	17,404	42,175	8,675	36,175
<b>Total Purchased Services</b>	<b>383,861</b>	<b>347,017</b>	<b>308,417</b>	<b>338,002</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	35	200	-	-
Operating Supplies	11,269	13,670	11,870	11,870
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,304</b>	<b>13,870</b>	<b>11,870</b>	<b>11,870</b>
<b>Miscellaneous</b>				
Dues/Fees	81,217	84,000	71,400	71,400
Grants/Donations	131,226	953,505	913,814	123,905
<b>Total Other Expenditures</b>	<b>212,443</b>	<b>1,037,505</b>	<b>985,214</b>	<b>195,305</b>
<b>Contingency</b>				
Contingency	-	50,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 740,839</b>	<b>\$ 1,597,129</b>	<b>\$ 1,450,180</b>	<b>\$ 739,189</b>

## Expenditure Detail

### City Council Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	86,298	97,392	97,026	97,345
Allowances	39,960	39,960	39,960	35,520
Medicare	1,806	1,990	2,007	1,927
Workers Compensation	80	234	70	108
Retirement Contributions	4,735	8,247	5,240	8,199
Life/Disability Benefits	352	914	376	913
<b>Total Personnel</b>	<b>133,231</b>	<b>148,737</b>	<b>144,679</b>	<b>144,012</b>
<b>Purchased Services</b>				
Professional Services	358,197	283,000	283,000	283,000
Communication Services	7,620	20,100	15,000	17,085
Training/Registration	16,790	40,500	8,000	34,500
<b>Total Purchased Services</b>	<b>382,607</b>	<b>343,600</b>	<b>306,000</b>	<b>334,585</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	35	200	-	-
Operating Supplies	9,393	12,000	10,200	10,200
<b>Total Supplies/Non-Capital Equipment</b>	<b>9,428</b>	<b>12,200</b>	<b>10,200</b>	<b>10,200</b>
<b>Miscellaneous</b>				
Dues/Fees	81,217	84,000	71,400	71,400
Grants/Donations	131,226	953,505	913,814	123,905
<b>Total Other Expenditures</b>	<b>212,443</b>	<b>1,037,505</b>	<b>985,214</b>	<b>195,305</b>
<b>Contingency</b>				
Contingency	-	50,000	-	50,000
<b>Total Contingency</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>
<b>Total Expenditures</b>	<b>\$ 737,709</b>	<b>\$ 1,592,042</b>	<b>\$ 1,446,093</b>	<b>\$ 734,102</b>



## Expenditure Detail

### Boards & Commissions Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Professional Services	640	1,680	1,680	1,680
Communication Services	-	62	62	62
Training/Registration	614	1,675	675	1,675
<b>Total Purchased Services</b>	<b>1,254</b>	<b>3,417</b>	<b>2,417</b>	<b>3,417</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	1,876	1,670	1,670	1,670
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,876</b>	<b>1,670</b>	<b>1,670</b>	<b>1,670</b>
<b>Total Expenditures</b>	<b>\$ 3,130</b>	<b>\$ 5,087</b>	<b>\$ 4,087</b>	<b>\$ 5,087</b>

## Expenditure Detail

### Legislative Department - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Professional Services	12,049	60,000	15,000	30,000
<b>Total Purchased Services</b>	<b>12,049</b>	<b>60,000</b>	<b>15,000</b>	<b>30,000</b>
<b>Total Expenditures</b>	<b>\$ 12,049</b>	<b>\$ 60,000</b>	<b>\$ 15,000</b>	<b>\$ 30,000</b>

## Expenditure Detail

### City Council Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Professional Services	12,049	60,000	15,000	30,000
<b>Total Purchased Services</b>	<b>12,049</b>	<b>60,000</b>	<b>15,000</b>	<b>30,000</b>
<b>Total Expenditures</b>	<b>\$ 12,049</b>	<b>\$ 60,000</b>	<b>\$ 15,000</b>	<b>\$ 30,000</b>

# City Manager

Heather Geyer, City Manager

## Department Description

The City Manager's Office oversees the daily activities, directs the operations of all city departments, and implements policy decisions made by City Council, as well as enforcing City Ordinances. Included in the city manager's department is Public Communications, Economic Development, Municipal Court, VALE and Community Engagement. Communications provides public information to citizens to support transparency in government and foster an informed community through media relations, community partnerships and working with the city administration and other departments. Economic Development activities provide networking, business retention and attraction, maintains a program of business incentives, and provides support to the Northglenn Urban Renewal Authority. The Municipal Court has jurisdiction over all cases involving violations of the provisions of the City Charter, code and other ordinances of the city. The Community Engagement division creates connections and provides involvement, interaction and problem resolution through volunteer services, community outreach, neighborhood programs, events, and proactive relations with residents.

## 2020 Achievements

- Enhanced employee communications through quarterly update meetings and COVID-19 as needed (Council Goal #1)
- Integrated telephone town halls and on-line engagement tool into Council communication strategies (Council Goal #2)
- Created City e-newsletter and Good Neighbor award program (Council Goal #2)
- Established COVID-19 Business Grants & Recovery Program (Council Goal #4)
- Selected Master Developer for the Civic Campus Project Phase 2 (Council Goal #8)
- Optimized FullCourt software to increase efficiency (Council Goal #1)
- Added hyper-local and virtual events in lieu of large gathering events and restructured layout of events to accommodate social distancing (Council Goal #2)

## Goals & Objectives

- Creation of City Core Values and Customer Service expectations (Council Goal #1)
- Implement new intranet (Council Goal #1)
- Increase social media effectiveness (Council Goal #2)
- Oversee Phase 2 of Civic Campus Project (Council Goal #8)
- Train for succession planning (Council Goal #1)
- Convert forms to Spanish (Council Goal #6)
- Refresh and redesign event series (Council Goal #2)
- Add volunteer opportunities that include community partners (Council Goal #2)

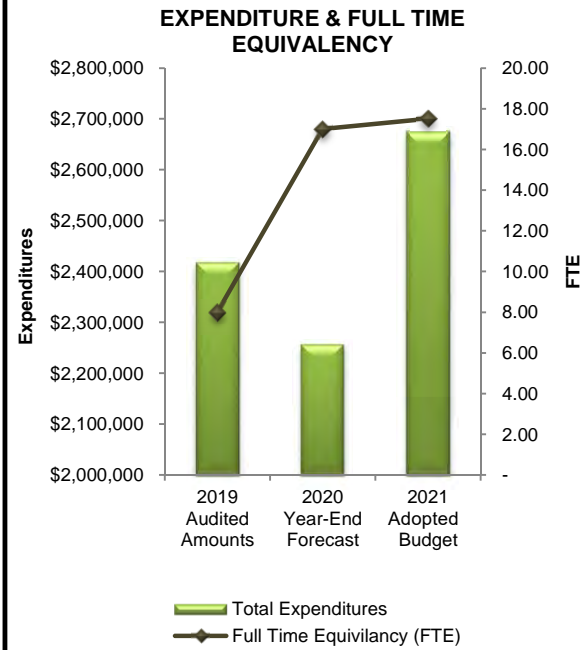
## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
Original Video Productions	#2	10	10	40	40
# of Business Retention Visits	#4	85	116	400	100
New Commercial s/f Absorption	#4	90,000	90,000	90,000	80,000
Event Attendance - Breakfast	#4	285	285	0	295
# of Court Cases Closed	#1	5,669	3,851	2,878	6,093
# of Community Events Organized	#2	8	8	11	10
# of Volunteer Events	#2	12	12	10	13

## City Manager

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,676,111	17.50
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>2,676,111</b>	<b>17.50</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 585,593	3.50
Public Communications	583,711	3.00
Economic Development	356,532	2.00
Court	602,404	6.00
VALE	25,100	-
Community Engagement	522,771	3.00
<b>Total</b>	<b>2,676,111</b>	<b>17.50</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	8.00	16.00	17.00	17.50
<b>Expenditures:</b>				
Personnel	\$ 1,347,970	\$ 1,585,264	\$ 1,510,893	\$ 1,675,688
Purchased Services	910,833	923,662	621,992	890,186
Supplies/Non-Capital Equipment	86,208	62,813	54,750	49,207
Capital Outlay	-	11,250	-	-
Miscellaneous	72,748	115,700	67,940	61,030
Contingency	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,417,759</b>	<b>\$ 2,698,689</b>	<b>\$ 2,255,575</b>	<b>\$ 2,676,111</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	24,832
3. Professional Services - City Manager - resident survey, employee survey, aging needs study, diversity initiative	152,000
4. Dues/Fees - City Manager - Colorado Legal Services, emergency crisis funding non-profits	22,000
	<b>\$ 198,832</b>

# Expenditure Detail

## City Manager Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,098,429	1,270,182	1,230,030	1,360,353
Overtime	-	1,500	500	500
Allowances	8,947	9,000	9,018	9,000
Medicare	14,036	18,550	15,946	19,855
Workers Compensation	1,726	2,167	721	1,099
Retirement Contributions	95,924	111,642	107,088	120,529
Medical Benefits	122,131	160,808	139,450	152,125
Life/Disability Benefits	6,777	11,415	8,140	12,227
<b>Total Personnel</b>	<b>1,347,970</b>	<b>1,585,264</b>	<b>1,510,893</b>	<b>1,675,688</b>
<b>Purchased Services</b>				
Professional Services	432,528	382,482	282,040	395,890
Technical Services	31,185	78,361	25,161	29,961
General Services	254,577	268,135	146,931	258,550
Property Services	-	-	30	-
Communication Services	164,481	154,150	141,250	154,470
Training/Registration	8,888	23,634	11,693	22,765
Mileage/Travel	4,256	6,850	4,589	19,300
Rentals/Leases	14,918	10,050	10,298	9,250
<b>Total Purchased Services</b>	<b>910,833</b>	<b>923,662</b>	<b>621,992</b>	<b>890,186</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,110	4,513	3,927	4,727
Technology Supplies	10,332	15,600	8,500	8,540
Operating Supplies	63,894	42,200	41,823	35,440
Non-Capital Equipment	6,538	-	-	-
Motor Vehicle Fuels	334	500	500	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>86,208</b>	<b>62,813</b>	<b>54,750</b>	<b>49,207</b>
<b>Capital Outlay</b>				
Capital Equipment	-	11,250	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>11,250</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	30,468	25,700	24,440	36,030
Grants/Donations	42,280	90,000	43,500	25,000
<b>Total Other Expenditures</b>	<b>72,748</b>	<b>115,700</b>	<b>67,940</b>	<b>61,030</b>
<b>Total Expenditures</b>	<b>\$ 2,417,759</b>	<b>\$ 2,698,689</b>	<b>\$ 2,255,575</b>	<b>\$ 2,676,111</b>

# Expenditure Detail

## City Manager Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,098,429	1,270,182	1,230,030	1,360,353
Overtime	-	1,500	500	500
Allowances	8,947	9,000	9,018	9,000
Medicare	14,036	18,550	15,946	19,855
Workers Compensation	1,726	2,167	721	1,099
Retirement Contributions	95,924	111,642	107,088	120,529
Medical Benefits	122,131	160,808	139,450	152,125
Life/Disability Benefits	6,777	11,415	8,140	12,227
<b>Total Personnel</b>	<b>1,347,970</b>	<b>1,585,264</b>	<b>1,510,893</b>	<b>1,675,688</b>
<b>Purchased Services</b>				
Professional Services	432,528	382,482	282,040	395,890
Technical Services	31,185	78,361	25,161	29,961
General Services	254,577	268,135	146,931	258,550
Property Services	-	-	30	-
Communication Services	164,481	154,150	141,250	154,470
Training/Registration	8,888	23,634	11,693	22,765
Mileage/Travel	4,256	6,850	4,589	19,300
Rentals/Leases	14,918	10,050	10,298	9,250
<b>Total Purchased Services</b>	<b>910,833</b>	<b>923,662</b>	<b>621,992</b>	<b>890,186</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,110	4,513	3,927	4,727
Technology Supplies	10,332	15,600	8,500	8,540
Operating Supplies	63,894	42,200	41,823	35,440
Non-Capital Equipment	6,538	-	-	-
Motor Vehicle Fuels	334	500	500	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>86,208</b>	<b>62,813</b>	<b>54,750</b>	<b>49,207</b>
<b>Capital Outlay</b>				
Capital Equipment	-	11,250	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>11,250</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	30,468	25,700	24,440	36,030
Grants/Donations	42,280	90,000	43,500	25,000
<b>Total Other Expenditures</b>	<b>72,748</b>	<b>115,700</b>	<b>67,940</b>	<b>61,030</b>
<b>Total Expenditures</b>	<b>\$ 2,417,759</b>	<b>\$ 2,698,689</b>	<b>\$ 2,255,575</b>	<b>\$ 2,676,111</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	239,772	322,673	243,341	275,454
Allowances	6,600	6,600	6,600	6,600
Medicare	3,543	4,775	3,603	4,090
Workers Compensation	223	558	174	226
Retirement Contributions	20,664	27,265	20,952	23,517
Medical Benefits	13,746	32,438	15,393	15,934
Life/Disability Benefits	1,415	2,890	1,520	2,472
<b>Total Personnel</b>	<b>285,963</b>	<b>397,199</b>	<b>291,583</b>	<b>328,293</b>
<b>Purchased Services</b>				
Professional Services	28,961	144,875	63,000	173,600
General Services	15,139	22,750	3,000	25,000
Communication Services	801	1,000	500	1,920
Training/Registration	1,949	7,000	2,000	9,500
Mileage/Travel	3,821	3,000	3,000	14,000
Rentals/Leases	2,366	1,650	1,300	1,650
<b>Total Purchased Services</b>	<b>53,037</b>	<b>180,275</b>	<b>72,800</b>	<b>225,670</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	642	500	500	1,000
Technology Supplies	1,207	-	-	-
Operating Supplies	6,780	6,000	3,000	6,500
Motor Vehicle Fuels	101	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>8,730</b>	<b>6,500</b>	<b>3,500</b>	<b>7,500</b>
<b>Capital Outlay</b>				
Capital Equipment	-	11,250	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>11,250</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	23,818	12,400	12,940	24,130
<b>Total Other Expenditures</b>	<b>23,818</b>	<b>12,400</b>	<b>12,940</b>	<b>24,130</b>
<b>Total Expenditures</b>	<b>\$ 371,548</b>	<b>\$ 607,624</b>	<b>\$ 380,823</b>	<b>\$ 585,593</b>



# Expenditure Detail

## Public Communications Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	166,790	221,569	267,127	337,084
Medicare	2,269	3,213	3,714	4,887
Workers Compensation	855	375	192	270
Retirement Contributions	14,560	18,946	22,487	28,222
Medical Benefits	23,423	37,944	34,235	43,220
Life/Disability Benefits	1,040	1,989	1,819	3,028
<b>Total Personnel</b>	<b>208,937</b>	<b>284,036</b>	<b>329,574</b>	<b>416,711</b>
<b>Purchased Services</b>				
Professional Services	201,856	68,000	68,000	68,000
Technical Services	8,400	8,400	8,700	8,500
Communication Services	117,146	74,000	74,000	72,000
Training/Registration	101	2,000	1,800	1,500
Rentals/Leases	6,716	300	1,875	500
<b>Total Purchased Services</b>	<b>334,219</b>	<b>152,700</b>	<b>154,375</b>	<b>150,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	614	486	500	500
Technology Supplies	8,408	15,100	8,000	8,000
Operating Supplies	22,969	7,400	14,000	5,000
Non-Capital Equipment	6,538	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>38,529</b>	<b>22,986</b>	<b>22,500</b>	<b>13,500</b>
<b>Miscellaneous</b>				
Dues/Fees	2,825	3,000	3,000	3,000
<b>Total Other Expenditures</b>	<b>2,825</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Expenditures</b>	<b>\$ 584,510</b>	<b>\$ 462,722</b>	<b>\$ 509,449</b>	<b>\$ 583,711</b>

# Expenditure Detail

## Economic Development Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	177,360	177,215	184,632	186,556
Medicare	2,547	2,570	2,649	2,705
Workers Compensation	164	300	132	150
Retirement Contributions	15,259	15,316	15,977	16,144
Medical Benefits	13,589	14,033	14,992	15,517
Life/Disability Benefits	1,136	1,589	1,259	1,670
<b>Total Personnel</b>	<b>210,055</b>	<b>211,023</b>	<b>219,641</b>	<b>222,742</b>
<b>Purchased Services</b>				
Professional Services	104,684	30,500	20,500	23,750
Technical Services	5,743	28,500	5,000	10,000
General Services	-	-	5,400	5,400
Communication Services	38,338	67,250	54,850	68,650
Training/Registration	3,897	9,050	5,065	6,750
Mileage/Travel	128	3,500	1,589	5,000
Rentals/Leases	1,804	2,000	2,023	2,000
<b>Total Purchased Services</b>	<b>154,594</b>	<b>140,800</b>	<b>94,427</b>	<b>121,550</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	149	950	350	650
Technology Supplies	717	500	500	540
Operating Supplies	6,310	5,400	3,000	2,250
<b>Total Supplies/Non-Capital Equipment</b>	<b>7,176</b>	<b>6,850</b>	<b>3,850</b>	<b>3,440</b>
<b>Miscellaneous</b>				
Dues/Fees	3,725	9,750	8,400	8,800
<b>Total Other Expenditures</b>	<b>3,725</b>	<b>9,750</b>	<b>8,400</b>	<b>8,800</b>
<b>Total Expenditures</b>	<b>\$ 375,550</b>	<b>\$ 368,423</b>	<b>\$ 326,318</b>	<b>\$ 356,532</b>

## Expenditure Detail

### Municipal Court Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	313,852	340,380	325,671	348,350
Overtime	-	1,500	500	500
Allowances	1,144	1,200	1,209	1,200
Medicare	2,882	4,953	3,063	5,068
Workers Compensation	294	579	73	281
Retirement Contributions	27,911	31,956	28,877	32,717
Medical Benefits	46,326	50,559	47,228	48,881
Life/Disability Benefits	1,880	3,078	2,112	3,144
<b>Total Personnel</b>	<b>394,289</b>	<b>434,205</b>	<b>408,733</b>	<b>440,141</b>
<b>Purchased Services</b>				
Professional Services	97,027	132,257	123,690	123,690
Technical Services	17,042	11,461	11,461	11,461
General Services	6,629	10,000	6,000	6,000
Property Services	-	-	30	-
Communication Services	7,471	8,520	8,520	8,520
Training/Registration	499	2,834	2,265	2,265
Mileage/Travel	-	100	-	50
Rentals/Leases	2,200	3,700	2,700	2,700
<b>Total Purchased Services</b>	<b>130,868</b>	<b>168,872</b>	<b>154,666</b>	<b>154,686</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,487	1,277	1,277	1,277
Operating Supplies	8,564	6,200	4,723	6,200
<b>Total Supplies/Non-Capital Equipment</b>	<b>11,051</b>	<b>7,477</b>	<b>6,000</b>	<b>7,477</b>
<b>Miscellaneous</b>				
Dues/Fees	100	550	100	100
<b>Total Other Expenditures</b>	<b>100</b>	<b>550</b>	<b>100</b>	<b>100</b>
<b>Total Expenditures</b>	<b>\$ 536,308</b>	<b>\$ 611,104</b>	<b>\$ 569,499</b>	<b>\$ 602,404</b>

## Expenditure Detail

### VALE Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	71	100	-	100
<b>Total Supplies/Non-Capital Equipment</b>	<b>71</b>	<b>100</b>	<b>-</b>	<b>100</b>
<b>Miscellaneous</b>				
Grants/Donations	42,280	90,000	43,500	25,000
<b>Total Other Expenditures</b>	<b>42,280</b>	<b>90,000</b>	<b>43,500</b>	<b>25,000</b>
<b>Total Expenditures</b>	<b>\$ 42,351</b>	<b>\$ 90,100</b>	<b>\$ 43,500</b>	<b>\$ 25,100</b>

# Expenditure Detail

## Community Engagement Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	200,655	208,345	209,259	212,909
Allowances	1,203	1,200	1,209	1,200
Medicare	2,795	3,039	2,917	3,105
Workers Compensation	190	355	150	172
Retirement Contributions	17,530	18,159	18,795	19,929
Medical Benefits	25,047	25,834	27,602	28,573
Life/Disability Benefits	1,306	1,869	1,430	1,913
<b>Total Personnel</b>	<b>248,726</b>	<b>258,801</b>	<b>261,362</b>	<b>267,801</b>
<b>Purchased Services</b>				
Professional Services	-	6,850	6,850	6,850
Technical Services	-	30,000	-	-
General Services	232,809	235,385	132,531	222,150
Communication Services	725	3,380	3,380	3,380
Training/Registration	2,442	2,750	563	2,750
Mileage/Travel	307	250	-	250
Rentals/Leases	1,832	2,400	2,400	2,400
<b>Total Purchased Services</b>	<b>238,115</b>	<b>281,015</b>	<b>145,724</b>	<b>237,780</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,218	1,300	1,300	1,300
Operating Supplies	19,200	17,100	17,100	15,390
Motor Vehicle Fuels	233	500	500	500
<b>Total Supplies/Non-Capital Equipment</b>	<b>20,651</b>	<b>18,900</b>	<b>18,900</b>	<b>17,190</b>
<b>Total Expenditures</b>	<b>\$ 507,492</b>	<b>\$ 558,716</b>	<b>\$ 425,986</b>	<b>\$ 522,771</b>

# City Clerk

Johanna Small, City Clerk

## Department Description

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

## 2020 Achievements

- Responded to open records requests and provided legal notices within the timeframes allowed by State law
- Preserved and provided electronic access to legislative actions and organizational records
- Administered licensing programs, provided legislative and administrative services
- Operated as a Passport Acceptance Facility, providing a valuable service to the public and collecting the revenue for the City

## Goals & Objectives

- Comply with legislative, municipal, and statutory requirements (Council Goal #1)
- Enhance and promote City Clerk services, encouraging civic engagement (Council Goal #2)
- Improve the accessibility of records and enhance transparency by providing records and information to the public (Council Goal #1)
- Provide efficient and accurate licensing, permitting, and passport services (Council Goal #1)

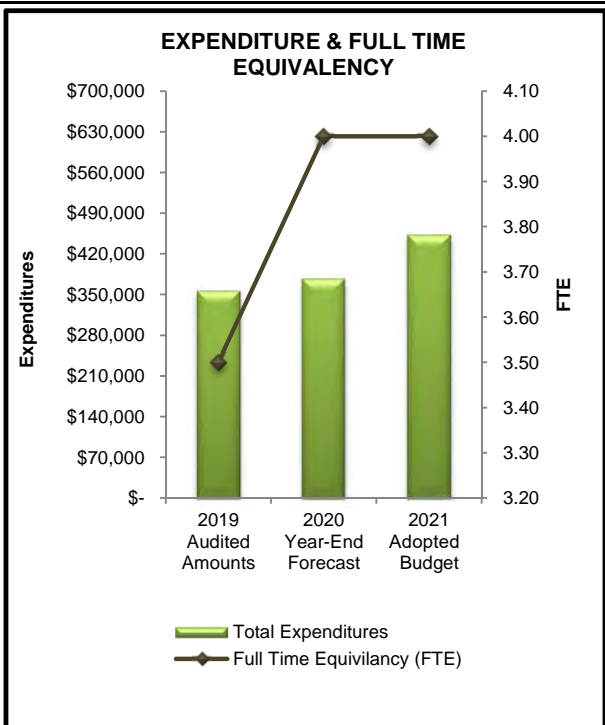
## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
Action agendas posted to the website and available to the public within 24 hours	#2	100%	100%	90%	100%
Number of legislative items processed (Ordinances/Resolutions)	#1	181	178	216	180
Public Record Requests processed	#1	106	81	70	65
Passport Applications	#2	2,953	2,927	1,200	3,200

## City Clerk

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 451,500	4.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>451,500</b>	<b>4.00</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 451,500	4.00
<b>Total</b>	<b>451,500</b>	<b>4.00</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
Staff - Full Time Equivalency (FTE)*	3.50	4.00	4.00	4.00
<b>Expenditures:</b>				
Personnel	\$ 283,457	\$ 332,982	\$ 314,328	\$ 341,230
Purchased Services	58,563	66,200	41,500	90,020
Supplies/Non-Capital Equipment	12,620	22,040	20,500	19,000
Miscellaneous	745	1,205	1,205	1,250
<b>Total Expenditures</b>	<b>\$ 355,385</b>	<b>\$ 422,427</b>	<b>\$ 377,533</b>	<b>\$ 451,500</b>

2021 BUDGET PACKAGES		Amount
1. Personnel Market Adjustment		\$ -
2. Personnel Merit Allowance		4,251
3. Professional Services - municipal code recodification		25,520
		<b>\$ 29,771</b>

## Expenditure Detail

### City Clerk Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	216,318	253,088	235,387	256,525
Overtime	-	600	-	-
Medicare	2,937	3,669	3,187	3,719
Workers Compensation	199	429	169	206
Retirement Contributions	19,709	23,576	21,386	23,913
Medical Benefits	43,041	49,337	52,710	54,557
Life/Disability Benefits	1,253	2,283	1,489	2,310
<b>Total Personnel</b>	<b>283,457</b>	<b>332,982</b>	<b>314,328</b>	<b>341,230</b>
<b>Purchased Services</b>				
Professional Services	17,665	30,000	5,000	50,520
Technical Services	-	1,000	1,000	2,500
General Services	98	4,000	4,000	4,000
Property Services	-	1,500	1,500	1,500
Communication Services	16,327	15,000	12,000	16,500
Training/Registration	2,883	6,000	2,000	4,500
Mileage/Travel	442	700	200	500
Rentals/Leases	21,148	8,000	15,800	10,000
<b>Total Purchased Services</b>	<b>58,563</b>	<b>66,200</b>	<b>41,500</b>	<b>90,020</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,655	3,000	3,000	2,500
Technology Supplies	1,792	2,500	2,500	2,500
Operating Supplies	9,173	10,000	10,000	10,000
Non-Capital Equipment	-	6,540	5,000	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>12,620</b>	<b>22,040</b>	<b>20,500</b>	<b>19,000</b>
<b>Miscellaneous</b>				
Dues/Fees	745	1,205	1,205	1,250
<b>Total Other Expenditures</b>	<b>745</b>	<b>1,205</b>	<b>1,205</b>	<b>1,250</b>
<b>Total Expenditures</b>	<b>\$ 355,385</b>	<b>\$ 422,427</b>	<b>\$ 377,533</b>	<b>\$ 451,500</b>



# Expenditure Detail

## City Clerk Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	216,318	253,088	235,387	256,525
Overtime	-	600	-	-
Medicare	2,937	3,669	3,187	3,719
Workers Compensation	199	429	169	206
Retirement Contributions	19,709	23,576	21,386	23,913
Medical Benefits	43,041	49,337	52,710	54,557
Life/Disability Benefits	1,253	2,283	1,489	2,310
<b>Total Personnel</b>	<b>283,457</b>	<b>332,982</b>	<b>314,328</b>	<b>341,230</b>
<b>Purchased Services</b>				
Professional Services	17,665	30,000	5,000	50,520
Technical Services	-	1,000	1,000	2,500
General Services	98	4,000	4,000	4,000
Property Services	-	1,500	1,500	1,500
Communication Services	16,327	15,000	12,000	16,500
Training/Registration	2,883	6,000	2,000	4,500
Mileage/Travel	442	700	200	500
Rentals/Leases	21,148	8,000	15,800	10,000
<b>Total Purchased Services</b>	<b>58,563</b>	<b>66,200</b>	<b>41,500</b>	<b>90,020</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,655	3,000	3,000	2,500
Technology Supplies	1,792	2,500	2,500	2,500
Operating Supplies	9,173	10,000	10,000	10,000
Non-Capital Equipment	-	6,540	5,000	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>12,620</b>	<b>22,040</b>	<b>20,500</b>	<b>19,000</b>
<b>Miscellaneous</b>				
Dues/Fees	745	1,205	1,205	1,250
<b>Total Other Expenditures</b>	<b>745</b>	<b>1,205</b>	<b>1,205</b>	<b>1,250</b>
<b>Total Expenditures</b>	<b>\$ 355,385</b>	<b>\$ 422,427</b>	<b>\$ 377,533</b>	<b>\$ 451,500</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	216,318	253,088	235,387	256,525
Overtime	-	600	-	-
Medicare	2,937	3,669	3,187	3,719
Workers Compensation	199	429	169	206
Retirement Contributions	19,709	23,576	21,386	23,913
Medical Benefits	43,041	49,337	52,710	54,557
Life/Disability Benefits	1,253	2,283	1,489	2,310
<b>Total Personnel</b>	<b>283,457</b>	<b>332,982</b>	<b>314,328</b>	<b>341,230</b>
<b>Purchased Services</b>				
Professional Services	17,665	30,000	5,000	50,520
Technical Services	-	1,000	1,000	2,500
General Services	98	4,000	4,000	4,000
Property Services	-	1,500	1,500	1,500
Communication Services	16,327	15,000	12,000	16,500
Training/Registration	2,883	6,000	2,000	4,500
Mileage/Travel	442	700	200	500
Rentals/Leases	21,148	8,000	15,800	10,000
<b>Total Purchased Services</b>	<b>58,563</b>	<b>66,200</b>	<b>41,500</b>	<b>90,020</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,655	3,000	3,000	2,500
Technology Supplies	1,792	2,500	2,500	2,500
Operating Supplies	9,173	10,000	10,000	10,000
Non-Capital Equipment	-	6,540	5,000	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>12,620</b>	<b>22,040</b>	<b>20,500</b>	<b>19,000</b>
<b>Miscellaneous</b>				
Dues/Fees	745	1,205	1,205	1,250
<b>Total Other Expenditures</b>	<b>745</b>	<b>1,205</b>	<b>1,205</b>	<b>1,250</b>
<b>Total Expenditures</b>	<b>\$ 355,385</b>	<b>\$ 422,427</b>	<b>\$ 377,533</b>	<b>\$ 451,500</b>



# Human Resources

Tamara Dixon, Director of Human Resources

## Department Description

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

## 2020 Achievements

- Implemented on-line open enrollment program for employees (Council Goal #1)
- Developed guidance related to travel, telework and leave programs in response to COVID-19 (Council Goal #1)
- Increased employee engagement opportunities using technology to broaden reach (Council Goal #1)

## Goals & Objectives

- Attract, retain, and reward a talented & diverse workforce with the skills necessary to meet the organization's needs (Council Goal #1)
- Provide a safe working environment for employees and volunteers through comprehensive safety training and thorough management of worker compensation incidents (Council Goal #1)
- Update employee orientation material and retention of employee records to electronic media (Council Goal #1)

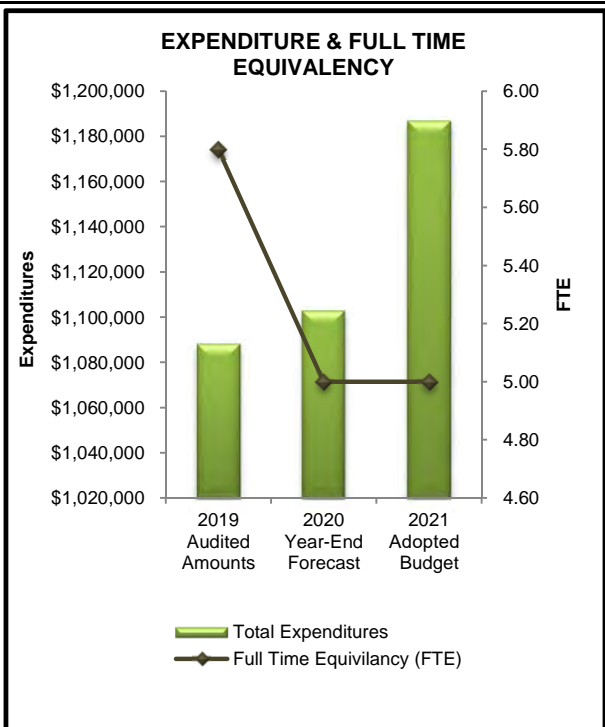
## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
# of Personnel Actions	#1	633	606	235	550
# of Orientations	#1	83	116	20	100

## Human Resources

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 808,175	3.60
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	364,840	1.40
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	13,600	-
<b>Total</b>	<b>1,186,615</b>	<b>5.00</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Human Resources	\$ 1,186,615	5.00
<b>Total</b>	<b>1,186,615</b>	<b>5.00</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
Staff - Full Time Equivalency (FTE)*	5.80	5.80	5.00	5.00
<b>Expenditures:</b>				
Personnel	\$ 619,715	\$ 632,958	\$ 569,597	\$ 594,065
Purchased Services	441,723	584,250	511,180	567,550
Supplies/Non-Capital Equipment	19,923	19,700	15,300	18,500
Miscellaneous	6,609	6,500	6,500	6,500
<b>Total Expenditures</b>	<b>\$ 1,087,970</b>	<b>\$ 1,243,408</b>	<b>\$ 1,102,577</b>	<b>\$ 1,186,615</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	7,130
	<b>\$ 7,130</b>

# Expenditure Detail

## Human Resources Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	439,096	451,033	402,488	413,710
Allowances	152	-	-	-
Medicare	5,962	6,538	5,460	5,997
Unemployment Insurance	27,867	25,000	12,946	25,000
Workers Compensation	1,107	1,745	824	332
Retirement Contributions	42,425	43,386	38,428	37,336
Medical Benefits	69,622	73,194	74,968	75,961
Life/Disability Benefits	2,823	4,062	2,463	3,729
Post-Employment Benefits	30,661	28,000	32,020	32,000
<b>Total Personnel</b>	<b>619,715</b>	<b>632,958</b>	<b>569,597</b>	<b>594,065</b>
<b>Purchased Services</b>				
Professional Services	82,340	97,483	85,000	98,000
General Services	13,090	-	-	-
Communication Services	1,373	1,430	1,200	1,350
Training/Registration	1,927	22,500	3,000	3,500
Mileage/Travel	83	200	300	500
Rentals/Leases	1,835	2,075	1,500	2,000
Insurance Premiums	341,075	460,562	420,180	462,200
<b>Total Purchased Services</b>	<b>441,723</b>	<b>584,250</b>	<b>511,180</b>	<b>567,550</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	497	700	300	500
Operating Supplies	19,426	19,000	15,000	18,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>19,923</b>	<b>19,700</b>	<b>15,300</b>	<b>18,500</b>
<b>Miscellaneous</b>				
Dues/Fees	6,609	6,500	6,500	6,500
<b>Total Other Expenditures</b>	<b>6,609</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Total Expenditures</b>	<b>\$ 1,087,970</b>	<b>\$ 1,243,408</b>	<b>\$ 1,102,577</b>	<b>\$ 1,186,615</b>

# Expenditure Detail

## Human Resources Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	317,631	325,371	302,633	279,401
Allowances	152	-	-	-
Medicare	4,262	4,717	4,071	4,050
Unemployment Insurance	27,187	25,000	12,946	25,000
Workers Compensation	1,024	1,532	768	224
Retirement Contributions	30,778	31,396	28,970	25,774
Medical Benefits	56,785	59,348	63,033	53,659
Life/Disability Benefits	2,047	2,928	1,888	2,517
Post-Employment Benefits	26,973	28,000	28,283	28,000
<b>Total Personnel</b>	<b>466,839</b>	<b>478,292</b>	<b>442,592</b>	<b>418,625</b>
<b>Purchased Services</b>				
Professional Services	72,521	77,483	65,000	78,000
General Services	13,090	-	-	-
Communication Services	873	810	700	850
Training/Registration	1,927	22,500	3,000	3,500
Mileage/Travel	83	200	300	500
Rentals/Leases	1,835	2,075	1,500	2,000
Insurance Premiums	202,828	298,681	254,288	279,700
<b>Total Purchased Services</b>	<b>293,157</b>	<b>401,749</b>	<b>324,788</b>	<b>364,550</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	497	700	300	500
Operating Supplies	19,426	19,000	15,000	18,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>19,923</b>	<b>19,700</b>	<b>15,300</b>	<b>18,500</b>
<b>Miscellaneous</b>				
Dues/Fees	6,609	6,500	6,500	6,500
<b>Total Other Expenditures</b>	<b>6,609</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Total Expenditures</b>	<b>\$ 786,528</b>	<b>\$ 906,241</b>	<b>\$ 789,180</b>	<b>\$ 808,175</b>

# Expenditure Detail

## Human Resources Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	317,631	325,371	302,633	279,401
Allowances	152	-	-	-
Medicare	4,262	4,717	4,071	4,050
Unemployment Insurance	27,187	25,000	12,946	25,000
Workers Compensation	1,024	1,532	768	224
Retirement Contributions	30,778	31,396	28,970	25,774
Medical Benefits	56,785	59,348	63,033	53,659
Life/Disability Benefits	2,047	2,928	1,888	2,517
Post-Employment Benefits	26,973	28,000	28,283	28,000
<b>Total Personnel</b>	<b>466,839</b>	<b>478,292</b>	<b>442,592</b>	<b>418,625</b>
<b>Purchased Services</b>				
Professional Services	72,521	77,483	65,000	78,000
General Services	13,090	-	-	-
Communication Services	873	810	700	850
Training/Registration	1,927	22,500	3,000	3,500
Mileage/Travel	83	200	300	500
Rentals/Leases	1,835	2,075	1,500	2,000
Insurance Premiums	202,828	298,681	254,288	279,700
<b>Total Purchased Services</b>	<b>293,157</b>	<b>401,749</b>	<b>324,788</b>	<b>364,550</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	497	700	300	500
Operating Supplies	19,426	19,000	15,000	18,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>19,923</b>	<b>19,700</b>	<b>15,300</b>	<b>18,500</b>
<b>Miscellaneous</b>				
Dues/Fees	6,609	6,500	6,500	6,500
<b>Total Other Expenditures</b>	<b>6,609</b>	<b>6,500</b>	<b>6,500</b>	<b>6,500</b>
<b>Total Expenditures</b>	<b>\$ 786,528</b>	<b>\$ 906,241</b>	<b>\$ 789,180</b>	<b>\$ 808,175</b>



## Expenditure Detail

### Human Resources Department - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	121,465	125,662	99,855	134,309
Medicare	1,700	1,821	1,389	1,947
Unemployment Insurance	680	-	-	-
Workers Compensation	83	213	56	108
Retirement Contributions	11,647	11,990	9,458	11,562
Medical Benefits	12,837	13,846	11,935	22,302
Life/Disability Benefits	776	1,134	575	1,212
Post-Employment Benefits	3,688	-	3,737	4,000
<b>Total Personnel</b>	<b>152,876</b>	<b>154,666</b>	<b>127,005</b>	<b>175,440</b>
<b>Purchased Services</b>				
Professional Services	9,819	20,000	20,000	20,000
Communication Services	500	620	500	500
Insurance Premiums	125,878	150,269	153,505	168,900
<b>Total Purchased Services</b>	<b>136,197</b>	<b>170,889</b>	<b>174,005</b>	<b>189,400</b>
<b>Total Expenditures</b>	<b>\$ 289,073</b>	<b>\$ 325,555</b>	<b>\$ 301,010</b>	<b>\$ 364,840</b>

# Expenditure Detail

## Human Resources Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	121,465	125,662	99,855	134,309
Medicare	1,700	1,821	1,389	1,947
Unemployment Insurance	680	-	-	-
Workers Compensation	83	213	56	108
Retirement Contributions	11,647	11,990	9,458	11,562
Medical Benefits	12,837	13,846	11,935	22,302
Life/Disability Benefits	776	1,134	575	1,212
Post-Employment Benefits	3,688	-	3,737	4,000
<b>Total Personnel</b>	<b>152,876</b>	<b>154,666</b>	<b>127,005</b>	<b>175,440</b>
<b>Purchased Services</b>				
Professional Services	9,819	20,000	20,000	20,000
Communication Services	500	620	500	500
Insurance Premiums	125,878	150,269	153,505	168,900
<b>Total Purchased Services</b>	<b>136,197</b>	<b>170,889</b>	<b>174,005</b>	<b>189,400</b>
<b>Total Expenditures</b>	<b>\$ 289,073</b>	<b>\$ 325,555</b>	<b>\$ 301,010</b>	<b>\$ 364,840</b>

## Expenditure Detail

### Human Resources Department - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Insurance Premiums	12,369	11,612	12,387	13,600
<b>Total Purchased Services</b>	<b>12,369</b>	<b>11,612</b>	<b>12,387</b>	<b>13,600</b>
<b>Total Expenditures</b>	<b>\$ 12,369</b>	<b>\$ 11,612</b>	<b>\$ 12,387</b>	<b>\$ 13,600</b>

## Expenditure Detail

### Human Resources Division - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Insurance Premiums	12,369	11,612	12,387	13,600
<b>Total Purchased Services</b>	<b>12,369</b>	<b>11,612</b>	<b>12,387</b>	<b>13,600</b>
<b>Total Expenditures</b>	<b>\$ 12,369</b>	<b>\$ 11,612</b>	<b>\$ 12,387</b>	<b>\$ 13,600</b>



# Technology

Bob Lehr, Director of Technology

## Department Description

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

## 2020 Achievements

- Replaced the existing VoIP phone system and all desk phones (Council Goal #8)
- Expanded telecommuting availability & virtual meeting functionality in response to COVID-19 (Council Goal #1)
- Completed server upgrade & replacements (Council Goal #8)

## Goals & Objectives

- Continue to manage the technology and information systems of the City (Council Goal #8)
- Upgrade software and network infrastructure to keep technology efficient, effective and secure (Council Goal #8)
- Provide training and technology support to employees (Council Goal #1)
- Replace email system and upgrade Microsoft Office Suite (Council Goal #1)

## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
Server/network uptime	#2	99.7%	99.7%	99.9%	99.9%
New/replaced Physical Servers	#8	5	3	5	3
New/replaced PC's & Printers	#8	63	66	46	75
Technology Training Sessions/Classes	#1	9	5	2	3
Support Requests Completed	#1	743	710	700	700

## Technology

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 991,241	5.20
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	245,805	0.80
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>1,237,046</b>	<b>6.00</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,237,046	6.00
<b>Total</b>	<b>1,237,046</b>	<b>6.00</b>

**EXPENDITURE & FULL TIME EQUIVALENCY**

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2019 Audited Amounts	1,182,536	6.00
2020 Year-End Forecast	1,236,854	6.00
2021 Adopted Budget	1,237,046	6.00

EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	6.00	6.00	6.00	6.00
<b>Expenditures:</b>				
Personnel	\$ 713,754	\$ 724,340	\$ 724,391	\$ 742,851
Purchased Services	292,565	369,614	332,653	329,300
Supplies/Non-Capital Equipment	136,057	128,200	121,150	112,235
Capital Outlay	39,500	14,000	7,000	52,000
Miscellaneous	660	700	660	660
<b>Total Expenditures</b>	<b>\$ 1,182,536</b>	<b>\$ 1,236,854</b>	<b>\$ 1,185,854</b>	<b>\$ 1,237,046</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	9,986
3. Technical Services - Microsoft Office Subscription	58,000
4. Capital Equipment - server & cluster server replacements	52,000
	<b>\$ 119,986</b>

# Expenditure Detail

## Technology Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	570,596	576,191	578,774	586,375
Stipend	228	-	-	-
Medicare	7,984	8,355	8,083	8,504
Workers Compensation	513	976	415	470
Retirement Contributions	57,083	57,620	57,878	58,638
Medical Benefits	73,694	76,022	75,300	83,602
Life/Disability Benefits	3,656	5,176	3,941	5,262
<b>Total Personnel</b>	<b>713,754</b>	<b>724,340</b>	<b>724,391</b>	<b>742,851</b>
<b>Purchased Services</b>				
Technical Services	160,305	229,114	229,114	239,000
Communication Services	120,910	127,000	93,704	80,200
Internet Services	10,942	9,000	9,785	10,000
Training/Registration	220	4,000	-	-
Rentals/Leases	188	500	50	100
<b>Total Purchased Services</b>	<b>292,565</b>	<b>369,614</b>	<b>332,653</b>	<b>329,300</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,533	600	600	1,000
Technology Supplies	38,626	19,500	19,500	10,185
Operating Supplies	115	100	50	50
Non-Capital Equipment	95,783	108,000	101,000	101,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>136,057</b>	<b>128,200</b>	<b>121,150</b>	<b>112,235</b>
<b>Capital Outlay</b>				
Capital Equipment	39,500	14,000	7,000	52,000
<b>Total Capital Outlay</b>	<b>39,500</b>	<b>14,000</b>	<b>7,000</b>	<b>52,000</b>
<b>Miscellaneous</b>				
Dues/Fees	660	700	660	660
<b>Total Other Expenditures</b>	<b>660</b>	<b>700</b>	<b>660</b>	<b>660</b>
<b>Total Expenditures</b>	<b>\$ 1,182,536</b>	<b>\$ 1,236,854</b>	<b>\$ 1,185,854</b>	<b>\$ 1,237,046</b>



## Expenditure Detail

### Technology Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	481,208	485,464	488,235	494,480
Stipend	137	-	-	-
Medicare	6,709	7,039	6,797	7,171
Workers Compensation	452	822	350	397
Retirement Contributions	48,135	48,547	48,824	49,448
Medical Benefits	65,824	67,907	66,739	74,816
Life/Disability Benefits	3,093	4,358	3,336	4,434
<b>Total Personnel</b>	<b>605,558</b>	<b>614,137</b>	<b>614,281</b>	<b>630,746</b>
<b>Purchased Services</b>				
Technical Services	119,968	186,114	186,114	179,500
Communication Services	89,241	95,000	61,704	60,000
Internet Services	10,942	9,000	9,785	10,000
Training/Registration	220	4,000	-	-
Rentals/Leases	188	500	50	100
<b>Total Purchased Services</b>	<b>220,559</b>	<b>294,614</b>	<b>257,653</b>	<b>249,600</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,533	600	600	1,000
Technology Supplies	36,064	17,300	17,300	5,185
Operating Supplies	115	100	50	50
Non-Capital Equipment	61,368	75,000	68,000	63,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>99,080</b>	<b>93,000</b>	<b>85,950</b>	<b>69,235</b>
<b>Capital Outlay</b>				
Capital Equipment	-	7,000	-	41,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>41,000</b>
<b>Miscellaneous</b>				
Dues/Fees	660	700	660	660
<b>Total Other Expenditures</b>	<b>660</b>	<b>700</b>	<b>660</b>	<b>660</b>
<b>Total Expenditures</b>	<b>\$ 925,857</b>	<b>\$ 1,009,451</b>	<b>\$ 958,544</b>	<b>\$ 991,241</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	481,208	485,464	488,235	494,480
Stipend	137	-	-	-
Medicare	6,709	7,039	6,797	7,171
Workers Compensation	452	822	350	397
Retirement Contributions	48,135	48,547	48,824	49,448
Medical Benefits	65,824	67,907	66,739	74,816
Life/Disability Benefits	3,093	4,358	3,336	4,434
<b>Total Personnel</b>	<b>605,558</b>	<b>614,137</b>	<b>614,281</b>	<b>630,746</b>
<b>Purchased Services</b>				
Technical Services	119,968	186,114	186,114	179,500
Communication Services	89,241	95,000	61,704	60,000
Internet Services	10,942	9,000	9,785	10,000
Training/Registration	220	4,000	-	-
Rentals/Leases	188	500	50	100
<b>Total Purchased Services</b>	<b>220,559</b>	<b>294,614</b>	<b>257,653</b>	<b>249,600</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,533	600	600	1,000
Technology Supplies	36,064	17,300	17,300	5,185
Operating Supplies	115	100	50	50
Non-Capital Equipment	61,368	75,000	68,000	63,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>99,080</b>	<b>93,000</b>	<b>85,950</b>	<b>69,235</b>
<b>Capital Outlay</b>				
Capital Equipment	-	7,000	-	41,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>41,000</b>
<b>Miscellaneous</b>				
Dues/Fees	660	700	660	660
<b>Total Other Expenditures</b>	<b>660</b>	<b>700</b>	<b>660</b>	<b>660</b>
<b>Total Expenditures</b>	<b>\$ 925,857</b>	<b>\$ 1,009,451</b>	<b>\$ 958,544</b>	<b>\$ 991,241</b>

# Expenditure Detail

## Technology Department - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	89,388	90,727	90,539	91,895
Stipend	91	-	-	-
Medicare	1,275	1,316	1,286	1,333
Workers Compensation	61	154	65	73
Retirement Contributions	8,948	9,073	9,054	9,190
Medical Benefits	7,870	8,115	8,561	8,786
Life/Disability Benefits	563	818	605	828
<b>Total Personnel</b>	<b>108,196</b>	<b>110,203</b>	<b>110,110</b>	<b>112,105</b>
<b>Purchased Services</b>				
Technical Services	40,337	43,000	43,000	59,500
Communication Services	31,669	32,000	32,000	20,200
<b>Total Purchased Services</b>	<b>72,006</b>	<b>75,000</b>	<b>75,000</b>	<b>79,700</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	2,562	2,200	2,200	5,000
Non-Capital Equipment	34,415	33,000	33,000	38,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>36,977</b>	<b>35,200</b>	<b>35,200</b>	<b>43,000</b>
<b>Capital Outlay</b>				
Capital Equipment	39,500	7,000	7,000	11,000
<b>Total Capital Outlay</b>	<b>39,500</b>	<b>7,000</b>	<b>7,000</b>	<b>11,000</b>
<b>Total Expenditures</b>	<b>\$ 256,679</b>	<b>\$ 227,403</b>	<b>\$ 227,310</b>	<b>\$ 245,805</b>

# Expenditure Detail

## Administration/Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	89,388	90,727	90,539	91,895
Stipend	91	-	-	-
Medicare	1,275	1,316	1,286	1,333
Workers Compensation	61	154	65	73
Retirement Contributions	8,948	9,073	9,054	9,190
Medical Benefits	7,870	8,115	8,561	8,786
Life/Disability Benefits	563	818	605	828
<b>Total Personnel</b>	<b>108,196</b>	<b>110,203</b>	<b>110,110</b>	<b>112,105</b>
<b>Purchased Services</b>				
Technical Services	40,337	43,000	43,000	59,500
Communication Services	31,669	32,000	32,000	20,200
<b>Total Purchased Services</b>	<b>72,006</b>	<b>75,000</b>	<b>75,000</b>	<b>79,700</b>
<b>Supplies/Non-Capital Equipment</b>				
Technology Supplies	2,562	2,200	2,200	5,000
Non-Capital Equipment	34,415	33,000	33,000	38,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>36,977</b>	<b>35,200</b>	<b>35,200</b>	<b>43,000</b>
<b>Capital Outlay</b>				
Capital Equipment	39,500	7,000	7,000	11,000
<b>Total Capital Outlay</b>	<b>39,500</b>	<b>7,000</b>	<b>7,000</b>	<b>11,000</b>
<b>Total Expenditures</b>	<b>\$ 256,679</b>	<b>\$ 227,403</b>	<b>\$ 227,310</b>	<b>\$ 245,805</b>



# Finance

Jason Loveland, Director of Finance

## Department Description

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

## 2020 Achievements

- Received the Distinguished Budget Presentation Award from the GFOA for the 2019 budget (Council Goal #1)
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the 2019 CAFR (Council Goal #1)
- Received unmodified audit opinion for the 2019 audit (Council Goal #1)

## Goals & Objectives

- Monitor budget forecast accuracy (Council Goal #1)
- Receive GFOA Distinguished Budget Award (Council Goal #1)
- Receive GFOA Certificate of Achievement for CAFR (Council Goal #1)
- Provide monthly financial report in accordance with policy (Council Goal #1)

## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
% of General Fund actual expenditures versus original budget +/- 3%	#1	-5.0%	-3.1%	-1.0%	-1.0%
Consecutive Years GFOA Budget Award Received	#1	9	10	11	12
Consecutive Years GFOA CAFR Award Received	#1	30	31	32	33
% of time monthly report completed timely	#1	100%	100%	100%	100%

## Finance

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 521,644	4.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	893,418	7.60
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	2,000	-
<b>Total</b>	<b>1,417,062</b>	<b>11.60</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,004,020	7.00
Utility Billing	413,042	4.60
<b>Total</b>	<b>1,417,062</b>	<b>11.60</b>

**EXPENDITURE & FULL TIME EQUIVALENCY**

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2019 Audited Amounts	1,314,033	11.60
2020 Year-End Forecast	1,382,930	11.60
2021 Adopted Budget	1,417,062	11.60

EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
Staff - Full Time Equivalency (FTE)*	11.60	11.60	11.60	11.60
<b>Expenditures:</b>				
Personnel	\$ 901,997	\$ 984,830	\$ 919,149	\$ 1,033,062
Purchased Services	406,252	391,050	380,980	377,350
Supplies/Non-Capital Equipment	4,979	5,650	3,700	5,250
Miscellaneous	805	1,400	1,948	1,400
<b>Total Expenditures</b>	<b>\$ 1,314,033</b>	<b>\$ 1,382,930</b>	<b>\$ 1,305,777</b>	<b>\$ 1,417,062</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	11,315
	<b>\$ 11,315</b>

# Expenditure Detail

## Finance Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	729,586	788,017	738,142	814,250
Overtime	361	-	-	-
Stipend	226	-	-	-
Allowances	3,134	2,400	3,626	3,600
Medicare	10,243	11,458	10,298	11,860
Workers Compensation	1,599	1,340	523	657
Retirement Contributions	64,942	73,086	66,036	76,405
Medical Benefits	87,436	101,424	95,692	118,940
Life/Disability Benefits	4,470	7,105	4,832	7,350
<b>Total Personnel</b>	<b>901,997</b>	<b>984,830</b>	<b>919,149</b>	<b>1,033,062</b>
<b>Purchased Services</b>				
Professional Services	119,756	131,800	119,130	121,000
Technical Services	5,243	5,500	5,000	5,500
General Services	167,190	131,000	156,000	136,000
Communication Services	107,939	114,950	97,400	109,000
Training/Registration	2,141	3,600	1,050	2,400
Mileage/Travel	2,018	1,950	-	1,050
Rentals/Leases	1,965	2,250	2,400	2,400
<b>Total Purchased Services</b>	<b>406,252</b>	<b>391,050</b>	<b>380,980</b>	<b>377,350</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	3,779	3,700	2,700	3,500
Operating Supplies	1,200	1,950	1,000	1,750
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,979</b>	<b>5,650</b>	<b>3,700</b>	<b>5,250</b>
<b>Miscellaneous</b>				
Dues/Fees	805	1,400	1,948	1,400
<b>Total Other Expenditures</b>	<b>805</b>	<b>1,400</b>	<b>1,948</b>	<b>1,400</b>
<b>Total Expenditures</b>	<b>\$ 1,314,033</b>	<b>\$ 1,382,930</b>	<b>\$ 1,305,777</b>	<b>\$ 1,417,062</b>



# Expenditure Detail

## Finance Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	294,020	295,288	296,514	306,243
Allowances	1,749	1,200	2,115	2,100
Medicare	4,150	4,298	4,085	4,472
Workers Compensation	869	503	207	248
Retirement Contributions	26,312	26,816	26,409	28,264
Medical Benefits	31,450	35,655	32,320	39,351
Life/Disability Benefits	1,882	2,665	2,051	2,766
<b>Total Personnel</b>	<b>360,432</b>	<b>366,425</b>	<b>363,701</b>	<b>383,444</b>
<b>Purchased Services</b>				
Professional Services	54,314	59,800	55,000	55,000
General Services	40,769	41,000	41,000	41,000
Communication Services	35,027	42,000	30,000	36,000
Training/Registration	1,101	2,500	500	1,200
Mileage/Travel	1,221	1,200	-	500
Rentals/Leases	1,187	2,000	1,200	1,200
<b>Total Purchased Services</b>	<b>133,619</b>	<b>148,500</b>	<b>127,700</b>	<b>134,900</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,837	1,800	1,000	1,500
Operating Supplies	769	1,200	500	1,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,606</b>	<b>3,000</b>	<b>1,500</b>	<b>2,500</b>
<b>Miscellaneous</b>				
Dues/Fees	528	800	1,619	800
<b>Total Other Expenditures</b>	<b>528</b>	<b>800</b>	<b>1,619</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 497,185</b>	<b>\$ 518,725</b>	<b>\$ 494,520</b>	<b>\$ 521,644</b>

# Expenditure Detail

## Administration/Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	294,020	295,288	296,514	306,243
Allowances	1,749	1,200	2,115	2,100
Medicare	4,150	4,298	4,085	4,472
Workers Compensation	869	503	207	248
Retirement Contributions	26,312	26,816	26,409	28,264
Medical Benefits	31,450	35,655	32,320	39,351
Life/Disability Benefits	1,882	2,665	2,051	2,766
<b>Total Personnel</b>	<b>360,432</b>	<b>366,425</b>	<b>363,701</b>	<b>383,444</b>
<b>Purchased Services</b>				
Professional Services	54,314	59,800	55,000	55,000
General Services	40,769	41,000	41,000	41,000
Communication Services	35,027	42,000	30,000	36,000
Training/Registration	1,101	2,500	500	1,200
Mileage/Travel	1,221	1,200	-	500
Rentals/Leases	1,187	2,000	1,200	1,200
<b>Total Purchased Services</b>	<b>133,619</b>	<b>148,500</b>	<b>127,700</b>	<b>134,900</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,837	1,800	1,000	1,500
Operating Supplies	769	1,200	500	1,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,606</b>	<b>3,000</b>	<b>1,500</b>	<b>2,500</b>
<b>Miscellaneous</b>				
Dues/Fees	528	800	1,619	800
<b>Total Other Expenditures</b>	<b>528</b>	<b>800</b>	<b>1,619</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 497,185</b>	<b>\$ 518,725</b>	<b>\$ 494,520</b>	<b>\$ 521,644</b>

# Expenditure Detail

## Finance Department - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	435,566	492,729	441,628	508,007
Overtime	361	-	-	-
Stipend	226	-	-	-
Allowances	1,385	1,200	1,511	1,500
Medicare	6,093	7,160	6,213	7,388
Workers Compensation	730	837	316	409
Retirement Contributions	38,630	46,270	39,627	48,141
Medical Benefits	55,986	65,769	63,372	79,589
Life/Disability Benefits	2,588	4,440	2,781	4,584
<b>Total Personnel</b>	<b>541,565</b>	<b>618,405</b>	<b>555,448</b>	<b>649,618</b>
<b>Purchased Services</b>				
Professional Services	63,142	70,000	62,000	64,000
Technical Services	5,243	5,500	5,000	5,500
General Services	126,421	90,000	115,000	95,000
Communication Services	72,912	72,950	67,400	73,000
Training/Registration	1,040	1,100	550	1,200
Mileage/Travel	797	750	-	550
Rentals/Leases	778	250	1,200	1,200
<b>Total Purchased Services</b>	<b>270,333</b>	<b>240,550</b>	<b>251,150</b>	<b>240,450</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,942	1,900	1,700	2,000
Operating Supplies	431	750	500	750
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,373</b>	<b>2,650</b>	<b>2,200</b>	<b>2,750</b>
<b>Miscellaneous</b>				
Dues/Fees	277	600	329	600
<b>Total Other Expenditures</b>	<b>277</b>	<b>600</b>	<b>329</b>	<b>600</b>
<b>Total Expenditures</b>	<b>\$ 814,548</b>	<b>\$ 862,205</b>	<b>\$ 809,127</b>	<b>\$ 893,418</b>

## Expenditure Detail

### Administration/Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	243,015	243,167	245,360	252,549
Allowances	1,385	1,200	1,511	1,500
Medicare	3,455	3,542	3,489	3,684
Workers Compensation	599	414	176	204
Retirement Contributions	21,795	22,202	22,474	23,510
Medical Benefits	21,112	22,850	22,488	25,191
Life/Disability Benefits	1,552	2,198	1,692	2,288
<b>Total Personnel</b>	<b>292,913</b>	<b>295,573</b>	<b>297,190</b>	<b>308,926</b>
<b>Purchased Services</b>				
Professional Services	63,100	70,000	62,000	64,000
Technical Services	5,243	5,500	5,000	5,500
General Services	126,421	90,000	115,000	95,000
Communication Services	4,201	2,950	2,400	3,000
Training/Registration	1,040	1,000	500	1,000
Mileage/Travel	797	500	-	500
<b>Total Purchased Services</b>	<b>200,802</b>	<b>169,950</b>	<b>184,900</b>	<b>169,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	957	1,200	1,000	1,200
Operating Supplies	431	750	500	750
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,388</b>	<b>1,950</b>	<b>1,500</b>	<b>1,950</b>
<b>Miscellaneous</b>				
Dues/Fees	198	500	250	500
<b>Total Other Expenditures</b>	<b>198</b>	<b>500</b>	<b>250</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 495,301</b>	<b>\$ 467,973</b>	<b>\$ 483,840</b>	<b>\$ 480,376</b>

# Expenditure Detail

## Utility Billing Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	192,551	249,562	196,268	255,458
Overtime	361	-	-	-
Stipend	226	-	-	-
Medicare	2,638	3,618	2,724	3,704
Workers Compensation	131	423	140	205
Retirement Contributions	16,835	24,068	17,153	24,631
Medical Benefits	34,874	42,919	40,884	54,398
Life/Disability Benefits	1,036	2,242	1,089	2,296
<b>Total Personnel</b>	<b>248,652</b>	<b>322,832</b>	<b>258,258</b>	<b>340,692</b>
<b>Purchased Services</b>				
Professional Services	42	-	-	-
Communication Services	68,711	70,000	65,000	70,000
Training/Registration	-	100	50	200
Mileage/Travel	-	250	-	50
Rentals/Leases	778	250	1,200	1,200
<b>Total Purchased Services</b>	<b>69,531</b>	<b>70,600</b>	<b>66,250</b>	<b>71,450</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	985	700	700	800
<b>Total Supplies/Non-Capital Equipment</b>	<b>985</b>	<b>700</b>	<b>700</b>	<b>800</b>
<b>Miscellaneous</b>				
Dues/Fees	79	100	79	100
<b>Total Other Expenditures</b>	<b>79</b>	<b>100</b>	<b>79</b>	<b>100</b>
<b>Total Expenditures</b>	<b>\$ 319,247</b>	<b>\$ 394,232</b>	<b>\$ 325,287</b>	<b>\$ 413,042</b>

## Expenditure Detail

### Finance Department - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Professional Services	2,300	2,000	2,130	2,000
<b>Total Purchased Services</b>	<b>2,300</b>	<b>2,000</b>	<b>2,130</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>\$ 2,300</b>	<b>\$ 2,000</b>	<b>\$ 2,130</b>	<b>\$ 2,000</b>

## Expenditure Detail

### Administration/Operations Division - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Professional Services	2,300	2,000	2,130	2,000
<b>Total Purchased Services</b>	<b>2,300</b>	<b>2,000</b>	<b>2,130</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>\$ 2,300</b>	<b>\$ 2,000</b>	<b>\$ 2,130</b>	<b>\$ 2,000</b>

# Planning & Development

Brook Svoboda, Director of Planning & Development

## Department Description

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

## 2020 Achievements

- Approved Karl's Farm PUD
- Completed Comprehensive Plan - Existing Conditions

## Goals & Objectives

- Implement Connect Northglenn recommendations (Council Goal #8)
- Implement Sustainability Action Plan (Council Goal #7)
- Implement Civic Center Master Plan - Phase 2 (Council Goal #8)

## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
# of Permits Issued	#5	2,419	1,912	1,500	1,400
Permit Fee Collection	#5	\$ 1,223,690	\$ 1,260,683	\$ 985,000	\$ 1,523,076
Permit Valuations	#5	\$ 33,653,265	\$ 35,812,093	\$ 27,000,000	\$ 85,000,000
Neighborhood Service Officer Activity (calls)	#5	3,500	3,500	3,000	3,000



## Planning & Development

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,489,302	11.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>1,489,302</b>	<b>11.00</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 170,652	1.00
Operations	875,073	4.00
Neighborhood Services	443,577	6.00
<b>Total</b>	<b>1,489,302</b>	<b>11.00</b>

**EXPENDITURE & FULL TIME EQUIVALENCY**

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2019 Audited Amounts	1,445,445	12.00
2020 Year-End Forecast	1,351,193	12.00
2021 Adopted Budget	1,489,302	11.00

EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
Staff - Full Time Equivalency (FTE)*	12.00	12.00	12.00	11.00
<b>Expenditures:</b>				
Personnel	\$ 975,906	\$ 1,028,336	\$ 939,239	\$ 987,452
Purchased Services	433,630	387,580	372,109	480,580
Supplies/Non-Capital Equipment	34,614	19,600	36,375	17,800
Capital Outlay	-	31,800	-	-
Miscellaneous	1,295	3,470	3,470	3,470
<b>Total Expenditures</b>	<b>\$ 1,445,445</b>	<b>\$ 1,470,786</b>	<b>\$ 1,351,193</b>	<b>\$ 1,489,302</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	11,438
3. Professional Services - comprehensive plan update	100,000
	<b>\$ 111,438</b>

# Expenditure Detail

## Planning & Development Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	769,378	812,057	728,805	773,760
Overtime	4,884	5,000	5,000	4,000
Allowances	1,503	2,400	-	-
Medicare	10,116	11,808	10,112	11,220
Workers Compensation	5,657	4,987	3,557	3,934
Retirement Contributions	68,276	71,349	63,381	67,378
Medical Benefits	111,148	113,446	123,382	120,203
Life/Disability Benefits	4,944	7,289	5,002	6,957
<b>Total Personnel</b>	<b>975,906</b>	<b>1,028,336</b>	<b>939,239</b>	<b>987,452</b>
<b>Purchased Services</b>				
Professional Services	33,401	11,000	11,000	111,000
Technical Services	369,663	325,000	325,000	325,000
General Services	4,155	20,000	20,000	15,000
Communication Services	10,428	12,280	10,280	11,280
Training/Registration	9,729	12,000	2,615	11,000
Mileage/Travel	2,776	4,000	664	4,000
Rentals/Leases	3,478	3,300	2,550	3,300
<b>Total Purchased Services</b>	<b>433,630</b>	<b>387,580</b>	<b>372,109</b>	<b>480,580</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	7,046	4,300	4,150	4,000
Technology Supplies	26	-	-	-
Operating Supplies	8,738	8,800	8,500	7,800
Non-Capital Equipment	15,475	2,500	20,225	2,500
Motor Vehicle Fuels	3,329	4,000	3,500	3,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>34,614</b>	<b>19,600</b>	<b>36,375</b>	<b>17,800</b>
<b>Capital Outlay</b>				
Capital Equipment	-	31,800	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>31,800</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	1,295	3,470	3,470	3,470
<b>Total Other Expenditures</b>	<b>1,295</b>	<b>3,470</b>	<b>3,470</b>	<b>3,470</b>
<b>Total Expenditures</b>	<b>\$ 1,445,445</b>	<b>\$ 1,470,786</b>	<b>\$ 1,351,193</b>	<b>\$ 1,489,302</b>

# Expenditure Detail

## Planning & Development Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	769,378	812,057	728,805	773,760
Overtime	4,884	5,000	5,000	4,000
Allowances	1,503	2,400	-	-
Medicare	10,116	11,808	10,112	11,220
Workers Compensation	5,657	4,987	3,557	3,934
Retirement Contributions	68,276	71,349	63,381	67,378
Medical Benefits	111,148	113,446	123,382	120,203
Life/Disability Benefits	4,944	7,289	5,002	6,957
<b>Total Personnel</b>	<b>975,906</b>	<b>1,028,336</b>	<b>939,239</b>	<b>987,452</b>
<b>Purchased Services</b>				
Professional Services	33,401	11,000	11,000	111,000
Technical Services	369,663	325,000	325,000	325,000
General Services	4,155	20,000	20,000	15,000
Communication Services	10,428	12,280	10,280	11,280
Training/Registration	9,729	12,000	2,615	11,000
Mileage/Travel	2,776	4,000	664	4,000
Rentals/Leases	3,478	3,300	2,550	3,300
<b>Total Purchased Services</b>	<b>433,630</b>	<b>387,580</b>	<b>372,109</b>	<b>480,580</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	7,046	4,300	4,150	4,000
Technology Supplies	26	-	-	-
Operating Supplies	8,738	8,800	8,500	7,800
Non-Capital Equipment	15,475	2,500	20,225	2,500
Motor Vehicle Fuels	3,329	4,000	3,500	3,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>34,614</b>	<b>19,600</b>	<b>36,375</b>	<b>17,800</b>
<b>Capital Outlay</b>				
Capital Equipment	-	31,800	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>31,800</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	1,295	3,470	3,470	3,470
<b>Total Other Expenditures</b>	<b>1,295</b>	<b>3,470</b>	<b>3,470</b>	<b>3,470</b>
<b>Total Expenditures</b>	<b>\$ 1,445,445</b>	<b>\$ 1,470,786</b>	<b>\$ 1,351,193</b>	<b>\$ 1,489,302</b>

# Expenditure Detail

## Administrative Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	140,169	139,895	139,527	142,709
Medicare	2,025	2,028	2,016	2,069
Workers Compensation	133	237	100	115
Retirement Contributions	12,615	12,591	12,557	12,844
Medical Benefits	6,982	7,204	7,504	7,967
Life/Disability Benefits	879	1,251	924	1,278
<b>Total Personnel</b>	<b>162,803</b>	<b>163,206</b>	<b>162,628</b>	<b>166,982</b>
<b>Purchased Services</b>				
Training/Registration	513	500	-	500
Mileage/Travel	1,190	1,000	500	1,000
Rentals/Leases	56	600	250	600
<b>Total Purchased Services</b>	<b>1,759</b>	<b>2,100</b>	<b>750</b>	<b>2,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	3,344	300	150	300
Operating Supplies	12	300	-	300
Non-Capital Equipment	70	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,426</b>	<b>600</b>	<b>150</b>	<b>600</b>
<b>Miscellaneous</b>				
Dues/Fees	-	970	970	970
<b>Total Other Expenditures</b>	<b>-</b>	<b>970</b>	<b>970</b>	<b>970</b>
<b>Total Expenditures</b>	<b>\$ 167,988</b>	<b>\$ 166,876</b>	<b>\$ 164,498</b>	<b>\$ 170,652</b>

# Expenditure Detail

## Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	279,568	303,793	299,569	338,312
Allowances	659	1,200	-	-
Medicare	3,793	4,422	4,174	4,906
Workers Compensation	258	516	214	271
Retirement Contributions	24,314	25,286	25,403	28,652
Medical Benefits	36,272	36,992	40,519	46,412
Life/Disability Benefits	1,791	2,724	2,036	3,040
<b>Total Personnel</b>	<b>346,655</b>	<b>374,933</b>	<b>371,915</b>	<b>421,593</b>
<b>Purchased Services</b>				
Professional Services	33,129	11,000	11,000	111,000
Technical Services	369,663	325,000	325,000	325,000
Communication Services	1,971	2,280	2,280	2,280
Training/Registration	4,566	4,500	1,200	4,500
Mileage/Travel	1,226	2,500	14	2,500
Rentals/Leases	999	1,200	800	1,200
<b>Total Purchased Services</b>	<b>411,554</b>	<b>346,480</b>	<b>340,294</b>	<b>446,480</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	2,377	1,500	1,500	1,500
Operating Supplies	203	500	500	500
Non-Capital Equipment	-	2,500	-	2,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>2,580</b>	<b>4,500</b>	<b>2,000</b>	<b>4,500</b>
<b>Miscellaneous</b>				
Dues/Fees	1,295	2,500	2,500	2,500
<b>Total Other Expenditures</b>	<b>1,295</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>
<b>Total Expenditures</b>	<b>\$ 762,084</b>	<b>\$ 728,413</b>	<b>\$ 716,709</b>	<b>\$ 875,073</b>

# Expenditure Detail

## Neighborhood Services Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	349,643	368,369	289,709	292,739
Overtime	4,882	5,000	5,000	4,000
Allowances	844	1,200	-	-
Medicare	4,298	5,358	3,922	4,245
Workers Compensation	5,266	4,234	3,243	3,548
Retirement Contributions	31,347	33,472	25,421	25,882
Medical Benefits	67,894	69,250	75,359	65,824
Life/Disability Benefits	2,274	3,314	2,042	2,639
<b>Total Personnel</b>	<b>466,448</b>	<b>490,197</b>	<b>404,696</b>	<b>398,877</b>
<b>Purchased Services</b>				
Professional Services	272	-	-	-
General Services	4,155	20,000	20,000	15,000
Communication Services	8,457	10,000	8,000	9,000
Training/Registration	4,650	7,000	1,415	6,000
Mileage/Travel	360	500	150	500
Rentals/Leases	2,423	1,500	1,500	1,500
<b>Total Purchased Services</b>	<b>20,317</b>	<b>39,000</b>	<b>31,065</b>	<b>32,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,325	2,500	2,500	2,200
Technology Supplies	26	-	-	-
Operating Supplies	8,523	8,000	8,000	7,000
Non-Capital Equipment	15,405	-	20,225	-
Motor Vehicle Fuels	3,329	4,000	3,500	3,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>28,608</b>	<b>14,500</b>	<b>34,225</b>	<b>12,700</b>
<b>Capital Outlay</b>				
Capital Equipment	-	31,800	-	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>31,800</b>	<b>-</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 515,373</b>	<b>\$ 575,497</b>	<b>\$ 469,986</b>	<b>\$ 443,577</b>



# Parks, Recreation & Culture

Amanda Peterson, Director of Parks, Recreation & Culture

## Department Description

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

## 2020 Achievements

- Continued construction of the new Recreation Center, Senior Center and Theatre (Council Goal #8)
- Reassigned staff to childcare, parks maintenance, park rangers or virtual programming to retain staff in a manner that was safe, fiscally responsible and provided service to the community (Council Goal #1)

## Goals & Objectives

- Submit grant requests for applicable projects through Adams County Open Space and other sources as appropriate (Council Goal #1)
- Maintain the construction schedule and budget for the Recreation Center, Senior Center and Theatre throughout the final year of construction (Council Goals #8)
- Implement staffing plan and programming plan for the new facility, with a goal of maintaining existing successful programs and providing new opportunities that are appealing to the community upon opening the new facility in late 2020 (Council Goal #1)

## Activity Measures

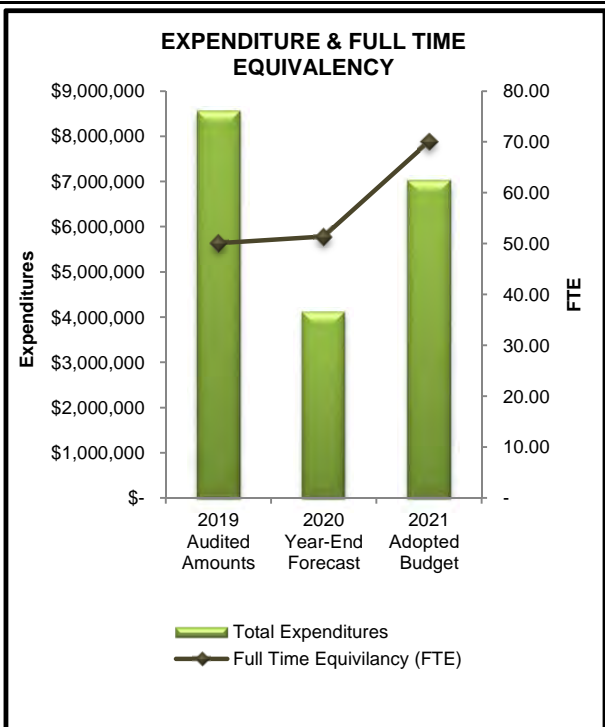
Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
# of park acres maintained	#8	341	265	265	265
# of miles of trails maintained	#8	28	39	39	39
Recreation Center attendance	#2	266,000	399,338	190,000	300,000
Number of registered program participants	#2	12,332	7,718	3,900	5,800



## Parks, Recreation & Culture

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 4,898,022	70.05
Conservation Trust Fund	310,000	-
CDBG Fund	-	-
Capital Projects Fund	1,800,000	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>7,008,022</b>	<b>70.05</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Park Operations	\$ 1,831,786	18.50
Recreation Operations	3,066,236	51.55
Capital Improvement Projects	2,110,000	-
<b>Total</b>	<b>7,008,022</b>	<b>70.05</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	50.09	51.39	51.39	70.05
<b>Expenditures:</b>				
Personnel	\$ 3,329,557	\$ 3,671,463	\$ 3,101,485	\$ 4,025,952
Purchased Services	393,808	470,850	326,157	424,830
Supplies/Non-Capital Equipment	545,794	515,231	410,494	443,390
Capital Outlay	4,286,968	1,793,967	262,129	2,110,000
Miscellaneous	4,515	4,700	3,274	3,850
<b>Total Expenditures</b>	<b>\$ 8,560,642</b>	<b>\$ 6,456,211</b>	<b>\$ 4,103,539</b>	<b>\$ 7,008,022</b>

2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 29,966
2. Personnel Merit Allowance	40,292
3. Personnel - Recreation - staffing increase new recreation center (1/4 of year)	229,119
4. Property Services - Parks - pavillion maintenance	45,000
	<b>\$ 344,377</b>

# Expenditure Detail

## Parks, Recreation & Culture Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	2,367,897	2,489,043	2,311,280	2,679,256
Seasonal/Temporary Wages	196,283	310,603	-	338,997
Overtime	43,457	41,800	31,300	37,050
Allowances	5,362	5,904	5,832	13,440
Medicare	35,286	40,305	30,777	43,579
Workers Compensation	36,093	87,634	26,634	62,819
Retirement Contributions	188,656	225,036	180,532	239,125
Medical Benefits	444,441	447,000	502,988	585,646
Life/Disability Benefits	12,082	24,138	12,142	26,040
<b>Total Personnel</b>	<b>3,329,557</b>	<b>3,671,463</b>	<b>3,101,485</b>	<b>4,025,952</b>
<b>Purchased Services</b>				
Professional Services	6,625	19,600	19,006	17,600
Technical Services	8,410	11,000	8,388	8,700
General Services	212,692	232,220	161,468	193,550
Property Services	72,610	113,100	68,500	119,000
Communication Services	60,341	60,580	45,450	55,480
Training/Registration	16,514	20,650	13,900	16,850
Mileage/Travel	-	200	75	150
Rentals/Leases	16,616	13,500	9,370	13,500
<b>Total Purchased Services</b>	<b>393,808</b>	<b>470,850</b>	<b>326,157</b>	<b>424,830</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	824	2,350	1,055	1,450
Technology Supplies	4,139	6,000	3,750	4,750
Operating Supplies	396,755	340,381	266,389	295,590
Inventory Supplies	7,883	11,000	3,500	7,100
Non-Capital Equipment	8,004	16,000	5,800	-
Gas/Electricity	103,807	110,000	105,000	105,000
Motor Vehicle Fuels	24,382	29,500	25,000	29,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>545,794</b>	<b>515,231</b>	<b>410,494</b>	<b>443,390</b>
<b>Capital Outlay</b>				
Capital Equipment	104,569	45,500	16,834	-
Capital Improvement Projects	4,182,399	1,748,467	245,295	2,110,000
<b>Total Capital Outlay</b>	<b>4,286,968</b>	<b>1,793,967</b>	<b>262,129</b>	<b>2,110,000</b>
<b>Miscellaneous</b>				
Dues/Fees	4,515	4,200	3,024	3,600
Bad Debt Expense	-	500	250	250
<b>Total Other Expenditures</b>	<b>4,515</b>	<b>4,700</b>	<b>3,274</b>	<b>3,850</b>
<b>Total Expenditures</b>	<b>\$ 8,560,642</b>	<b>\$ 6,456,211</b>	<b>\$ 4,103,539</b>	<b>\$ 7,008,022</b>

## Expenditure Detail

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

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	2,367,897	2,489,043	2,311,280	2,679,256
Seasonal/Temporary Wages	196,283	310,603	-	338,997
Overtime	43,457	41,800	31,300	37,050
Stipend	13	-	-	-
Allowances	5,349	5,904	5,832	13,440
Medicare	35,286	40,305	30,777	43,579
Workers Compensation	36,093	87,634	26,634	62,819
Retirement Contributions	188,656	225,036	180,532	239,125
Medical Benefits	444,441	447,000	502,988	585,646
Life/Disability Benefits	12,082	24,138	12,142	26,040
<b>Total Personnel</b>	<b>3,329,557</b>	<b>3,671,463</b>	<b>3,101,485</b>	<b>4,025,952</b>
<b>Purchased Services</b>				
Professional Services	6,625	19,600	19,006	17,600
Technical Services	8,410	11,000	8,388	8,700
General Services	212,692	232,220	161,468	193,550
Property Services	72,610	113,100	68,500	119,000
Communication Services	60,341	60,580	45,450	55,480
Training/Registration	16,514	20,650	13,900	16,850
Mileage/Travel	-	200	75	150
Rentals/Leases	16,616	13,500	9,370	13,500
<b>Total Purchased Services</b>	<b>393,808</b>	<b>470,850</b>	<b>326,157</b>	<b>424,830</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	824	2,350	1,055	1,450
Technology Supplies	4,139	6,000	3,750	4,750
Operating Supplies	396,755	340,381	266,389	295,590
Inventory Supplies	7,883	11,000	3,500	7,100
Non-Capital Equipment	8,004	16,000	5,800	-
Gas/Electricity	103,807	110,000	105,000	105,000
Motor Vehicle Fuels	24,382	29,500	25,000	29,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>545,794</b>	<b>515,231</b>	<b>410,494</b>	<b>443,390</b>
<b>Capital Outlay</b>				
Capital Equipment	104,569	45,500	16,834	-
<b>Total Capital Outlay</b>	<b>104,569</b>	<b>45,500</b>	<b>16,834</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	4,515	4,200	3,024	3,600
Bad Debt Expense	-	500	250	250
<b>Total Other Expenditures</b>	<b>4,515</b>	<b>4,700</b>	<b>3,274</b>	<b>3,850</b>
<b>Total Expenditures</b>	<b>\$ 4,378,243</b>	<b>\$ 4,707,744</b>	<b>\$ 3,858,244</b>	<b>\$ 4,898,022</b>

# Expenditure Detail

## Park Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	902,979	976,523	883,399	963,716
Seasonal/Temporary Wages	89,885	119,701	-	130,983
Overtime	33,860	34,800	27,800	30,300
Allowances	5,349	5,700	5,832	6,840
Medicare	13,446	15,601	11,119	15,594
Workers Compensation	18,910	31,045	14,811	19,888
Retirement Contributions	81,022	86,621	76,028	84,611
Medical Benefits	174,586	198,930	184,668	236,437
Life/Disability Benefits	5,772	9,273	5,674	9,217
<b>Total Personnel</b>	<b>1,325,809</b>	<b>1,478,194</b>	<b>1,209,331</b>	<b>1,497,586</b>
<b>Purchased Services</b>				
Professional Services	1,516	16,400	16,000	15,000
Property Services	72,093	110,400	67,000	117,500
Communication Services	9,359	7,900	7,900	7,900
Training/Registration	8,049	8,000	6,650	7,000
Rentals/Leases	5,732	4,000	4,000	4,000
<b>Total Purchased Services</b>	<b>96,749</b>	<b>146,700</b>	<b>101,550</b>	<b>151,400</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	356	750	250	500
Operating Supplies	233,423	159,700	135,804	134,000
Non-Capital Equipment	-	10,000	-	-
Gas/Electricity	19,146	20,000	20,000	20,000
Motor Vehicle Fuels	23,594	28,000	24,000	28,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>276,519</b>	<b>218,450</b>	<b>180,054</b>	<b>182,500</b>
<b>Capital Outlay</b>				
Capital Equipment	104,569	38,500	8,800	-
<b>Total Capital Outlay</b>	<b>104,569</b>	<b>38,500</b>	<b>8,800</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	584	300	300	300
<b>Total Other Expenditures</b>	<b>584</b>	<b>300</b>	<b>300</b>	<b>300</b>
<b>Total Expenditures</b>	<b>\$ 1,804,230</b>	<b>\$ 1,882,144</b>	<b>\$ 1,500,035</b>	<b>\$ 1,831,786</b>

# Expenditure Detail

## Recreation Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,464,918	1,512,520	1,427,881	1,715,540
Seasonal/Temporary Wages	106,398	190,902	-	208,014
Overtime	9,597	7,000	3,500	6,750
Stipend	13	-	-	-
Allowances	-	204	-	6,600
Medicare	21,840	24,704	19,658	27,985
Workers Compensation	17,183	56,589	11,823	42,931
Retirement Contributions	107,634	138,415	104,504	154,514
Medical Benefits	269,855	248,070	318,320	349,209
Life/Disability Benefits	6,310	14,865	6,468	16,823
<b>Total Personnel</b>	<b>2,003,748</b>	<b>2,193,269</b>	<b>1,892,154</b>	<b>2,528,366</b>
<b>Purchased Services</b>				
Professional Services	5,109	3,200	3,006	2,600
Technical Services	8,410	11,000	8,388	8,700
General Services	212,692	232,220	161,468	193,550
Property Services	517	2,700	1,500	1,500
Communication Services	50,982	52,680	37,550	47,580
Training/Registration	8,465	12,650	7,250	9,850
Mileage/Travel	-	200	75	150
Rentals/Leases	10,884	9,500	5,370	9,500
<b>Total Purchased Services</b>	<b>297,059</b>	<b>324,150</b>	<b>224,607</b>	<b>273,430</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	468	1,600	805	950
Technology Supplies	4,139	6,000	3,750	4,750
Operating Supplies	163,332	180,681	130,585	161,590
Inventory Supplies	7,883	11,000	3,500	7,100
Non-Capital Equipment	8,004	6,000	5,800	-
Gas/Electricity	84,661	90,000	85,000	85,000
Motor Vehicle Fuels	788	1,500	1,000	1,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>269,275</b>	<b>296,781</b>	<b>230,440</b>	<b>260,890</b>
<b>Capital Outlay</b>				
Capital Equipment	-	7,000	8,034	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>7,000</b>	<b>8,034</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	3,931	3,900	2,724	3,300
Bad Debt Expense	-	500	250	250
<b>Total Other Expenditures</b>	<b>3,931</b>	<b>4,400</b>	<b>2,974</b>	<b>3,550</b>
<b>Total Expenditures</b>	<b>\$ 2,574,013</b>	<b>\$ 2,825,600</b>	<b>\$ 2,358,209</b>	<b>\$ 3,066,236</b>

## Expenditure Detail

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

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	1,816,822	450,027	27	310,000
<b>Total Capital Outlay</b>	<b>1,816,822</b>	<b>450,027</b>	<b>27</b>	<b>310,000</b>
<b>Total Expenditures</b>	<b>\$ 1,816,822</b>	<b>\$ 450,027</b>	<b>\$ 27</b>	<b>\$ 310,000</b>

## Expenditure Detail

### Capital Improvement Projects Division - Conservation Trust Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	1,816,822	450,027	27	310,000
<b>Total Capital Outlay</b>	<b>1,816,822</b>	<b>450,027</b>	<b>27</b>	<b>310,000</b>
<b>Total Expenditures</b>	<b>\$ 1,816,822</b>	<b>\$ 450,027</b>	<b>\$ 27</b>	<b>\$ 310,000</b>

## Expenditure Detail

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

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	2,365,577	1,298,440	245,268	1,800,000
<b>Total Capital Outlay</b>	<b>2,365,577</b>	<b>1,298,440</b>	<b>245,268</b>	<b>1,800,000</b>
 <b>Total Expenditures</b>	 <b>\$ 2,365,577</b>	 <b>\$ 1,298,440</b>	 <b>\$ 245,268</b>	 <b>\$ 1,800,000</b>



## Expenditure Detail

### Capital Improvement Projects Division - Capital Projects Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	2,365,577	1,298,440	245,268	1,800,000
<b>Total Capital Outlay</b>	<b>2,365,577</b>	<b>1,298,440</b>	<b>245,268</b>	<b>1,800,000</b>
<b>Total Expenditures</b>	<b>\$ 2,365,577</b>	<b>\$ 1,298,440</b>	<b>\$ 245,268</b>	<b>\$ 1,800,000</b>

# Police

James May, Jr., Police Chief

## Department Description

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

- The Administrative division consists of the Office of the Chief of Police, the Professional Standards Unit and the Operational Analysis and Community Impact Unit (Crime and Management Analysis).
- The Investigations division consists of the investigations unit, property/evidence and the victim services unit.
- The Patrol division provides 24 hours per day, seven days per week uniformed officer response to emergency and non-emergency calls for service, directed patrol and crime prevention. The Patrol division also provides tactical intervention with a SWAT element, and includes Animal Control and School Resource Officers (SRO's).
- The Support division consists of the Community Relations Unit, the Traffic Team and the Training Unit.

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

## 2020 Achievements

- Expanded the Community Relations Unit by one officer to increase community outreach and engagement (Council Goal #3)
- Provided officers with Crisis Intervention training to effectively address incidents involving mental health issues (Council Goal #3)
- Implemented the Traffic Unit to increase directed deployments and enforcement efforts (Council Goal #3)
- Successful completion of the staffing and operations assessment and integration of the assessment recommendations into the department strategic plan phase II (Council Goal #3)

## Goals & Objectives

- Increase the number of neighborhood watch groups, apartment and business meetings by 10% to engage community (Council Goal #3)
- Expand traffic and speed enforcement campaigns that include a 20% increase in traffic stops at target locations, and traffic education through collaboration with the school district, social media campaigns and traffic stops (Council Goal #3)
- All officers will attend crisis intervention training (Council Goal #3)

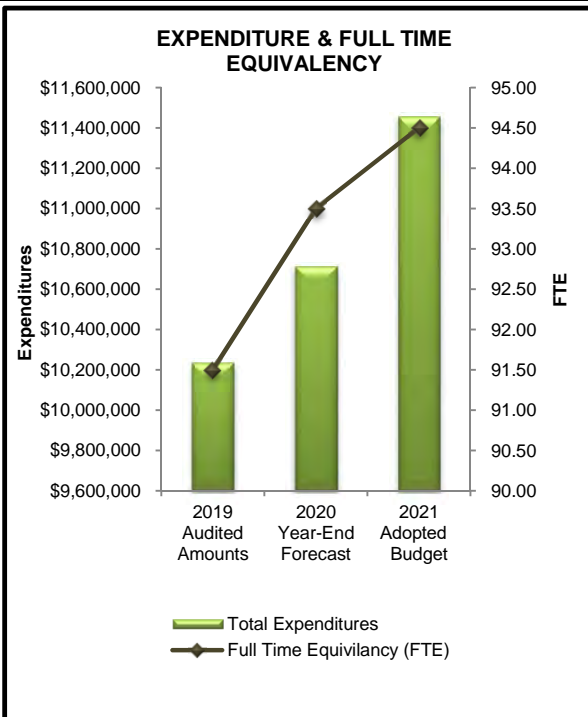
## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
Calls for Service	#3	51,454	51,051	51,000	51,000
Incident Reports Processed	#3	6,047	7,520	7,200	7,500
# of Arrests	#3	2,651	2,493	2,200	2,400
# of Traffic Accidents Reported	#3	1,435	1,527	1,350	1,350
Municipal Summons Issued	#3	4,918	2,955	6,500	6,500

# Police

2021 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 11,454,324	94.50
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
<b>Total</b>	<b>11,454,324</b>	<b>94.50</b>

2021 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 2,097,724	5.00
Support Operations	2,664,896	26.50
Patrol Division	6,492,182	61.00
Animal Control	199,522	2.00
<b>Total</b>	<b>11,454,324</b>	<b>94.50</b>



EXPENDITURE SUMMARY				
	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Staff - Full Time Equivalency (FTE)*</b>	91.50	93.50	93.50	94.50
<b>Expenditures:</b>				
Personnel	\$ 8,280,534	\$ 9,006,213	\$ 8,546,856	\$ 9,089,143
Purchased Services	1,318,988	1,388,759	1,310,410	1,660,121
Supplies/Non-Capital Equipment	485,235	440,779	428,746	442,405
Capital Outlay	148,744	485,223	420,250	260,000
Miscellaneous	2,886	2,300	2,350	2,655
<b>Total Expenditures</b>	<b>\$ 10,236,387</b>	<b>\$ 11,323,274</b>	<b>\$ 10,708,612</b>	<b>\$ 11,454,324</b>

2021 BUDGET PACKAGES		Amount
1. Personnel Market Allowance		\$ 89,582
2. Personnel Step Allowance		142,297
3. Professional Services - Administration - NMTF assessment and Thornton/Northglenn Victim Services IGA increases		21,956
4. Operating Expense - Administration - awards banquet		10,000
5. Capital Equipment - Support - vehicle replacement		35,000
6. Rentals/Leases - Patrol - body cameras		318,755
7. Capital Equipment - Patrol - vehicle replacements (3)		225,000
		<b>\$ 842,590</b>

# Expenditure Detail

## Police Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	6,119,292	6,579,497	6,457,626	6,776,942
Overtime	431,115	353,500	302,000	341,000
Allowances	48,048	53,008	54,628	56,687
Medicare	93,015	95,740	94,567	98,649
Workers Compensation	121,833	178,434	112,683	112,651
Retirement Contributions	547,507	585,118	556,220	599,090
Medical Benefits	771,656	983,220	807,813	907,313
Life/Disability Benefits	148,068	177,696	161,319	196,811
<b>Total Personnel</b>	<b>8,280,534</b>	<b>9,006,213</b>	<b>8,546,856</b>	<b>9,089,143</b>
<b>Purchased Services</b>				
Professional Services	447,136	491,854	481,000	449,076
Technical Services	4,702	25,000	25,000	14,200
General Services	37,610	35,700	35,200	33,852
Property Services	3,333	31,000	10,000	11,230
Communication Services	643,983	657,030	651,500	666,901
Training/Registration	174,069	140,500	100,510	157,500
Mileage/Travel	312	600	300	800
Rentals/Leases	7,843	7,075	6,900	326,562
<b>Total Purchased Services</b>	<b>1,318,988</b>	<b>1,388,759</b>	<b>1,310,410</b>	<b>1,660,121</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	13,578	25,400	15,000	15,288
Technology Supplies	83,551	24,000	28,000	44,672
Operating Supplies	89,268	89,790	104,790	71,445
Non-Capital Equipment	178,236	147,700	157,156	187,100
Gas/Electricity	64,894	100,000	70,000	70,000
Motor Vehicle Fuels	55,708	53,889	53,800	53,900
<b>Total Supplies/Non-Capital Equipment</b>	<b>485,235</b>	<b>440,779</b>	<b>428,746</b>	<b>442,405</b>
<b>Capital Outlay</b>				
Capital Equipment	148,744	485,223	420,250	260,000
<b>Total Capital Outlay</b>	<b>148,744</b>	<b>485,223</b>	<b>420,250</b>	<b>260,000</b>
<b>Miscellaneous</b>				
Dues/Fees	2,561	2,300	2,350	2,655
Community Incentive	325	-	-	-
<b>Total Other Expenditures</b>	<b>2,886</b>	<b>2,300</b>	<b>2,350</b>	<b>2,655</b>
<b>Total Expenditures</b>	<b>\$ 10,236,387</b>	<b>\$ 11,323,274</b>	<b>\$ 10,708,612</b>	<b>\$ 11,454,324</b>

# Expenditure Detail

## Police Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	6,119,292	6,579,497	6,457,626	6,776,942
Overtime	431,115	353,500	302,000	341,000
Allowances	48,048	53,008	54,628	56,687
Medicare	93,015	95,740	94,567	98,649
Workers Compensation	121,833	178,434	112,683	112,651
Retirement Contributions	547,507	585,118	556,220	599,090
Medical Benefits	771,656	983,220	807,813	907,313
Life/Disability Benefits	148,068	177,696	161,319	196,811
<b>Total Personnel</b>	<b>8,280,534</b>	<b>9,006,213</b>	<b>8,546,856</b>	<b>9,089,143</b>
<b>Purchased Services</b>				
Professional Services	447,136	491,854	481,000	449,076
Technical Services	4,702	25,000	25,000	14,200
General Services	37,610	35,700	35,200	33,852
Property Services	3,333	31,000	10,000	11,230
Communication Services	643,983	657,030	651,500	666,901
Training/Registration	174,069	140,500	100,510	157,500
Mileage/Travel	312	600	300	800
Rentals/Leases	7,843	7,075	6,900	326,562
<b>Total Purchased Services</b>	<b>1,318,988</b>	<b>1,388,759</b>	<b>1,310,410</b>	<b>1,660,121</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	13,578	25,400	15,000	15,288
Technology Supplies	83,551	24,000	28,000	44,672
Operating Supplies	89,268	89,790	104,790	71,445
Non-Capital Equipment	178,236	147,700	157,156	187,100
Gas/Electricity	64,894	100,000	70,000	70,000
Motor Vehicle Fuels	55,708	53,889	53,800	53,900
<b>Total Supplies/Non-Capital Equipment</b>	<b>485,235</b>	<b>440,779</b>	<b>428,746</b>	<b>442,405</b>
<b>Capital Outlay</b>				
Capital Equipment	148,744	485,223	420,250	260,000
<b>Total Capital Outlay</b>	<b>148,744</b>	<b>485,223</b>	<b>420,250</b>	<b>260,000</b>
<b>Miscellaneous</b>				
Dues/Fees	2,561	2,300	2,350	2,655
Community Incentive	325	-	-	-
<b>Total Other Expenditures</b>	<b>2,886</b>	<b>2,300</b>	<b>2,350</b>	<b>2,655</b>
<b>Total Expenditures</b>	<b>\$ 10,236,387</b>	<b>\$ 11,323,274</b>	<b>\$ 10,708,612</b>	<b>\$ 11,454,324</b>

# Expenditure Detail

## Administration Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	453,051	448,183	444,042	505,378
Overtime	-	-	-	1,500
Allowances	1,572	1,188	1,638	1,572
Medicare	6,376	6,516	6,275	7,351
Workers Compensation	10,816	9,874	14,043	6,241
Retirement Contributions	44,053	43,523	43,140	48,225
Medical Benefits	60,507	62,467	62,286	84,644
Life/Disability Benefits	5,035	9,860	5,142	11,322
<b>Total Personnel</b>	<b>581,410</b>	<b>581,611</b>	<b>576,566</b>	<b>666,233</b>
<b>Purchased Services</b>				
Professional Services	396,449	421,417	420,000	380,245
Technical Services	4,702	25,000	25,000	14,200
General Services	1,133	1,200	1,200	1,200
Property Services	3,333	31,000	10,000	11,230
Communication Services	643,521	655,530	650,000	665,401
Training/Registration	173,084	139,500	100,000	156,500
Mileage/Travel	312	600	300	800
<b>Total Purchased Services</b>	<b>1,222,534</b>	<b>1,274,247</b>	<b>1,206,500</b>	<b>1,229,576</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	13,578	25,400	15,000	15,288
Technology Supplies	83,551	24,000	28,000	44,672
Operating Supplies	56,975	42,290	48,290	24,400
Non-Capital Equipment	101,971	98,000	98,000	115,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>256,075</b>	<b>189,690</b>	<b>189,290</b>	<b>199,360</b>
<b>Capital Outlay</b>				
Capital Equipment	7,441	22,250	20,250	-
<b>Total Capital Outlay</b>	<b>7,441</b>	<b>22,250</b>	<b>20,250</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	2,561	2,300	2,300	2,555
Community Incentive	325	-	-	-
<b>Total Other Expenditures</b>	<b>2,886</b>	<b>2,300</b>	<b>2,300</b>	<b>2,555</b>
<b>Total Expenditures</b>	<b>\$ 2,070,346</b>	<b>\$ 2,070,098</b>	<b>\$ 1,994,906</b>	<b>\$ 2,097,724</b>

# Expenditure Detail

## Support Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,622,622	1,706,018	1,704,286	1,860,428
Overtime	52,693	80,000	50,000	65,000
Allowances	16,365	17,148	17,298	21,192
Medicare	23,718	24,551	22,662	26,846
Workers Compensation	23,256	34,007	19,573	23,767
Retirement Contributions	148,157	155,463	142,510	168,990
Medical Benefits	217,428	230,321	205,553	256,998
Life/Disability Benefits	27,722	36,299	27,153	43,342
<b>Total Personnel</b>	<b>2,131,961</b>	<b>2,283,807</b>	<b>2,189,035</b>	<b>2,466,563</b>
<b>Purchased Services</b>				
Professional Services	49,512	57,437	50,000	57,831
Communication Services	462	1,500	1,500	1,500
Rentals/Leases	6,103	4,900	4,900	6,557
<b>Total Purchased Services</b>	<b>56,077</b>	<b>63,837</b>	<b>56,400</b>	<b>65,888</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	11,318	6,500	6,500	15,545
Non-Capital Equipment	5,658	7,000	13,200	5,900
Gas/Electricity	64,894	100,000	70,000	70,000
Motor Vehicle Fuels	6,095	6,000	6,000	6,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>87,965</b>	<b>119,500</b>	<b>95,700</b>	<b>97,445</b>
<b>Capital Outlay</b>				
Capital Equipment	-	-	-	35,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>
<b>Total Expenditures</b>	<b>\$ 2,276,003</b>	<b>\$ 2,467,144</b>	<b>\$ 2,341,135</b>	<b>\$ 2,664,896</b>

## Expenditure Detail

### Patrol Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	3,932,571	4,314,621	4,199,637	4,298,816
Overtime	372,847	270,000	250,000	270,000
Allowances	29,343	33,904	34,892	33,155
Medicare	61,346	63,057	64,118	62,812
Workers Compensation	86,030	132,521	78,084	81,514
Retirement Contributions	345,242	376,115	360,646	371,715
Medical Benefits	469,496	665,439	513,939	538,030
Life/Disability Benefits	114,590	130,541	128,267	141,135
<b>Total Personnel</b>	<b>5,411,465</b>	<b>5,986,198</b>	<b>5,629,583</b>	<b>5,797,177</b>
<b>Purchased Services</b>				
Professional Services	305	10,000	10,000	10,000
Training/Registration	-	-	10	-
Rentals/Leases	1,675	2,000	2,000	320,005
<b>Total Purchased Services</b>	<b>1,980</b>	<b>12,000</b>	<b>12,010</b>	<b>330,005</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	20,350	40,000	40,000	30,000
Non-Capital Equipment	70,408	42,000	45,056	65,000
Motor Vehicle Fuels	46,873	45,000	45,000	45,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>137,631</b>	<b>127,000</b>	<b>130,056</b>	<b>140,000</b>
<b>Capital Outlay</b>				
Capital Equipment	141,303	462,973	400,000	225,000
<b>Total Capital Outlay</b>	<b>141,303</b>	<b>462,973</b>	<b>400,000</b>	<b>225,000</b>
<b>Total Expenditures</b>	<b>\$ 5,692,379</b>	<b>\$ 6,588,171</b>	<b>\$ 6,171,649</b>	<b>\$ 6,492,182</b>



# Expenditure Detail

## Animal Control Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	111,048	110,675	109,661	112,320
Overtime	5,575	3,500	2,000	4,500
Allowances	768	768	800	768
Medicare	1,575	1,616	1,512	1,640
Workers Compensation	1,731	2,032	983	1,129
Retirement Contributions	10,055	10,017	9,924	10,160
Medical Benefits	24,225	24,993	26,035	27,641
Life/Disability Benefits	721	996	757	1,012
<b>Total Personnel</b>	<b>155,698</b>	<b>154,597</b>	<b>151,672</b>	<b>159,170</b>
<b>Purchased Services</b>				
Professional Services	870	3,000	1,000	1,000
General Services	36,477	34,500	34,000	32,652
Training/Registration	985	1,000	500	1,000
Rentals/Leases	65	175	-	-
<b>Total Purchased Services</b>	<b>38,397</b>	<b>38,675</b>	<b>35,500</b>	<b>34,652</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	625	1,000	10,000	1,500
Non-Capital Equipment	199	700	900	1,200
Motor Vehicle Fuels	2,740	2,889	2,800	2,900
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,564</b>	<b>4,589</b>	<b>13,700</b>	<b>5,600</b>
<b>Miscellaneous</b>				
Dues/Fees	-	-	50	100
<b>Total Other Expenditures</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>100</b>
<b>Total Expenditures</b>	<b>\$ 197,659</b>	<b>\$ 197,861</b>	<b>\$ 200,922</b>	<b>\$ 199,522</b>

# Public Works

Kent Kisselman, Director of Public Works

## Department Description

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

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

## 2020 Achievements

- Provided key support to the Civic Center Campus and Recreation Center projects (Council Goal #8)
- Paved approximately 12 miles of roads at a cost of \$5.3 million dollars (Council Goal #8)
- Initiated the construction of Lift Station A and Forcemain A for the Wastewater operations (Council Goal #8)
- Initiated the construction of Bunker Hill Lift Station to accommodate the Karl's Farm development (Council Goal #8)
- Continued to provide uninterrupted service during the COVID-19 pandemic (Council Goal #1)

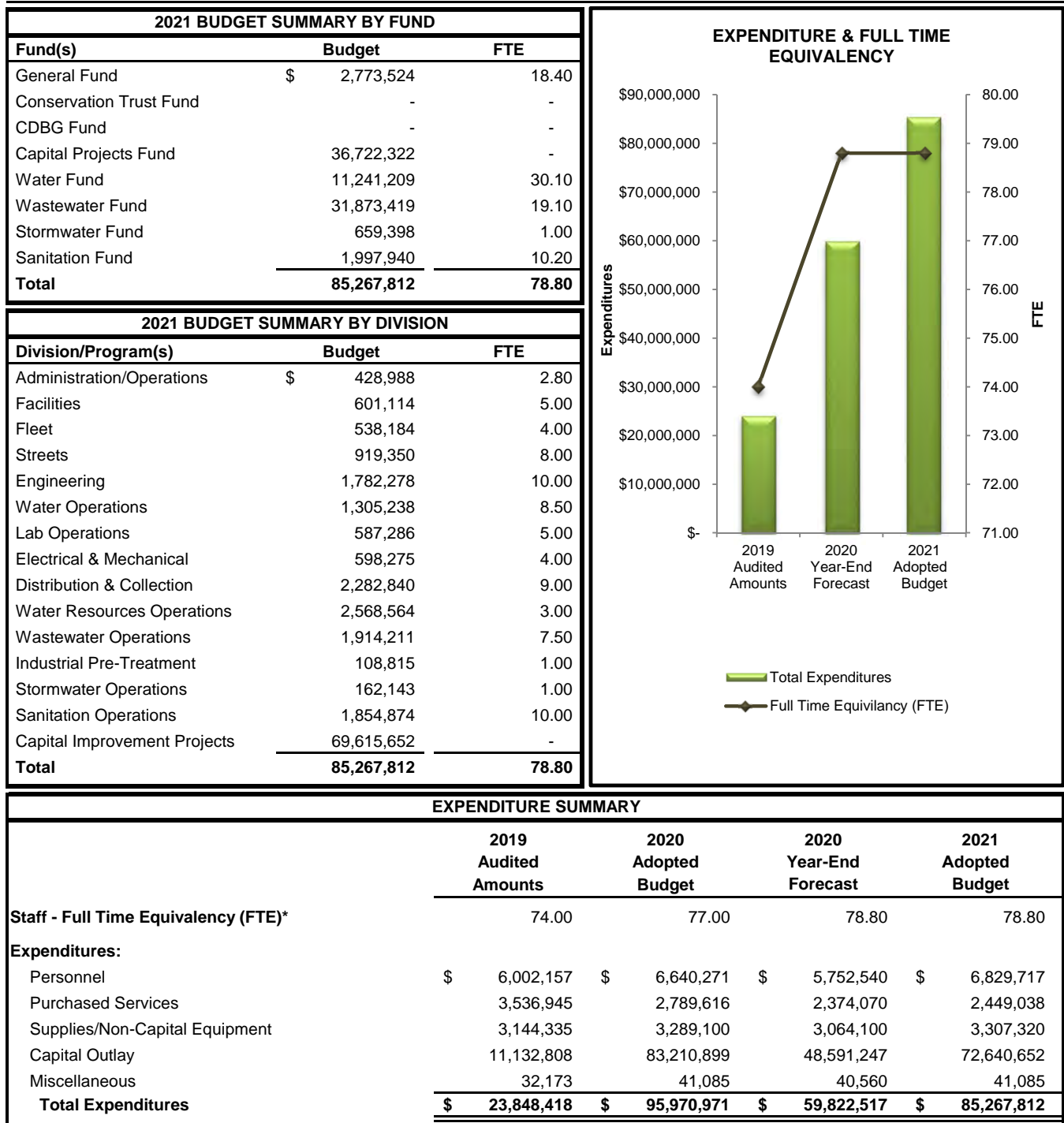
## Goals & Objectives

- Continue the design and construction of Lift Station A and Forcemain A to maintain a reliable sanitary sewer system (Council Goal #8)
- Strategically manage infrastructure program to understand and recommend plans to ensure safe and quality service (Council Goal #8)
- Investigate and pursue water rights acquisitions and water supply projects to provide a consistent, stable and cost efficient water supply for the City (Council Goal #8)
- Maintain strong community involvement by promoting public awareness of the Public Works Department roles and responsibilities (Council Goal #2)

## Activity Measures

Category/Measure	Council Goal	2018	2019	2020 Forecast	2021 Forecast
Water Distribution System (# of Miles)	#8	127	127	127	127
Sewer Collection System (# of Miles)	#8	101	101	101	101
Storm Drainage System (# of Miles)	#8	23	23	23	23
Roadway Network (# of Miles)	#8	105	105	105	105
Waste Hauled to Landfill (Tons)	#7	14,500	14,915	15,000	15,000
Waste Hauled to Recycling (Tons)	#7	1,587	1,709	1,900	1,900

## Public Works



2021 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ -
2. Personnel Merit Allowance	82,377
3. Professional Services - Water Operations - AWIA risk assessment	110,000
4. Capital Equipment - Distribution & Collection - pickup truck, crane truck, dump trucks (2), flush truck and push camera replacements	905,000
5. Captial - Water Resource Operations - special counsel and engineering for water rights, aquifier storage & recovery feasibility study phase 2	600,000
6. Technical Services - Stormwater Operations - on-call environmental services	20,000
7. Capital Equipment - Sanitation Operations - trash and roll-off truck replacements	520,000
	<b>\$ 2,237,377</b>

## Expenditure Detail

### Public Works Department - All Funds

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	4,453,341	4,876,526	4,254,669	4,963,890
Overtime	152,650	116,500	100,200	116,200
Allowances	26,617	27,468	26,251	28,740
Medicare	58,945	69,381	56,513	70,658
Workers Compensation	83,602	121,197	82,931	100,203
Retirement Contributions	392,387	427,651	377,555	436,848
Medical Benefits	806,841	958,626	826,257	1,069,502
Life/Disability Benefits	27,774	42,922	28,164	43,676
<b>Total Personnel</b>	<b>6,002,157</b>	<b>6,640,271</b>	<b>5,752,540</b>	<b>6,829,717</b>
<b>Purchased Services</b>				
Professional Services	173,028	525,591	230,100	234,150
Technical Services	168,637	191,360	177,580	211,360
General Services	86,846	92,130	89,630	92,258
Property Services	2,977,158	1,847,065	1,762,700	1,777,800
Repair/Maintenance Services	(75)	-	-	-
Communication Services	68,945	62,950	53,875	62,950
Training/Registration	28,080	25,600	21,895	25,600
Mileage/Travel	4,694	3,500	1,420	3,500
Rentals/Leases	29,632	41,420	36,870	41,420
<b>Total Purchased Services</b>	<b>3,536,945</b>	<b>2,789,616</b>	<b>2,374,070</b>	<b>2,449,038</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	21,255	18,500	17,500	18,700
Technology Supplies	840	2,500	2,500	2,500
Operating Supplies	1,186,215	655,200	645,000	705,700
Chemicals/Compounds	454,448	552,745	550,000	552,745
Maintenance Supplies	-	240,000	175,000	240,000
Inventory Supplies	30,027	60,000	45,000	60,000
Uniforms/Clothing	21,662	22,950	21,400	22,950
Non-Capital Equipment	18,140	171,105	175,200	173,725
Gas/Electricity	1,234,320	1,400,500	1,266,500	1,356,500
Motor Vehicle Fuels	177,428	165,600	166,000	174,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,144,335</b>	<b>3,289,100</b>	<b>3,064,100</b>	<b>3,307,320</b>
<b>Capital Outlay</b>				
Property/Rights	70,000	1,814,705	2,000,000	1,600,000
Capital Equipment	1,243,955	1,899,648	1,904,229	1,425,000
Capital Improvement Projects	9,818,853	79,496,546	44,687,018	69,615,652
<b>Total Capital Outlay</b>	<b>11,132,808</b>	<b>83,210,899</b>	<b>48,591,247</b>	<b>72,640,652</b>
<b>Miscellaneous</b>				
Dues/Fees	5,517	11,085	10,560	11,085
Community Incentive	26,656	30,000	30,000	30,000
<b>Total Other Expenditures</b>	<b>32,173</b>	<b>41,085</b>	<b>40,560</b>	<b>41,085</b>
<b>Total Expenditures</b>	<b>\$ 23,848,418</b>	<b>\$ 95,970,971</b>	<b>\$ 59,822,517</b>	<b>\$ 85,267,812</b>

# Expenditure Detail

## Public Works Department - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	954,707	1,039,504	938,537	1,073,808
Overtime	65,320	33,500	32,400	29,600
Allowances	6,507	6,912	6,608	7,116
Medicare	11,423	14,564	11,852	15,063
Workers Compensation	29,439	31,466	19,352	25,203
Retirement Contributions	84,153	91,362	83,052	92,208
Medical Benefits	177,709	218,389	199,289	264,996
Life/Disability Benefits	5,909	8,999	6,243	9,297
<b>Total Personnel</b>	<b>1,335,167</b>	<b>1,444,696</b>	<b>1,297,333</b>	<b>1,517,291</b>
<b>Purchased Services</b>				
Professional Services	93,042	380,750	100,800	45,750
Technical Services	29,761	29,380	29,100	29,380
General Services	3,064	2,700	2,700	2,828
Property Services	279,650	237,345	221,000	174,500
Repair/Maintenance Services	(98,392)	(174,000)	(174,000)	(174,000)
Communication Services	16,372	22,950	14,700	22,950
Training/Registration	15,470	6,175	5,900	6,175
Mileage/Travel	3,496	700	200	700
Rentals/Leases	8,919	8,200	8,200	8,200
<b>Total Purchased Services</b>	<b>351,382</b>	<b>514,200</b>	<b>208,600</b>	<b>116,483</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	10,383	8,000	8,000	8,000
Technology Supplies	840	2,500	2,500	2,500
Operating Supplies	571,376	287,000	287,000	337,000
Maintenance Supplies	-	75,000	75,000	75,000
Uniforms/Clothing	4,957	5,650	6,250	5,650
Non-Capital Equipment	1,725	-	4,200	-
Gas/Electricity	576,620	645,000	600,000	635,000
Motor Vehicle Fuels	82,918	65,100	69,700	75,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,248,819</b>	<b>1,088,250</b>	<b>1,052,650</b>	<b>1,138,150</b>
<b>Capital Outlay</b>				
Capital Equipment	92,214	420,000	426,229	-
<b>Total Capital Outlay</b>	<b>92,214</b>	<b>420,000</b>	<b>426,229</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	300	1,600	1,600	1,600
<b>Total Other Expenditures</b>	<b>300</b>	<b>1,600</b>	<b>1,600</b>	<b>1,600</b>
<b>Total Expenditures</b>	<b>\$ 3,027,882</b>	<b>\$ 3,468,746</b>	<b>\$ 2,986,412</b>	<b>\$ 2,773,524</b>

## Expenditure Detail

### Administration/Operations Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	57,502	58,396	58,466	87,427
Medicare	544	846	556	1,267
Workers Compensation	236	99	42	710
Retirement Contributions	5,361	5,445	5,448	8,058
Medical Benefits	8,874	9,277	9,790	16,807
Life/Disability Benefits	372	530	402	791
<b>Total Personnel</b>	<b>72,889</b>	<b>74,593</b>	<b>74,704</b>	<b>115,060</b>
<b>Purchased Services</b>				
Communication Services	608	-	100	-
<b>Total Purchased Services</b>	<b>608</b>	<b>-</b>	<b>100</b>	<b>-</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	9,698	8,000	8,000	8,000
Operating Supplies	34	-	-	-
Gas/Electricity	86,068	120,000	90,000	110,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>95,800</b>	<b>128,000</b>	<b>98,000</b>	<b>118,000</b>
<b>Total Expenditures</b>	<b>\$ 169,297</b>	<b>\$ 202,593</b>	<b>\$ 172,804</b>	<b>\$ 233,060</b>

# Expenditure Detail

## Facilities Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	130,239	178,007	134,892	165,055
Overtime	4,601	3,500	3,000	3,600
Allowances	816	1,224	872	1,020
Medicare	1,308	2,426	1,350	2,234
Workers Compensation	3,450	6,200	2,607	3,572
Retirement Contributions	11,979	15,716	12,402	14,764
Medical Benefits	23,459	43,868	24,290	35,321
Life/Disability Benefits	775	1,502	849	1,386
<b>Total Personnel</b>	<b>176,627</b>	<b>252,443</b>	<b>180,262</b>	<b>226,952</b>
<b>Purchased Services</b>				
Professional Services	135	100	150	100
Technical Services	352	180	400	180
General Services	-	200	-	200
Property Services	24,021	46,500	40,000	46,500
Communication Services	2,937	6,500	6,000	6,500
Training/Registration	270	375	600	375
Rentals/Leases	4,813	4,000	4,000	4,000
<b>Total Purchased Services</b>	<b>32,528</b>	<b>57,855</b>	<b>51,150</b>	<b>57,855</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	54,450	50,000	50,000	50,000
Uniforms/Clothing	1,126	750	750	750
Motor Vehicle Fuels	3,074	3,600	3,200	3,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>58,650</b>	<b>54,350</b>	<b>53,950</b>	<b>54,250</b>
<b>Capital Outlay</b>				
Capital Equipment	42,215	-	6,229	-
<b>Total Capital Outlay</b>	<b>42,215</b>	<b>-</b>	<b>6,229</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 310,020</b>	<b>\$ 364,648</b>	<b>\$ 291,591</b>	<b>\$ 339,057</b>



# Expenditure Detail

## Fleet Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	234,941	232,868	229,457	238,325
Overtime	3,630	5,000	4,000	4,000
Allowances	1,224	816	1,308	1,224
Medicare	2,516	3,215	2,689	3,299
Workers Compensation	2,964	3,360	2,434	2,558
Retirement Contributions	20,361	20,511	20,834	21,020
Medical Benefits	54,396	56,529	59,994	62,671
Life/Disability Benefits	1,426	1,991	1,547	2,037
<b>Total Personnel</b>	<b>321,458</b>	<b>324,290</b>	<b>322,263</b>	<b>335,134</b>
<b>Purchased Services</b>				
Professional Services	328	150	150	150
Technical Services	10,865	10,500	10,000	10,500
Property Services	43,794	43,000	43,000	43,000
Repair/Maintenance Services	(98,392)	(174,000)	(174,000)	(174,000)
Communication Services	1,371	1,500	1,500	1,500
Training/Registration	4,731	1,000	500	1,000
Mileage/Travel	2,576	200	-	200
Rentals/Leases	1,000	700	700	700
<b>Total Purchased Services</b>	<b>(33,727)</b>	<b>(116,950)</b>	<b>(118,150)</b>	<b>(116,950)</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	123,732	90,000	90,000	90,000
Uniforms/Clothing	306	1,000	1,000	1,000
Motor Vehicle Fuels	62,425	45,000	50,000	55,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>186,463</b>	<b>136,000</b>	<b>141,000</b>	<b>146,000</b>
<b>Total Expenditures</b>	<b>\$ 474,194</b>	<b>\$ 343,340</b>	<b>\$ 345,113</b>	<b>\$ 364,184</b>

## Expenditure Detail

### Streets Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	409,736	415,599	362,438	405,650
Overtime	57,089	25,000	25,000	22,000
Allowances	4,467	4,464	4,173	4,464
Medicare	5,348	5,830	5,161	5,686
Workers Compensation	21,055	18,654	11,646	14,690
Retirement Contributions	36,461	36,629	32,105	34,178
Medical Benefits	77,217	76,777	70,341	102,492
Life/Disability Benefits	2,631	3,582	2,401	3,490
<b>Total Personnel</b>	<b>614,004</b>	<b>586,535</b>	<b>513,265</b>	<b>592,650</b>
<b>Purchased Services</b>				
Professional Services	538	500	500	500
Technical Services	1,119	1,200	1,200	1,200
General Services	242	-	200	-
Property Services	81,077	60,000	50,000	60,000
Communication Services	7,345	6,800	6,800	6,800
Training/Registration	4,390	1,200	1,200	1,200
Rentals/Leases	3,106	3,500	3,500	3,500
<b>Total Purchased Services</b>	<b>97,817</b>	<b>73,200</b>	<b>63,400</b>	<b>73,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	390,751	145,000	145,000	145,000
Maintenance Supplies	-	75,000	75,000	75,000
Uniforms/Clothing	3,525	3,000	3,000	3,000
Non-Capital Equipment	1,660	-	4,200	-
Motor Vehicle Fuels	16,352	15,000	15,000	15,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>412,288</b>	<b>238,000</b>	<b>242,200</b>	<b>238,000</b>
<b>Capital Outlay</b>				
Capital Equipment	49,999	250,000	250,000	-
<b>Total Capital Outlay</b>	<b>49,999</b>	<b>250,000</b>	<b>250,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	300	800	800	800
<b>Total Other Expenditures</b>	<b>300</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 1,174,408</b>	<b>\$ 1,148,535</b>	<b>\$ 1,069,665</b>	<b>\$ 904,650</b>

# Expenditure Detail

## Engineering Division - General Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	122,289	154,634	153,284	177,351
Overtime	-	-	400	-
Allowances	-	408	255	408
Medicare	1,707	2,247	2,096	2,577
Workers Compensation	1,734	3,153	2,623	3,673
Retirement Contributions	9,991	13,061	12,263	14,188
Medical Benefits	13,763	31,938	34,874	47,705
Life/Disability Benefits	705	1,394	1,044	1,593
<b>Total Personnel</b>	<b>150,189</b>	<b>206,835</b>	<b>206,839</b>	<b>247,495</b>
<b>Purchased Services</b>				
Professional Services	92,041	380,000	100,000	45,000
Technical Services	17,425	17,500	17,500	17,500
General Services	2,784	2,500	2,500	2,628
Property Services	130,758	87,845	88,000	25,000
Communication Services	4,149	8,150	300	8,150
Training/Registration	6,099	3,600	3,600	3,600
Mileage/Travel	900	500	200	500
<b>Total Purchased Services</b>	<b>254,156</b>	<b>500,095</b>	<b>212,100</b>	<b>102,378</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	685	-	-	-
Technology Supplies	840	2,500	2,500	2,500
Operating Supplies	2,409	2,000	2,000	52,000
Uniforms/Clothing	-	900	1,500	900
Non-Capital Equipment	65	-	-	-
Gas/Electricity	490,552	525,000	510,000	525,000
Motor Vehicle Fuels	1,067	1,500	1,500	1,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>495,618</b>	<b>531,900</b>	<b>517,500</b>	<b>581,900</b>
<b>Capital Outlay</b>				
Capital Equipment	-	170,000	170,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>170,000</b>	<b>170,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	-	800	800	800
<b>Total Other Expenditures</b>	<b>-</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 899,963</b>	<b>\$ 1,409,630</b>	<b>\$ 1,107,239</b>	<b>\$ 932,573</b>

## Expenditure Detail

### Public Works Department - CDBG Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	85,038	139,053	139,053	-
<b>Total Capital Outlay</b>	<b>85,038</b>	<b>139,053</b>	<b>139,053</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 85,038</b>	<b>\$ 139,053</b>	<b>\$ 139,053</b>	<b>\$ -</b>

## Expenditure Detail

### Capital Improvement Projects Division - CDBG Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	85,038	139,053	139,053	-
<b>Total Capital Outlay</b>	<b>85,038</b>	<b>139,053</b>	<b>139,053</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 85,038</b>	<b>\$ 139,053</b>	<b>\$ 139,053</b>	<b>\$ -</b>

## Expenditure Detail

### Public Works Department - Capital Projects Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	7,382,269	69,017,081	37,204,567	36,722,322
<b>Total Capital Outlay</b>	<b>7,382,269</b>	<b>69,017,081</b>	<b>37,204,567</b>	<b>36,722,322</b>
<b>Total Expenditures</b>	<b>\$ 7,382,269</b>	<b>\$ 69,017,081</b>	<b>\$ 37,204,567</b>	<b>\$ 36,722,322</b>

## Expenditure Detail

### Capital Improvement Projects Division - Capital Projects Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	7,382,269	69,017,081	37,204,567	36,722,322
<b>Total Capital Outlay</b>	<b>7,382,269</b>	<b>69,017,081</b>	<b>37,204,567</b>	<b>36,722,322</b>
<b>Total Expenditures</b>	<b>\$ 7,382,269</b>	<b>\$ 69,017,081</b>	<b>\$ 37,204,567</b>	<b>\$ 36,722,322</b>

# Expenditure Detail

## Public Works Department - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,796,608	2,043,979	1,662,000	2,027,448
Overtime	33,950	27,000	24,400	30,600
Allowances	10,531	11,184	10,265	11,592
Medicare	24,216	29,233	22,271	28,996
Workers Compensation	26,339	38,391	26,695	31,888
Retirement Contributions	157,287	177,547	146,712	177,924
Medical Benefits	287,724	359,579	281,605	383,800
Life/Disability Benefits	11,206	18,075	10,954	17,918
<b>Total Personnel</b>	<b>2,347,861</b>	<b>2,704,988</b>	<b>2,184,902</b>	<b>2,710,166</b>
<b>Purchased Services</b>				
Professional Services	58,785	93,141	75,200	186,700
Technical Services	73,086	88,080	78,180	88,080
General Services	57,413	62,000	60,500	62,000
Property Services	2,002,914	694,920	684,700	695,200
Repair/Maintenance Services	23,837	60,000	60,000	60,000
Communication Services	33,100	17,850	17,925	17,850
Training/Registration	6,182	11,875	8,375	11,875
Mileage/Travel	622	1,600	700	1,600
Rentals/Leases	9,816	12,550	12,050	12,550
<b>Total Purchased Services</b>	<b>2,265,755</b>	<b>1,042,016</b>	<b>997,630</b>	<b>1,135,855</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	6,052	6,500	6,000	6,500
Operating Supplies	400,974	265,000	263,000	264,000
Chemicals/Compounds	182,579	200,000	200,000	200,000
Maintenance Supplies	-	165,000	100,000	165,000
Uniforms/Clothing	12,111	11,550	10,150	11,550
Non-Capital Equipment	314	84,105	84,000	81,725
Gas/Electricity	228,758	236,000	235,000	240,000
Motor Vehicle Fuels	21,025	27,500	23,900	24,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>851,813</b>	<b>995,655</b>	<b>922,050</b>	<b>993,275</b>
<b>Capital Outlay</b>				
Property/Rights	70,000	1,814,705	2,000,000	1,600,000
Capital Equipment	590,293	355,000	363,000	520,000
Capital Improvement Projects	929,291	2,009,353	1,783,470	4,243,883
<b>Total Capital Outlay</b>	<b>1,589,584</b>	<b>4,179,058</b>	<b>4,146,470</b>	<b>6,363,883</b>
<b>Miscellaneous</b>				
Dues/Fees	3,774	8,030	7,450	8,030
Community Incentive	26,656	30,000	30,000	30,000
<b>Total Other Expenditures</b>	<b>30,430</b>	<b>38,030</b>	<b>37,450</b>	<b>38,030</b>
<b>Total Expenditures</b>	<b>\$ 7,085,443</b>	<b>\$ 8,959,747</b>	<b>\$ 8,288,502</b>	<b>\$ 11,241,209</b>



## Expenditure Detail

### Administration/Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	57,502	58,396	53,905	58,856
Medicare	544	846	513	853
Workers Compensation	172	99	38	47
Retirement Contributions	5,361	5,445	5,024	5,487
Medical Benefits	8,874	9,277	9,026	10,305
Life/Disability Benefits	371	530	370	533
<b>Total Personnel</b>	<b>72,824</b>	<b>74,593</b>	<b>68,876</b>	<b>76,081</b>
<b>Purchased Services</b>				
Property Services	-	200	200	200
Communication Services	582	-	25	-
Training/Registration	30	-	-	-
Rentals/Leases	3,444	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>4,056</b>	<b>1,200</b>	<b>1,225</b>	<b>1,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	5,818	5,500	5,000	5,500
Operating Supplies	18	-	-	-
<b>Total Supplies/Non-Capital Equipment</b>	<b>5,836</b>	<b>5,500</b>	<b>5,000</b>	<b>5,500</b>
<b>Total Expenditures</b>	<b>\$ 82,716</b>	<b>\$ 81,293</b>	<b>\$ 75,101</b>	<b>\$ 82,781</b>

## Expenditure Detail

### Facilities Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	130,238	133,807	124,368	165,055
Overtime	4,601	3,000	3,000	3,600
Allowances	816	816	804	1,020
Medicare	1,307	1,779	1,245	2,234
Workers Compensation	2,517	4,546	2,403	3,572
Retirement Contributions	11,979	12,180	11,435	14,764
Medical Benefits	23,459	25,463	22,395	35,321
Life/Disability Benefits	776	1,103	783	1,386
<b>Total Personnel</b>	<b>175,693</b>	<b>182,694</b>	<b>166,433</b>	<b>226,952</b>
<b>Purchased Services</b>				
Professional Services	45	100	100	100
Technical Services	352	180	180	180
Property Services	10,356	20,000	20,000	20,000
Communication Services	10,006	1,500	1,500	1,500
Training/Registration	-	375	375	375
Rentals/Leases	-	2,200	2,200	2,200
<b>Total Purchased Services</b>	<b>20,759</b>	<b>24,355</b>	<b>24,355</b>	<b>24,355</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	5,096	10,000	10,000	10,000
Uniforms/Clothing	-	750	750	750
<b>Total Supplies/Non-Capital Equipment</b>	<b>5,096</b>	<b>10,750</b>	<b>10,750</b>	<b>10,750</b>
<b>Total Expenditures</b>	<b>\$ 201,548</b>	<b>\$ 217,799</b>	<b>\$ 201,538</b>	<b>\$ 262,057</b>

## Expenditure Detail

### Fleet Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Repair/Maintenance Services	23,837	60,000	60,000	60,000
<b>Total Purchased Services</b>	<b>23,837</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Total Expenditures</b>	<b>\$ 23,837</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

## Expenditure Detail

### Engineering Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	284,996	340,340	285,246	326,852
Overtime	776	-	400	-
Allowances	730	804	703	804
Medicare	3,954	4,947	3,965	4,749
Workers Compensation	3,162	4,389	3,304	4,126
Retirement Contributions	23,862	28,604	24,233	28,411
Medical Benefits	46,753	55,946	49,560	58,275
Life/Disability Benefits	1,794	3,074	1,935	2,948
<b>Total Personnel</b>	<b>366,027</b>	<b>438,104</b>	<b>369,346</b>	<b>426,165</b>
<b>Purchased Services</b>				
Professional Services	2,820	40,000	10,000	40,000
Technical Services	21,423	12,500	10,000	12,500
General Services	780	-	200	-
Communication Services	7,092	3,250	3,000	3,250
Training/Registration	680	-	-	-
Mileage/Travel	293	-	-	-
Rentals/Leases	1,284	1,500	1,000	1,500
<b>Total Purchased Services</b>	<b>34,372</b>	<b>57,250</b>	<b>24,200</b>	<b>57,250</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	124	-	-	-
Operating Supplies	1,719	2,000	2,000	2,000
Uniforms/Clothing	1,219	900	900	900
Non-Capital Equipment	314	-	-	-
Motor Vehicle Fuels	776	2,100	2,000	2,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>4,152</b>	<b>5,000</b>	<b>4,900</b>	<b>4,900</b>
<b>Miscellaneous</b>				
Dues/Fees	819	800	800	800
<b>Total Other Expenditures</b>	<b>819</b>	<b>800</b>	<b>800</b>	<b>800</b>
<b>Total Expenditures</b>	<b>\$ 405,370</b>	<b>\$ 501,154</b>	<b>\$ 399,246</b>	<b>\$ 489,115</b>

## Expenditure Detail

### Water Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	407,916	430,716	388,962	476,919
Overtime	13,119	8,000	8,000	12,000
Allowances	4,394	4,260	4,537	4,668
Medicare	5,933	6,250	5,619	6,925
Workers Compensation	7,162	10,796	7,282	10,054
Retirement Contributions	35,313	36,692	33,894	40,961
Medical Benefits	70,473	79,090	59,376	75,401
Life/Disability Benefits	2,562	3,841	2,507	4,260
<b>Total Personnel</b>	<b>546,872</b>	<b>579,645</b>	<b>510,177</b>	<b>631,188</b>
<b>Purchased Services</b>				
Professional Services	11,455	1,000	15,000	111,000
Technical Services	31,699	37,300	35,000	37,300
General Services	7,038	6,000	5,000	6,000
Property Services	831,091	11,000	11,000	11,000
Communication Services	6,222	7,300	7,300	7,300
Training/Registration	832	3,000	2,000	3,000
Rentals/Leases	1,462	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>889,799</b>	<b>66,600</b>	<b>76,300</b>	<b>176,600</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	51,947	25,000	25,000	25,000
Chemicals/Compounds	182,579	200,000	200,000	200,000
Uniforms/Clothing	3,052	2,450	2,000	2,450
Non-Capital Equipment	-	35,000	35,000	35,000
Gas/Electricity	224,807	235,000	225,000	230,000
Motor Vehicle Fuels	871	1,000	1,000	1,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>463,256</b>	<b>498,450</b>	<b>488,000</b>	<b>493,450</b>
<b>Capital Outlay</b>				
Capital Equipment	41,851	115,000	115,000	-
<b>Total Capital Outlay</b>	<b>41,851</b>	<b>115,000</b>	<b>115,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	313	4,000	4,000	4,000
<b>Total Other Expenditures</b>	<b>313</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Total Expenditures</b>	<b>\$ 1,942,091</b>	<b>\$ 1,263,695</b>	<b>\$ 1,193,477</b>	<b>\$ 1,305,238</b>

# Expenditure Detail

## Lab Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	346,344	362,448	323,868	354,681
Allowances	1,564	1,632	1,608	1,632
Medicare	4,877	5,279	4,535	5,165
Workers Compensation	4,789	7,240	5,021	5,871
Retirement Contributions	31,288	33,020	29,362	32,302
Medical Benefits	45,050	46,321	51,886	58,252
Life/Disability Benefits	2,204	3,255	2,200	3,183
<b>Total Personnel</b>	<b>436,116</b>	<b>459,195</b>	<b>418,480</b>	<b>461,086</b>
<b>Purchased Services</b>				
Professional Services	102	300	100	300
Technical Services	17,222	21,000	21,000	21,000
General Services	44,910	45,000	45,000	45,000
Property Services	5,530	3,500	3,500	3,500
Communication Services	2,356	3,300	3,300	3,300
Training/Registration	1,995	2,000	2,000	2,000
Mileage/Travel	285	600	600	600
Rentals/Leases	2,067	3,400	3,400	3,400
<b>Total Purchased Services</b>	<b>74,467</b>	<b>79,100</b>	<b>78,900</b>	<b>79,100</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	42,549	43,000	43,000	43,000
Uniforms/Clothing	1,752	1,600	1,500	1,600
Motor Vehicle Fuels	1,156	1,900	1,900	1,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>45,457</b>	<b>46,500</b>	<b>46,400</b>	<b>46,100</b>
<b>Capital Outlay</b>				
Capital Equipment	-	30,000	32,000	-
<b>Total Capital Outlay</b>	<b>-</b>	<b>30,000</b>	<b>32,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	488	1,000	500	1,000
<b>Total Other Expenditures</b>	<b>488</b>	<b>1,000</b>	<b>500</b>	<b>1,000</b>
<b>Total Expenditures</b>	<b>\$ 556,528</b>	<b>\$ 615,795</b>	<b>\$ 576,280</b>	<b>\$ 587,286</b>

# Expenditure Detail

## Electrical & Mechanical Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	214,078	219,332	157,525	164,162
Overtime	5,511	4,000	3,000	4,000
Allowances	1,123	1,224	885	816
Medicare	2,527	3,023	1,753	2,218
Workers Compensation	3,591	5,226	2,882	3,220
Retirement Contributions	17,359	18,123	13,438	14,369
Medical Benefits	24,650	30,084	20,729	21,966
Life/Disability Benefits	1,266	1,869	1,028	1,374
<b>Total Personnel</b>	<b>270,105</b>	<b>282,881</b>	<b>201,240</b>	<b>212,125</b>
<b>Purchased Services</b>				
Professional Services	168	-	-	-
Technical Services	110	10,000	5,000	10,000
General Services	168	200	300	200
Property Services	15,176	10,000	10,000	10,000
Communication Services	941	-	100	-
Training/Registration	1,509	1,200	1,000	1,200
Rentals/Leases	667	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>18,739</b>	<b>23,400</b>	<b>18,400</b>	<b>23,400</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	40,818	15,000	15,000	15,000
Uniforms/Clothing	1,787	1,750	1,500	1,750
Non-Capital Equipment	-	49,105	49,000	46,725
Motor Vehicle Fuels	3,462	4,500	4,000	4,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>46,067</b>	<b>70,355</b>	<b>69,500</b>	<b>67,475</b>
<b>Capital Outlay</b>				
Capital Equipment	42,440	65,000	65,000	-
<b>Total Capital Outlay</b>	<b>42,440</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	-	150	150	150
<b>Total Other Expenditures</b>	<b>-</b>	<b>150</b>	<b>150</b>	<b>150</b>
<b>Total Expenditures</b>	<b>\$ 377,351</b>	<b>\$ 441,786</b>	<b>\$ 354,290</b>	<b>\$ 303,150</b>

# Expenditure Detail

## Distribution & Collection Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	193,492	234,333	165,655	237,293
Overtime	9,943	12,000	10,000	11,000
Allowances	1,496	2,040	1,326	1,836
Medicare	2,800	3,267	2,374	3,307
Workers Compensation	3,953	5,646	5,648	4,802
Retirement Contributions	17,300	20,426	14,504	20,116
Medical Benefits	46,946	75,131	43,695	75,931
Life/Disability Benefits	1,188	2,031	1,052	2,050
<b>Total Personnel</b>	<b>277,118</b>	<b>354,874</b>	<b>244,254</b>	<b>356,335</b>
<b>Purchased Services</b>				
Professional Services	44,195	16,741	15,000	800
Technical Services	2,280	7,100	7,000	7,100
General Services	550	400	100	400
Property Services	291,896	107,000	100,000	107,000
Communication Services	4,511	1,300	1,500	1,300
Training/Registration	180	1,350	1,000	1,350
Rentals/Leases	156	250	250	250
<b>Total Purchased Services</b>	<b>343,768</b>	<b>134,141</b>	<b>124,850</b>	<b>118,200</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	254,865	160,000	160,000	160,000
Maintenance Supplies	-	165,000	100,000	165,000
Uniforms/Clothing	3,684	3,600	3,000	3,600
Motor Vehicle Fuels	14,760	18,000	15,000	16,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>273,309</b>	<b>346,600</b>	<b>278,000</b>	<b>344,600</b>
<b>Capital Outlay</b>				
Capital Equipment	470,015	145,000	145,000	520,000
<b>Total Capital Outlay</b>	<b>470,015</b>	<b>145,000</b>	<b>145,000</b>	<b>520,000</b>
<b>Total Expenditures</b>	<b>\$ 1,364,210</b>	<b>\$ 980,615</b>	<b>\$ 792,104</b>	<b>\$ 1,339,135</b>



## Expenditure Detail

### Water Resources Operations Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	162,042	264,607	162,471	243,630
Allowances	408	408	402	816
Medicare	2,274	3,842	2,267	3,545
Workers Compensation	993	449	117	196
Retirement Contributions	14,825	23,057	14,822	21,514
Medical Benefits	21,519	38,267	24,938	48,349
Life/Disability Benefits	1,045	2,372	1,079	2,184
<b>Total Personnel</b>	<b>203,106</b>	<b>333,002</b>	<b>206,096</b>	<b>320,234</b>
<b>Purchased Services</b>				
Professional Services	-	35,000	35,000	34,500
General Services	3,967	10,400	10,000	10,400
Property Services	848,865	543,220	540,000	543,500
Communication Services	1,390	1,200	1,200	1,200
Training/Registration	992	3,950	2,000	3,950
Mileage/Travel	8	1,000	-	1,000
Rentals/Leases	736	1,200	1,200	1,200
<b>Total Purchased Services</b>	<b>855,958</b>	<b>595,970</b>	<b>589,400</b>	<b>595,750</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	110	1,000	1,000	1,000
Operating Supplies	3,962	10,000	8,000	9,000
Uniforms/Clothing	617	500	500	500
Gas/Electricity	3,951	1,000	10,000	10,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>8,640</b>	<b>12,500</b>	<b>19,500</b>	<b>20,500</b>
<b>Capital Outlay</b>				
Property/Rights	70,000	1,814,705	2,000,000	1,600,000
Capital Equipment	35,987	-	6,000	-
<b>Total Capital Outlay</b>	<b>105,987</b>	<b>1,814,705</b>	<b>2,006,000</b>	<b>1,600,000</b>
<b>Miscellaneous</b>				
Dues/Fees	2,154	2,080	2,000	2,080
Community Incentive	26,656	30,000	30,000	30,000
<b>Total Other Expenditures</b>	<b>28,810</b>	<b>32,080</b>	<b>32,000</b>	<b>32,080</b>
<b>Total Expenditures</b>	<b>\$ 1,202,501</b>	<b>\$ 2,788,257</b>	<b>\$ 2,852,996</b>	<b>\$ 2,568,564</b>

## Expenditure Detail

### Capital Improvement Projects Division - Water Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	929,291	2,009,353	1,783,470	4,243,883
<b>Total Capital Outlay</b>	<b>929,291</b>	<b>2,009,353</b>	<b>1,783,470</b>	<b>4,243,883</b>
<b>Total Expenditures</b>	<b>\$ 929,291</b>	<b>\$ 2,009,353</b>	<b>\$ 1,783,470</b>	<b>\$ 4,243,883</b>

# Expenditure Detail

## Public Works Department - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	1,078,179	1,164,640	1,026,200	1,220,639
Overtime	23,819	24,000	23,400	24,000
Allowances	5,899	6,108	5,545	6,360
Medicare	14,425	16,424	13,638	17,237
Workers Compensation	10,839	22,342	15,845	20,274
Retirement Contributions	90,640	98,021	87,205	104,765
Medical Benefits	207,676	238,005	206,139	275,425
Life/Disability Benefits	6,614	10,184	6,686	10,677
<b>Total Personnel</b>	<b>1,438,091</b>	<b>1,579,724</b>	<b>1,384,658</b>	<b>1,679,377</b>
<b>Purchased Services</b>				
Professional Services	20,609	1,200	3,900	1,200
Technical Services	61,897	72,700	69,500	72,700
General Services	24,341	26,230	25,530	26,230
Property Services	376,881	523,000	512,000	523,000
Repair/Maintenance Services	4,328	4,000	4,000	4,000
Communication Services	10,869	11,950	11,250	11,950
Training/Registration	4,766	6,250	7,500	6,250
Mileage/Travel	12	500	500	500
Rentals/Leases	617	4,320	4,320	4,320
<b>Total Purchased Services</b>	<b>504,320</b>	<b>650,150</b>	<b>638,500</b>	<b>650,150</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	3,799	3,000	3,000	3,000
Operating Supplies	143,267	80,500	78,000	80,500
Chemicals/Compounds	271,869	352,745	350,000	352,745
Uniforms/Clothing	2,013	2,450	2,350	2,450
Non-Capital Equipment	15,029	75,000	75,000	75,000
Gas/Electricity	422,260	513,000	425,000	475,000
Motor Vehicle Fuels	3,031	3,000	2,400	3,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>861,268</b>	<b>1,029,695</b>	<b>935,750</b>	<b>991,695</b>
<b>Capital Outlay</b>				
Capital Equipment	264,195	185,000	185,000	385,000
Capital Improvement Projects	1,422,255	7,998,504	5,359,928	28,166,892
<b>Total Capital Outlay</b>	<b>1,686,450</b>	<b>8,183,504</b>	<b>5,544,928</b>	<b>28,551,892</b>
<b>Miscellaneous</b>				
Dues/Fees	130	305	305	305
<b>Total Other Expenditures</b>	<b>130</b>	<b>305</b>	<b>305</b>	<b>305</b>
<b>Total Expenditures</b>	<b>\$ 4,490,259</b>	<b>\$ 11,443,378</b>	<b>\$ 8,504,141</b>	<b>\$ 31,873,419</b>

## Expenditure Detail

### Administration/Operations Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	57,502	58,396	53,905	58,856
Medicare	544	846	513	853
Workers Compensation	156	99	39	47
Retirement Contributions	5,361	5,445	5,023	5,487
Medical Benefits	8,874	9,277	9,026	10,305
Life/Disability Benefits	371	530	371	533
<b>Total Personnel</b>	<b>72,808</b>	<b>74,593</b>	<b>68,877</b>	<b>76,081</b>
<b>Purchased Services</b>				
Rentals/Leases	86	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>86</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	3,799	3,000	3,000	3,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>3,799</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
<b>Total Expenditures</b>	<b>\$ 76,693</b>	<b>\$ 78,593</b>	<b>\$ 72,877</b>	<b>\$ 80,081</b>

## Expenditure Detail

### Fleet Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Repair/Maintenance Services	4,328	4,000	4,000	4,000
<b>Total Purchased Services</b>	<b>4,328</b>	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>
 <b>Total Expenditures</b>	 <b>\$ 4,328</b>	 <b>\$ 4,000</b>	 <b>\$ 4,000</b>	 <b>\$ 4,000</b>

## Expenditure Detail

### Engineering Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	234,197	288,927	236,787	274,405
Overtime	776	-	400	-
Allowances	730	804	704	804
Medicare	3,257	4,202	3,300	3,989
Workers Compensation	2,335	3,714	2,708	3,424
Retirement Contributions	19,798	24,491	20,356	24,215
Medical Benefits	40,621	49,617	43,326	51,276
Life/Disability Benefits	1,461	2,610	1,603	2,477
<b>Total Personnel</b>	<b>303,175</b>	<b>374,365</b>	<b>309,184</b>	<b>360,590</b>
 <b>Total Expenditures</b>	 <b>\$ 303,175</b>	 <b>\$ 374,365</b>	 <b>\$ 309,184</b>	 <b>\$ 360,590</b>

## Expenditure Detail

### Electrical & Mechanical Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	145,621	151,056	151,787	163,162
Overtime	5,054	4,000	4,000	4,000
Allowances	715	612	804	816
Medicare	1,540	2,039	1,669	2,218
Workers Compensation	2,154	3,525	2,794	3,220
Retirement Contributions	11,976	12,741	12,979	14,369
Medical Benefits	17,668	22,880	19,310	21,966
Life/Disability Benefits	830	1,265	941	1,374
<b>Total Personnel</b>	<b>185,558</b>	<b>198,118</b>	<b>194,284</b>	<b>211,125</b>
<b>Purchased Services</b>				
Professional Services	162	200	400	200
Technical Services	-	8,000	7,000	8,000
Property Services	26,947	10,000	10,000	10,000
Communication Services	2,242	2,600	2,600	2,600
Training/Registration	600	1,200	2,500	1,200
Rentals/Leases	(72)	2,000	2,000	2,000
<b>Total Purchased Services</b>	<b>29,879</b>	<b>24,000</b>	<b>24,500</b>	<b>24,000</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	46,719	15,000	15,000	15,000
Non-Capital Equipment	-	45,000	45,000	45,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>46,719</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>
<b>Capital Outlay</b>				
Capital Equipment	58,913	95,000	95,000	-
<b>Total Capital Outlay</b>	<b>58,913</b>	<b>95,000</b>	<b>95,000</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 321,069</b>	<b>\$ 377,118</b>	<b>\$ 373,784</b>	<b>\$ 295,125</b>

## Expenditure Detail

### Distribution & Collection Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	193,490	201,136	165,654	237,293
Overtime	9,943	10,000	10,000	10,000
Allowances	1,496	1,632	1,326	1,836
Medicare	2,800	2,780	2,374	3,307
Workers Compensation	3,142	4,804	3,283	4,802
Retirement Contributions	17,300	17,770	14,504	20,116
Medical Benefits	46,945	56,513	43,694	75,931
Life/Disability Benefits	1,188	1,731	1,052	2,050
<b>Total Personnel</b>	<b>276,304</b>	<b>296,366</b>	<b>241,887</b>	<b>355,335</b>
<b>Purchased Services</b>				
Professional Services	199	-	-	-
Technical Services	2,340	2,500	2,500	2,500
General Services	102	-	-	-
Property Services	82,346	111,000	100,000	111,000
Communication Services	1,786	1,300	1,300	1,300
Training/Registration	-	1,350	1,300	1,350
Rentals/Leases	-	220	220	220
<b>Total Purchased Services</b>	<b>86,773</b>	<b>116,370</b>	<b>105,320</b>	<b>116,370</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	24,040	12,000	10,000	12,000
Gas/Electricity	69,864	78,000	75,000	75,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>93,904</b>	<b>90,000</b>	<b>85,000</b>	<b>87,000</b>
<b>Capital Outlay</b>				
Capital Equipment	-	-	-	385,000
<b>Total Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>385,000</b>
<b>Total Expenditures</b>	<b>\$ 456,981</b>	<b>\$ 502,736</b>	<b>\$ 432,207</b>	<b>\$ 943,705</b>



# Expenditure Detail

## Wastewater Operations Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	407,254	409,277	391,192	426,062
Overtime	7,969	10,000	9,000	10,000
Allowances	2,652	2,652	2,612	2,652
Medicare	5,735	5,741	5,409	5,984
Workers Compensation	2,442	8,791	6,580	7,691
Retirement Contributions	32,996	33,106	31,656	34,492
Medical Benefits	84,468	87,060	86,035	102,620
Life/Disability Benefits	2,501	3,546	2,569	3,695
<b>Total Personnel</b>	<b>546,017</b>	<b>560,173</b>	<b>535,053</b>	<b>593,196</b>
<b>Purchased Services</b>				
Professional Services	20,226	1,000	1,000	1,000
Technical Services	49,836	51,000	50,000	51,000
General Services	24,153	26,000	25,000	26,000
Property Services	266,717	400,000	400,000	400,000
Communication Services	5,962	6,350	6,350	6,350
Training/Registration	4,098	2,700	2,700	2,700
Rentals/Leases	555	1,000	1,000	1,000
<b>Total Purchased Services</b>	<b>371,547</b>	<b>488,050</b>	<b>486,050</b>	<b>488,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	70,555	45,000	45,000	45,000
Chemicals/Compounds	271,869	352,745	350,000	352,745
Uniforms/Clothing	2,013	2,100	2,000	2,100
Non-Capital Equipment	15,029	30,000	30,000	30,000
Gas/Electricity	352,396	435,000	350,000	400,000
Motor Vehicle Fuels	3,031	3,000	2,400	3,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>714,893</b>	<b>867,845</b>	<b>779,400</b>	<b>832,845</b>
<b>Capital Outlay</b>				
Capital Equipment	205,282	90,000	90,000	-
<b>Total Capital Outlay</b>	<b>205,282</b>	<b>90,000</b>	<b>90,000</b>	<b>-</b>
<b>Miscellaneous</b>				
Dues/Fees	130	120	120	120
<b>Total Other Expenditures</b>	<b>130</b>	<b>120</b>	<b>120</b>	<b>120</b>
<b>Total Expenditures</b>	<b>\$ 1,837,869</b>	<b>\$ 2,006,188</b>	<b>\$ 1,890,623</b>	<b>\$ 1,914,211</b>

## Expenditure Detail

### Industrial Pre-Treatment Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	40,115	55,848	26,875	60,861
Overtime	77	-	-	-
Allowances	306	408	99	252
Medicare	549	816	373	886
Workers Compensation	610	1,409	441	1,090
Retirement Contributions	3,209	4,468	2,687	6,086
Medical Benefits	9,100	12,658	4,748	13,327
Life/Disability Benefits	263	502	150	548
<b>Total Personnel</b>	<b>54,229</b>	<b>76,109</b>	<b>35,373</b>	<b>83,050</b>
<b>Purchased Services</b>				
Professional Services	22	-	2,800	-
Technical Services	9,721	11,200	10,000	11,200
General Services	-	230	230	230
Property Services	871	2,000	2,000	2,000
Communication Services	879	1,700	1,000	1,700
Training/Registration	80	1,000	1,000	1,000
Mileage/Travel	-	500	500	500
Rentals/Leases	134	100	100	100
<b>Total Purchased Services</b>	<b>11,707</b>	<b>16,730</b>	<b>17,630</b>	<b>16,730</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	1,953	8,500	8,000	8,500
Uniforms/Clothing	-	350	350	350
<b>Total Supplies/Non-Capital Equipment</b>	<b>1,953</b>	<b>8,850</b>	<b>8,350</b>	<b>8,850</b>
<b>Miscellaneous</b>				
Dues/Fees	-	185	185	185
<b>Total Other Expenditures</b>	<b>-</b>	<b>185</b>	<b>185</b>	<b>185</b>
<b>Total Expenditures</b>	<b>\$ 67,889</b>	<b>\$ 101,874</b>	<b>\$ 61,538</b>	<b>\$ 108,815</b>

## Expenditure Detail

### Capital Improvement Projects Division - Wastewater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	1,422,255	7,998,504	5,359,928	28,166,892
<b>Total Capital Outlay</b>	<b>1,422,255</b>	<b>7,998,504</b>	<b>5,359,928</b>	<b>28,166,892</b>
<b>Total Expenditures</b>	<b>\$ 1,422,255</b>	<b>\$ 7,998,504</b>	<b>\$ 5,359,928</b>	<b>\$ 28,166,892</b>

# Expenditure Detail

## Public Works Department - Stormwater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	69,593	69,527	69,918	69,534
Medicare	964	1,008	969	1,008
Workers Compensation	1	118	50	56
Retirement Contributions	6,959	6,953	6,992	6,953
Medical Benefits	6,982	7,204	7,696	7,967
Life/Disability Benefits	452	625	483	625
<b>Total Personnel</b>	<b>84,951</b>	<b>85,435</b>	<b>86,108</b>	<b>86,143</b>
<b>Purchased Services</b>				
Technical Services	3,893	1,200	800	21,200
General Services	1,078	1,200	900	1,200
Property Services	31	45,100	20,000	45,100
Communication Services	1,018	1,200	1,000	1,200
Training/Registration	1,662	500	120	500
Mileage/Travel	564	500	-	500
Rentals/Leases	305	350	300	350
<b>Total Purchased Services</b>	<b>8,551</b>	<b>50,050</b>	<b>23,120</b>	<b>70,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	45,641	19,700	13,500	19,700
Uniforms/Clothing	-	300	150	300
<b>Total Supplies/Non-Capital Equipment</b>	<b>45,641</b>	<b>20,000</b>	<b>13,650</b>	<b>20,000</b>
<b>Capital Outlay</b>				
Capital Improvement Projects	-	332,555	200,000	482,555
<b>Total Capital Outlay</b>	<b>-</b>	<b>332,555</b>	<b>200,000</b>	<b>482,555</b>
<b>Miscellaneous</b>				
Dues/Fees	765	650	655	650
<b>Total Other Expenditures</b>	<b>765</b>	<b>650</b>	<b>655</b>	<b>650</b>
<b>Total Expenditures</b>	<b>\$ 139,908</b>	<b>\$ 488,690</b>	<b>\$ 323,533</b>	<b>\$ 659,398</b>

## Expenditure Detail

### Streets Division - Stormwater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	10,729	14,700	10,000	14,700
<b>Total Supplies/Non-Capital Equipment</b>	<b>10,729</b>	<b>14,700</b>	<b>10,000</b>	<b>14,700</b>
<b>Total Expenditures</b>	<b>\$ 10,729</b>	<b>\$ 14,700</b>	<b>\$ 10,000</b>	<b>\$ 14,700</b>

## Expenditure Detail

### Stormwater Operations Division - Stormwater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	69,593	69,527	69,918	69,534
Medicare	964	1,008	969	1,008
Workers Compensation	1	118	50	56
Retirement Contributions	6,959	6,953	6,992	6,953
Medical Benefits	6,982	7,204	7,696	7,967
Life/Disability Benefits	452	625	483	625
<b>Total Personnel</b>	<b>84,951</b>	<b>85,435</b>	<b>86,108</b>	<b>86,143</b>
<b>Purchased Services</b>				
Technical Services	3,893	1,200	800	21,200
General Services	1,078	1,200	900	1,200
Property Services	31	45,100	20,000	45,100
Communication Services	1,018	1,200	1,000	1,200
Training/Registration	1,662	500	120	500
Mileage/Travel	564	500	-	500
Rentals/Leases	305	350	300	350
<b>Total Purchased Services</b>	<b>8,551</b>	<b>50,050</b>	<b>23,120</b>	<b>70,050</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	34,912	5,000	3,500	5,000
Uniforms/Clothing	-	300	150	300
<b>Total Supplies/Non-Capital Equipment</b>	<b>34,912</b>	<b>5,300</b>	<b>3,650</b>	<b>5,300</b>
<b>Miscellaneous</b>				
Dues/Fees	765	650	655	650
<b>Total Other Expenditures</b>	<b>765</b>	<b>650</b>	<b>655</b>	<b>650</b>
<b>Total Expenditures</b>	<b>\$ 129,179</b>	<b>\$ 141,435</b>	<b>\$ 113,533</b>	<b>\$ 162,143</b>

## Expenditure Detail

### Capital Improvement Projects Division - Stormwater Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Capital Outlay</b>				
Capital Improvement Projects	-	332,555	200,000	482,555
<b>Total Capital Outlay</b>	-	<b>332,555</b>	<b>200,000</b>	<b>482,555</b>
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 332,555</b>	<b>\$ 200,000</b>	<b>\$ 482,555</b>

# Expenditure Detail

## Public Works Department - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	554,254	558,876	558,014	572,461
Overtime	29,561	32,000	20,000	32,000
Allowances	3,680	3,264	3,833	3,672
Medicare	7,917	8,152	7,783	8,354
Workers Compensation	16,984	28,880	20,989	22,782
Retirement Contributions	53,348	53,768	53,594	54,998
Medical Benefits	126,750	135,449	131,528	137,314
Life/Disability Benefits	3,593	5,039	3,798	5,159
<b>Total Personnel</b>	<b>796,087</b>	<b>825,428</b>	<b>799,539</b>	<b>836,740</b>
<b>Purchased Services</b>				
Professional Services	592	50,500	50,200	500
General Services	950	-	-	-
Property Services	317,682	346,700	325,000	340,000
Repair/Maintenance Services	70,152	110,000	110,000	110,000
Communication Services	7,586	9,000	9,000	9,000
Training/Registration	-	800	-	800
Mileage/Travel	-	200	20	200
Rentals/Leases	9,975	16,000	12,000	16,000
<b>Total Purchased Services</b>	<b>406,937</b>	<b>533,200</b>	<b>506,220</b>	<b>476,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,000	1,000	500	1,200
Operating Supplies	24,978	3,000	3,500	4,500
Inventory Supplies	30,027	60,000	45,000	60,000
Uniforms/Clothing	2,581	3,000	2,500	3,000
Non-Capital Equipment	1,072	12,000	12,000	17,000
Gas/Electricity	6,682	6,500	6,500	6,500
Motor Vehicle Fuels	70,454	70,000	70,000	72,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>136,794</b>	<b>155,500</b>	<b>140,000</b>	<b>164,200</b>
<b>Capital Outlay</b>				
Capital Equipment	297,253	939,648	930,000	520,000
<b>Total Capital Outlay</b>	<b>297,253</b>	<b>939,648</b>	<b>930,000</b>	<b>520,000</b>
<b>Miscellaneous</b>				
Dues/Fees	548	500	550	500
<b>Total Other Expenditures</b>	<b>548</b>	<b>500</b>	<b>550</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 1,637,619</b>	<b>\$ 2,454,276</b>	<b>\$ 2,376,309</b>	<b>\$ 1,997,940</b>



## Expenditure Detail

### Administration/Operations Division - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	19,167	19,465	19,489	19,619
Medicare	181	282	185	284
Workers Compensation	802	33	14	16
Retirement Contributions	1,787	1,815	1,816	1,829
Medical Benefits	2,958	3,093	3,263	3,435
Life/Disability Benefits	124	182	134	183
<b>Total Personnel</b>	<b>25,019</b>	<b>24,870</b>	<b>24,901</b>	<b>25,366</b>
<b>Purchased Services</b>				
Professional Services	-	50,000	50,000	-
<b>Total Purchased Services</b>	<b>-</b>	<b>50,000</b>	<b>50,000</b>	<b>-</b>
<b>Supplies/Non-Capital Equipment</b>				
Office Supplies	1,000	1,000	500	1,200
Gas/Electricity	6,682	6,500	6,500	6,500
<b>Total Supplies/Non-Capital Equipment</b>	<b>7,682</b>	<b>7,500</b>	<b>7,000</b>	<b>7,700</b>
<b>Total Expenditures</b>	<b>\$ 32,701</b>	<b>\$ 82,370</b>	<b>\$ 81,901</b>	<b>\$ 33,066</b>

## Expenditure Detail

### Fleet Division - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Purchased Services</b>				
Repair/Maintenance Services	70,152	110,000	110,000	110,000
<b>Total Purchased Services</b>	<b>70,152</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>
<b>Total Expenditures</b>	<b>\$ 70,152</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>

# Expenditure Detail

## Sanitation Operations Division - Sanitation Fund

	2019 Audited Amounts	2020 Adopted Budget	2020 Year-End Forecast	2021 Adopted Budget
<b>Personnel</b>				
Regular Wages	535,087	539,411	538,525	552,842
Overtime	29,561	32,000	20,000	32,000
Allowances	3,680	3,264	3,833	3,672
Medicare	7,736	7,870	7,598	8,070
Workers Compensation	16,182	28,847	20,975	22,766
Retirement Contributions	51,561	51,953	51,778	53,169
Medical Benefits	123,792	132,356	128,265	133,879
Life/Disability Benefits	3,469	4,857	3,664	4,976
<b>Total Personnel</b>	<b>771,068</b>	<b>800,558</b>	<b>774,638</b>	<b>811,374</b>
<b>Purchased Services</b>				
Professional Services	592	500	200	500
General Services	950	-	-	-
Property Services	317,682	346,700	325,000	340,000
Communication Services	7,586	9,000	9,000	9,000
Training/Registration	-	800	-	800
Mileage/Travel	-	200	20	200
Rentals/Leases	9,975	16,000	12,000	16,000
<b>Total Purchased Services</b>	<b>336,785</b>	<b>373,200</b>	<b>346,220</b>	<b>366,500</b>
<b>Supplies/Non-Capital Equipment</b>				
Operating Supplies	24,978	3,000	3,500	4,500
Inventory Supplies	30,027	60,000	45,000	60,000
Uniforms/Clothing	2,581	3,000	2,500	3,000
Non-Capital Equipment	1,072	12,000	12,000	17,000
Motor Vehicle Fuels	70,454	70,000	70,000	72,000
<b>Total Supplies/Non-Capital Equipment</b>	<b>129,112</b>	<b>148,000</b>	<b>133,000</b>	<b>156,500</b>
<b>Capital Outlay</b>				
Capital Equipment	297,253	939,648	930,000	520,000
<b>Total Capital Outlay</b>	<b>297,253</b>	<b>939,648</b>	<b>930,000</b>	<b>520,000</b>
<b>Miscellaneous</b>				
Dues/Fees	548	500	550	500
<b>Total Other Expenditures</b>	<b>548</b>	<b>500</b>	<b>550</b>	<b>500</b>
<b>Total Expenditures</b>	<b>\$ 1,534,766</b>	<b>\$ 2,261,906</b>	<b>\$ 2,184,408</b>	<b>\$ 1,854,874</b>







## Program Overview

### Capital Improvement Program

The City of Northglenn's Capital Improvement Program (CIP) identifies and provides a summary of all planned capital projects and corresponding funding sources for the ensuing five-year period. The 2021 budget includes \$71,725,652 in capital improvement projects.

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

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

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

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

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

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

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

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

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

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

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



CITY OF  
Northglenn



# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## Conservation Trust Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 101,445	\$ 117,615	\$ -	\$ 535,588	\$ 643,588	\$ 1,018,164	\$ 1,400,667	\$ 1,791,218		
<b>Revenue Projections:</b>										
Lottery Proceeds	\$ 393,000	\$ 414,000	\$ -	\$ 414,000	\$ 418,140	\$ 422,321	\$ 426,544	\$ 430,809	\$ 2,111,814	
Investment Earnings	5,000	4,000	-	4,000	6,436	10,182	14,007	17,912	52,537	
<b>Total</b>	<b>398,000</b>	<b>418,000</b>	<b>-</b>	<b>418,000</b>	<b>424,576</b>	<b>432,503</b>	<b>440,551</b>	<b>448,721</b>	<b>2,164,351</b>	
<b>Capital Expenditures:</b>										
Greenway Trail Replacement	\$ 200,000	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	CTF
Sensory Playground Repair	250,000	-	250,000	-	-	-	-	-	250,000	CTF
NW Open Space Facility Improvement	27	27	-	-	-	-	-	-	-	CTF
Bocce Ball Court	-	-	-	10,000	-	-	-	-	10,000	CTF
<b>Total Capital Expenditures</b>	<b>450,027</b>	<b>27</b>	<b>250,000</b>	<b>60,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>510,000</b>	
<b>Ending Fund Balance</b>	<b>\$ 49,418</b>	<b>\$ 535,588</b>		<b>\$ 643,588</b>	<b>\$ 1,018,164</b>	<b>\$ 1,400,667</b>	<b>\$ 1,791,218</b>	<b>\$ 2,189,939</b>		
<b>Unassigned Fund Balance</b>	<b>\$ 49,418</b>	<b>\$ 535,588</b>		<b>\$ 643,588</b>	<b>\$ 1,018,164</b>	<b>\$ 1,400,667</b>	<b>\$ 1,791,218</b>	<b>\$ 2,189,939</b>		

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Greenway Trail Replacement

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

**Comprehensive Project Cost:** \$250,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

This is an annual program to maintain the Greenway Trails.

Degraded trail sections are documented by the Parks Department throughout the year. The program provides for the replacement of these degraded sections to maintain a safe, accessible, and aesthetically pleasing trail system.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Conservation Trust Fund	50,000	50,000	50,000	50,000	50,000	\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000	50,000	50,000	50,000	50,000	250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Bocce Ball Court

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

**Comprehensive Project Cost:** \$10,000

**Project Rationale:** Facility Improvement

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

**Description/Justification:**

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Conservation Trust Fund	10,000					\$ 10,000
						-
						-
						-
						-
Total Revenue	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	10,000					10,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000



# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## CDBG Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ -	\$ (85,038)		\$ -	\$ -	\$ -	\$ -	\$ -		
<b>Revenue Projections:</b>										
CDBG Proceeds	\$ 139,053	\$ 224,091		\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 900,000	
<b>Total</b>	<b>139,053</b>	<b>224,091</b>		<b>-</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>900,000</b>	
<b>Capital Expenditures:</b>										
Pedestrian Mobility	\$ 139,053	\$ 139,053	\$ -	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 900,000	CDBG
<b>Total Capital Expenditures</b>	<b>139,053</b>	<b>139,053</b>	<b>-</b>	<b>-</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>225,000</b>	<b>900,000</b>	
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Unassigned Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Pedestrian Mobility

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

**Comprehensive Project Cost:** \$900,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Operational Impact Category:** N/A

**Description/Justification:**

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

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Community Development Block Grant		225,000	225,000	225,000	225,000	\$ 900,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 900,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		225,000	225,000	225,000	225,000	900,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 900,000

# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## Capital Projects Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	<b>\$ 77,711,392</b>	<b>\$ 66,826,864</b>		<b>\$ 60,193,244</b>	<b>\$ 26,181,703</b>	<b>\$ 28,535,949</b>	<b>\$ 30,120,320</b>	<b>\$ 32,228,875</b>		
<b>Revenue:</b>										
Property Tax (4.000 Mills)	\$ 1,716,000	\$ 1,707,420		\$ 1,699,000	\$ 1,715,990	\$ 1,733,150	\$ 1,750,482	\$ 1,767,987	\$ 8,666,609	
Sales/Use Tax (1/2%)	2,995,000	2,676,920		2,737,100	2,764,471	2,792,116	2,820,037	2,848,237	13,961,961	
Marijuana Sales Tax	1,138,000	1,164,715		1,171,000	1,182,710	1,194,537	1,206,482	1,218,547	5,973,276	
Open Space Tax (ADCOO)	376,000	373,800		374,000	377,740	381,517	385,332	389,185	1,907,774	
Transportation Tax (ADCOT)	1,046,000	1,295,000		1,295,000	1,307,950	1,321,030	1,334,240	1,347,582	6,605,802	
County Grant	375,000	2,261,239		-	-	-	-	-	-	
Federal Grant	6,997,000	6,997,000		960,000	-	-	-	-	960,000	
Investment Earnings	513,000	1,642,000		410,500	65,454	71,340	75,301	80,572	703,167	
Contributions	1,800,000	12,800,000		-	-	-	-	-	-	
Transfers From General Fund	3,900,000	3,900,000		-	1,700,000	1,700,000	1,700,000	1,700,000	6,800,000	
<b>Total</b>	<b>20,856,000</b>	<b>34,818,094</b>		<b>8,646,600</b>	<b>9,114,315</b>	<b>9,193,690</b>	<b>9,271,874</b>	<b>9,352,110</b>	<b>45,578,589</b>	
<b>Expenditures:</b>										
4.000 Mill Funded Projects	\$ 6,439,819	\$ 2,309,584	\$ 3,640,043	\$ 1,200,000	\$ 700,000	\$ 1,500,000	\$ 1,100,000	\$ 1,500,000	\$ 9,640,043	
1/2% Sales/Use Tax Funded Projects	2,468,019	2,468,019	-	2,968,269	2,466,769	2,468,519	2,468,269	2,466,019	12,837,845	
Marijuana Sales Tax	650,000	650,000	-	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	
ADCOO Funded Projects	389,396	39,527	50,000	1,075,000	75,000	75,000	75,000	75,000	1,425,000	
ADCOT Funded Projects	1,709,116	1,709,116	-	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	9,000,000	
Construction Proceeds	51,000,000	30,000,000	21,000,000	-	-	-	-	-	21,000,000	
General Fund Projects	3,865,684	3,214,265	385,279	1,607,550	718,300	765,800	720,050	770,550	4,967,529	
Grant Funded Projects	8,061,506	1,061,203	6,672,000	1,260,000	-	-	-	-	7,932,000	
<b>Total Capital Expenditures*</b>	<b>74,583,540</b>	<b>41,451,714</b>	<b>31,747,322</b>	<b>10,910,819</b>	<b>6,760,069</b>	<b>7,609,319</b>	<b>7,163,319</b>	<b>7,611,569</b>	<b>71,802,417</b>	
<b>Ending Fund Balance</b>	<b>\$ 23,983,852</b>	<b>\$ 60,193,244</b>		<b>\$ 26,181,703</b>	<b>\$ 28,535,949</b>	<b>\$ 30,120,320</b>	<b>\$ 32,228,875</b>	<b>\$ 33,969,416</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
4.000 Mill Restricted Fund Balance	\$ (1,864,795)	\$ 3,323,978		\$ 182,935	\$ 1,198,925	\$ 1,432,075	\$ 2,082,557	\$ 2,350,544		
1/2% Sales/Use Tax Restricted Balance	14,019,538	16,289,751		16,058,582	16,356,284	16,679,881	17,031,649	17,413,867		
Marijuana Sales Tax Restricted Balance	3,877,198	3,958,393		4,129,393	4,312,103	4,506,640	4,713,122	4,931,669		
ADCOO Restricted Fund Balance	648,519	1,183,146		432,146	734,886	1,041,403	1,351,735	1,665,920		
ADCOT Restricted Fund Balance	860,197	1,109,197		604,197	112,147	(366,823)	(832,583)	(1,285,001)		
Construction Proceeds Restricted	282,127	21,282,127		282,127	282,127	282,127	282,127	282,127		
<b>Unassigned Fund Balance</b>	<b>\$ 6,161,068</b>	<b>\$ 13,046,652</b>		<b>\$ 4,492,323</b>	<b>\$ 5,539,477</b>	<b>\$ 6,545,017</b>	<b>\$ 7,600,268</b>	<b>\$ 8,610,290</b>		

\*See following page for project listing

# CAPITAL IMPROVEMENT PROGRAM SUMMARY

## Capital Projects Fund (Project Listing)

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Emergency Park Equipment Repairs	\$ 25,000	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	ADCOO
NWOS Facilities Improvements	24,869	-	-	-	-	-	-	-	-	ADCOO
NWOS Facilities Improvements	2,420	-	-	-	-	-	-	-	-	GRANT
Kiwanis Bath House Renovation	25,883	-	-	-	-	-	-	-	-	GRANT
Tennis Court Repair & Construction	250,000	-	-	250,000	-	-	-	-	250,000	ADCOO
Wyco Tennis Court	300,000	-	-	300,000	-	-	-	-	300,000	GRANT
E.B. Rains Park Renovations Playground	-	-	-	750,000	-	-	-	-	750,000	ADCOO
Equipment Replacement	50,000	-	50,000	50,000	50,000	50,000	50,000	50,000	300,000	ADCOO
Justice Center West Park	39,527	39,527	-	-	-	-	-	-	-	ADCOO
Justice Center West Park-DOLA Grant	58,580	58,580	-	-	-	-	-	-	-	GRANT
Justice Center West Park-ADCO Grant	147,161	147,161	-	-	-	-	-	-	-	GRANT
Residential Street Maintenance	3,227,388	3,227,388	-	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000	ADCOT
Traffic Signal Program	331,728	331,728	-	50,000	50,000	50,000	50,000	50,000	250,000	ADCOT
Concrete Maintenance	100,000	100,000	-	50,000	50,000	50,000	50,000	50,000	250,000	ADCOT
East 120th Avenue Widening	3,940,043	300,000	3,640,043	-	-	-	-	-	3,640,043	4.000 MILLS
East 120th Avenue Widening - Grant Civic	6,997,000	700,000	6,297,000	-	-	-	-	-	6,297,000	GRANT
Center Master Plan	51,000,000	30,000,000	21,000,000	-	-	-	-	-	21,000,000	DEBT PROCEEDS
Civic Campus COP Debt	2,800,000	2,533,860	-	2,667,550	2,668,300	2,665,800	2,670,050	2,670,550	13,342,250	1/2%, MJ, GNRL
School Zone Safety	66,486	29,895	36,591	100,000	50,000	100,000	50,000	100,000	436,591	GENERAL
Justice Center COP Debt	1,468,019	1,468,019	-	1,468,269	1,466,769	1,468,519	1,468,269	1,466,019	7,337,845	1/2%
112th North Metro Rail	155,462	155,462	-	-	-	-	-	-	-	GRANT
112th North Metro Rail	18,230	18,230	-	-	-	-	-	-	-	GENERAL
City Hall Space Assessment	352,607	3,919	348,688	-	-	-	-	-	348,688	GENERAL
Huron Street Rehabilitation	-	-	-	-	700,000	-	-	-	700,000	4.000 MILLS
Traffic Calminig	250,000	250,000	-	250,000	250,000	250,000	250,000	250,000	1,250,000	ADCOT
Traffic Calming Improvements - Melody Dr	999,776	708,826	-	-	-	-	-	-	-	4.000 MILLS
Community Center Drive Bridge	78,361	78,361	-	600,000	-	-	-	-	600,000	GENERAL
104th Ave - Zuni to Huron	1,500,000	1,300,758	-	-	-	-	-	-	-	4.000 MILLS
ADCO Sensory Playground	375,000	-	375,000	-	-	-	-	-	375,000	GRANT
Connect Northglenn Striping	-	-	-	200,000	200,000	200,000	200,000	200,000	1,000,000	ADCOT
Traffic Signal Upgrade - Grant	-	-	-	960,000	-	-	-	-	960,000	GRANT
Traffic Signal Upgrade	-	-	-	240,000	-	-	-	-	240,000	GENERAL
Washington St Rehab	-	-	-	1,200,000	-	-	-	-	1,200,000	4.000 MILLS
Arterial Rehab	-	-	-	-	-	1,500,000	1,100,000	1,500,000	4,100,000	4.000 MILLS
Civic Center Building	-	-	-	500,000	-	-	-	-	500,000	1/2% SALES TAX
<b>Total</b>	<b>\$ 74,583,540</b>	<b>\$ 41,451,714</b>	<b>\$ 31,747,322</b>	<b>\$ 10,910,819</b>	<b>\$ 6,760,069</b>	<b>\$ 7,609,319</b>	<b>\$ 7,163,319</b>	<b>\$ 7,611,569</b>	<b>\$ 71,802,417</b>	



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Emergency Park Equipment Repairs

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

**Comprehensive Project Cost:** \$125,000 (5 year total)

**Project Rationale:** Emergency Facility Maintenance

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

**Description/Justification:**

Emergency replacement of the playground equipment throughout the City.

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Open Space Tax (ADCOO)	25,000	25,000	25,000	25,000	25,000	\$ 125,000
						-
						-
						-
						-
Total Revenue	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	25,000	25,000	25,000	25,000	25,000	125,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Tennis Court Repair & Construction

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

**Comprehensive Project Cost:** \$250,000

**Project Rationale:** Safety and Functionality

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

**Description/Justification:**

The City owns and maintains two tennis facilities - a three-court facility at Wyco Park and a two-court facility at Danahy Park. These are lighted, fenced asphalt courts with an acrylic overlay. The thin acrylic overlay should be repaired every 1-3 years, to prevent a poor playing surface, tripping hazards and/or additional damage. The courts at Danahy Park were entirely reconstructed in 2014. The court at Wyco is cracking, with significant damage to the acrylic surface, and is scheduled for reconstruction, which will be partially funded with an Adams County Open Space grant.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Open Space Tax (ADCOO)	250,000					\$ 250,000
ADCO Open Space Grant	300,000					300,000
						-
						-
						-
Total Revenue	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	550,000					550,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** E.B. Rains Park Renovations

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

**Comprehensive Project Cost:** \$750,000

**Project Rationale:** Safety and Functionality

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

**Operational Impact Category:** Positive

**Description/Justification:**

The retaining wall on the east side of Webster Lake is in need of replacement. Over the years, many of the wall caps have been removed and/or broken. They are unable to be replaced because the material is no longer manufactured. Additional drainage and slope issues will be addressed when the wall is replaced..

The parks permanent restrooms are in need of repair. While the building structure itself is in good condition, there are plumbing and mechanical concerns that require a lot of maintenance.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Open Space Tax (ADCOO)	750,000					\$ 750,000
						-
						-
						-
						-
Total Revenue	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	750,000					750,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Playground Equipment Replacement

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

**Comprehensive Project Cost:** \$300,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

This is an annual program to maintain the playgrounds through out the city.

The Parks & Recreation Master Plan states that playgrounds should be replaced every 10-12 years. Some equipment ages faster than others depending on initial quality and the use that they get. Degraded equipment is currently replaced either through a scheduled capital improvement project, or as needed in an emergency. The replacement program replaces the degraded and aging equipment as needed throughout the year to maintain safe, accessible, and aesthetically pleasing playgrounds.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Open Space Tax (ADCOO)	100,000	50,000	50,000	50,000	50,000	\$ 300,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment	50,000	50,000	50,000	50,000	50,000	250,000
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Residential Street Maintenance

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

**Comprehensive Project Cost:** \$6,250,000 (5 year total)

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

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

**Description/Justification:**

This is an annual program to maintain a minimum level of pavement condition for the residential street network.

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

	2021	2022	2023	2024	2025	5 - Year Total
<b>Transportation Tax (ADCOT)</b>	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	\$ 6,250,000
						-
						-
						-
						-
<b>Total Revenue</b>	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 6,250,000

<b>Expenditures:</b>	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	6,250,000
Materials						-
Equipment						-
Other -						-
Other -						-
<b>Total Expenditures</b>	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000	\$ 6,250,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Traffic Signal Program

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

**Comprehensive Project Cost:** \$250,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

Upgrade of traffic cabinets, signals and controllers on a city-wide basis.

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Transportation Tax (ADCOT)	50,000	50,000	50,000	50,000	50,000	\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000	50,000	50,000	50,000	50,000	250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Concrete Maintenance

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

**Comprehensive Project Cost:** \$250,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

Replacement of concrete within a defined area.

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Transportation Tax (ADCOT)	50,000	50,000	50,000	50,000	50,000	\$ 250,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000	50,000	50,000	50,000	50,000	250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** School Zone Safety

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

**Comprehensive Project Cost:** \$436,591 (5 year total)

**Project Rationale:** School Zone Safety

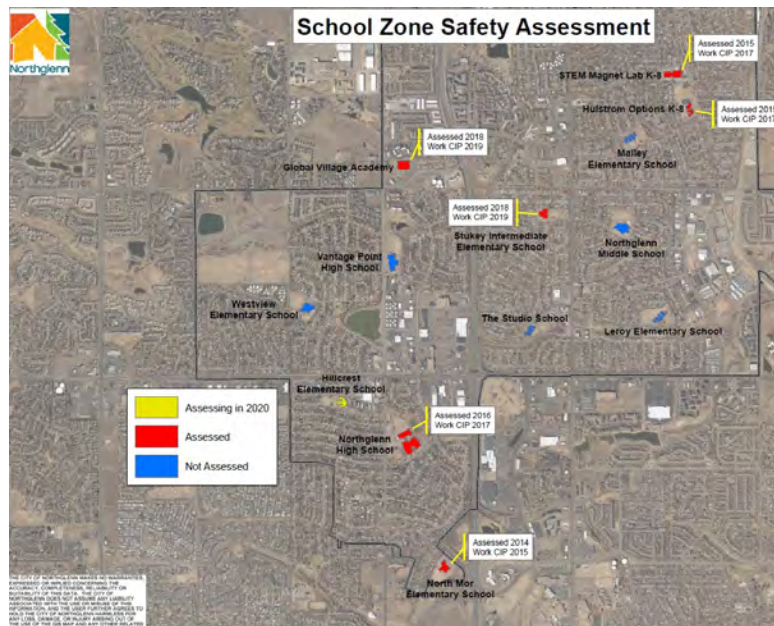
**Future Operational Impact:** ☒ Yes ☐ No **Operational Impact Category:** Negligible

**Description/Justification:**

Assessments are done to analyze existing conditions in school areas in the City right of way, which will include survey of existing conditions to include signs, ramps, striping, etc. The assessments also include evaluation of existing pedestrian and traffic movements in and around the school to include both pedestrian and traffic volume counts during peak school hours. Based on these assessments, recommendations will be presented on the overall existing school zone safety and what changes could be implemented to improve overall pedestrian and traffic safety concerns both in the right of way and school site. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Capital Projects Fund (General)	136,591	50,000	100,000	50,000	100,000	\$ 436,591
						-
						-
						-
						-
Total Revenue	\$ 136,591	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ 436,591

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies		50,000		50,000		\$ 100,000
Design						-
Construction	136,591		100,000		100,000	336,591
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 136,591	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ 436,591





## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Huron Street Rehabilitation

**Project Dates:** **Begin:** Jan-2022 **Finish:** Dec-2022

**Comprehensive Project Cost:** \$700,000

**Project Rationale:** Roadway Rehabilitation

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

**Description/Justification:**

Resurfacing of Huron Street from 104th Avenue south to the City boundary. This work will include asphalt mill and overlay, and concrete gutter improvements. The total cost shown is for pavement and concrete rehabilitation only; additional services may include construction observation/inspection and quality control.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
4.000 Mill Levy		700,000				\$ 700,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 700,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		700,000				700,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 700,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Traffic Calming

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

**Comprehensive Project Cost:** \$1,250,000 (5 year total)

**Project Rationale:** Traffic Calming Requests

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

**Description/Justification:**

On February 3, 2020, the City Council approved modifications to the City's Traffic Calming Policy providing alternatives to mitigate speeding issues in residential neighborhoods. This annual program will address the issues through either the installation of speed bumps or modified striping patterns.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Transportation Tax (ADCOT)	250,000	250,000	250,000	250,000	250,000	\$ 1,250,000
						-
						-
						-
						-
Total Revenue	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	250,000	250,000	250,000	250,000	250,000	1,250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Community Center Drive Bridge

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$600,000

**Project Rationale:** Safety

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

**Description/Justification:**

Every two years the Colorado Department of Transportation provides inspections and assessments of the city's bridges. In 2018 it was determined that there is an issue with the Community Center Drive Bridge that needs to be addressed. At the abutment where the superstructure ends there should be a minimum 1.75 inch gap to allow the superstructure to move, expand and contract. Design will be completed in 2020 and construction will take place in 2021.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Capital Projects Fund (General)	600,000					\$ 600,000
						-
						-
						-
						-
Total Revenue	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	600,000					600,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Connect Northglenn Striping

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

**Comprehensive Project Cost:** \$1,000,000 (5 year total)

**Project Rationale:** Master Plan

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

**Operational Impact Category:** Negligible

**Description/Justification:**

On February 26, 2020 the City Council passed a resolution approving the Connect Northglenn Bicycle and Pedestrian Master Plan, creating a program to modify roadway striping patterns to provide a safer environment encouraging residents and commuters to walk and bike throughout the City.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Transportation Tax (ADCOT)	200,000	200,000	200,000	200,000	200,000	\$ 1,000,000
						-
						-
						-
						-
Total Revenue	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	200,000	200,000	200,000	200,000	200,000	1,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Traffic Signal Upgrade

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

**Comprehensive Project Cost:** \$1,200,000

**Project Rationale:** Traffic Signal and Monitoring System Upgrade

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

**Description/Justification:**

The current traffic monitoring system, Aries, is no longer being supported as of January 2020, leaving the system unable to obtain security upgrades and vulnerable to cyber-attacks and data leaks. Existing communication to controllers is via phone lines, which underperform and cause signals to lose timing and go into flash mode, making coordination impossible due to desynchronized controllers. This results in congestion, pollution and extended commuter travel times.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Capital Projects Fund (General)	240,000					\$ 240,000
Grant	960,000					960,000
						-
						-
						-
Total Revenue	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	1,200,000					1,200,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Washington Street Rehabilitation

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

**Comprehensive Project Cost:** \$1,200,000

**Project Rationale:** Roadway Rehabilitation

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

**Description/Justification:**

Resurfacing of Washington Street from 112th Avenue to 120th Avenue. This work will include asphalt mill and overlay, and concrete gutter improvements. The total cost shown is for pavement and concrete rehabilitation only; additional services may include construction observation/inspection and quality control.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
4.000 Mill Levy	1,200,000					\$ 1,200,000
						-
						-
						-
						-
Total Revenue	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	1,200,000					1,200,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Arterial Rehabilitation

**Project Dates:** **Begin:** Jan-2023 **Finish:** Dec-2025

**Comprehensive Project Cost:** \$4,100,000 (5 year total)

**Project Rationale:** Roadway Rehabilitation

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

**Description/Justification:**

Resurfacing of arterial roadways identified as priority needs. This work will include asphalt mill and overlay, and concrete gutter improvements. The total cost shown is for pavement and concrete rehabilitation only; additional services may include construction observation/inspection and quality control.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
4.000 Mill Levy			1,500,000	1,100,000	1,500,000	\$ 4,100,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 1,500,000	\$ 1,100,000	\$ 1,500,000	\$ 4,100,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			1,500,000	1,100,000	1,500,000	4,100,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 1,500,000	\$ 1,100,000	\$ 1,500,000	\$ 4,100,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** City Hall

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

**Comprehensive Project Cost:** \$500,000

**Project Rationale:** Upgrade Civic Facilities

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

**Operational Impact Category:** Negative

**Description/Justification:**

The Master Plan for the Civic Campus was approved on April 10, 2017 by City Council, and included the replacement of the existing City Hall building to accommodate a mixed-use development of the site. The redevelopment plan is currently being reviewed, and a phased plan for the replacement of the building will be projected when more details are available.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
1/2% Sales Tax	500,000					\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design	500,000					500,000
Construction						-
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000



## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Water Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 15,425,731	\$ 16,675,750		\$ 18,634,266	\$ 17,725,734	\$ 18,149,684	\$ 22,251,479	\$ 27,515,061		
<b>Revenue Projections:</b>										
Sales Tax	\$ 3,626,000	\$ 3,561,145		\$ 3,630,000	\$ 3,684,450	\$ 3,739,717	\$ 3,795,813	\$ 3,852,750	\$ 18,702,730	
Use Tax	492,000	439,000		444,900	451,574	458,348	465,223	472,201	2,292,246	
Berthoud Pass IGA	-	-		-	-	-	-	-	-	
Administrative Fees	16,000	16,000		16,000	16,000	16,000	16,000	16,000	80,000	
FRICO Agreement	2,600	2,000		2,600	2,600	2,600	2,600	2,600	13,000	
Past Due Penalties/Interest	88,000	89,000		89,000	89,000	89,000	89,000	89,000	445,000	
Contracted Lab Services	6,000	4,000		4,000	4,000	4,000	4,000	4,000	20,000	
Water Use Charges	7,589,000	7,788,000		8,022,000	8,382,990	8,760,225	9,023,032	9,293,723	43,481,970	
Construction Water Sales	11,000	13,000		13,000	13,000	13,000	13,000	13,000	65,000	
Water Lease Revenue	68,000	61,000		61,000	61,000	61,000	61,000	61,000	305,000	
Tap Connection Fees	152,000	173,000		173,000	173,000	173,000	173,000	173,000	865,000	
Investment Earnings	208,000	426,000		426,000	354,515	362,994	445,030	550,301	2,138,840	
Miscellaneous Revenue	-	41,000		-	-	-	-	-	-	
<b>Total</b>	<b>12,258,600</b>	<b>12,613,145</b>		<b>12,881,500</b>	<b>13,232,129</b>	<b>13,679,884</b>	<b>14,087,698</b>	<b>14,527,575</b>	<b>68,408,786</b>	
<b>Operating Expenditures</b>	<b>\$ 6,610,852</b>	<b>\$ 5,857,479</b>		<b>\$ 6,931,389</b>	<b>\$ 7,139,331</b>	<b>\$ 7,353,511</b>	<b>\$ 7,574,116</b>	<b>\$ 7,801,339</b>	<b>\$ 36,799,686</b>	
<b>Water Right Purchases</b>	<b>1,814,705</b>	<b>2,000,000</b>		<b>1,600,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,600,000</b>	
<b>Debt Expenditures</b>	<b>977,707</b>	<b>1,013,680</b>		<b>1,014,760</b>	<b>978,848</b>	<b>974,578</b>	<b>-</b>	<b>-</b>	<b>2,968,186</b>	
<b>Other</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Capital Expenditures*</b>	<b>2,009,353</b>	<b>1,783,470</b>	<b>225,883</b>	<b>4,018,000</b>	<b>3,690,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>8,683,883</b>	
<b>Total Expenditures</b>	<b>11,412,617</b>	<b>10,654,629</b>	<b>225,883</b>	<b>13,564,149</b>	<b>12,808,179</b>	<b>9,578,089</b>	<b>8,824,116</b>	<b>9,051,339</b>	<b>54,051,755</b>	
<b>Ending Fund Balance</b>	<b>\$ 16,271,714</b>	<b>\$ 18,634,266</b>		<b>\$ 17,725,734</b>	<b>\$ 18,149,684</b>	<b>\$ 22,251,479</b>	<b>\$ 27,515,061</b>	<b>\$ 32,991,297</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
3% TABOR Reserve Restriction	\$ 221,152	\$ 319,639		\$ 413,701	\$ 272,883	\$ 284,455	\$ 294,800	\$ 306,079		
Debt Service Reserve Restriction	250,957	413,209		732,449	753,601	779,023	1,779,023	2,779,023		
Water Right Purchase Restriction	11,732,919	11,231,544		12,372,444	14,072,444	15,772,444	17,472,444	19,172,444		
Capital/Infrastructure Commitment	1,000,000	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
Operating Reserve Commitment	1,562,213	1,371,870		1,600,097	1,784,833	1,838,378	1,893,529	1,950,335		
<b>Unassigned Fund Balance</b>	<b>\$ 1,504,473</b>	<b>\$ 4,298,004</b>		<b>\$ 1,607,043</b>	<b>\$ 265,923</b>	<b>\$ 2,577,179</b>	<b>\$ 5,075,265</b>	<b>\$ 7,783,416</b>		

\*See following page for project listing

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Water Fund (Project Listing)

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Water Line Replacement	\$ 353,470	\$ 353,470	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000	WF
Standley Lake Pipeline	150,000	150,000	-	150,000	150,000	150,000	150,000	150,000	750,000	WF
North Low Zone Tank Painting	275,000	275,000	-	-	-	-	-	-	-	WF
Waste Handling Improvements	300,000	300,000	-	3,500,000	-	-	-	-	3,500,000	WF
Laboratory Information Management System	150,883	75,000	75,883	-	-	-	-	-	75,883	WF
Filter to Waste Automation	180,000	30,000	150,000	268,000	-	-	-	-	418,000	WF
Bull Reservoir Pump Replacement	600,000	600,000	-	-	-	-	-	-	-	WF
ASR Wells and Infrastructure	-	-	-	-	2,000,000	-	-	-	2,000,000	WF
New Branter Aug Station	-	-	-	-	20,000	-	-	-	20,000	WF
West Low Zone Tank Painting	-	-	-	-	275,000	-	-	-	275,000	WF
Automated Filter Backwash	-	-	-	-	1,100,000	-	-	-	1,100,000	WF
FHL Flume Webster Lake	-	-	-	-	45,000	-	-	-	45,000	WF
<b>Total</b>	<b>\$ 2,009,353</b>	<b>\$ 1,783,470</b>	<b>\$ 225,883</b>	<b>\$ 4,018,000</b>	<b>\$ 3,690,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 8,683,883</b>	

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Water Line Replacement

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

**Comprehensive Project Cost:** \$500,000 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

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

The Water Line Replacement program includes the repair and replacement of the aging water lines and appurtenances throughout the City. The City's water mains are predominately Asbestos Concrete (AC) pipe and because of the corrosive nature of the soil have a shortened life span. In order to ensure continuous water service to the community, the failing water lines must be replaced. In addition to water mains, the City must maintain structures and valves that are critical to the system. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Water Fund	100,000	100,000	100,000	100,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Standley Lake Pipeline

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

**Comprehensive Project Cost:** \$750,000 (5 year total)

**Project Rationale:** Facility Maintenance

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

**Description/Justification:**

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

The Standley Lake Pipeline is a 48" pipeline that conveys the City's raw water from Standley Lake to the City of Northglenn Water Treatment Plant. This is an escrow deposit into a joint account that is controlled by the City of Northglenn and City of Thornton for repairs critical to the water supply line that services both communities.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Water Fund	150,000	150,000	150,000	150,000	150,000	\$ 750,000
						-
						-
						-
						-
Total Revenue	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design	50,000	50,000	50,000	50,000	50,000	250,000
Construction	100,000	100,000	100,000	100,000	100,000	500,000
Materials						-
Equipment						-
Other						-
Other						-
Total Expenditures	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Waste Handling Improvements

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$3,500,000

**Project Rationale:** Facility Improvement

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

**Operational Impact Category:** Positive

**Description/Justification:**

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

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

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Water Fund	3,500,000					\$ 3,500,000
						-
						-
						-
						-
Total Revenue	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	3,500,000					3,500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Filter to Waste Automation

**Project Dates:** **Begin:** Jan-2020 **Finish:** Dec-2021

**Comprehensive Project Cost:** \$418,000

**Project Rationale:** Facility Improvement

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

**Operational Impact Category:** Positive

**Description/Justification:**

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Water Fund	418,000					\$ 418,000
						-
						-
						-
						-
Total Revenue	\$ 418,000	\$ -	\$ -	\$ -	\$ -	\$ 418,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	418,000					418,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 418,000	\$ -	\$ -	\$ -	\$ -	\$ 418,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** ASR Wells and Infrastructure

**Project Dates:** **Begin:** Jan-2022 **Finish:** Dec-2022

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

**Project Rationale:** Facility Improvement

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

**Description/Justification:**

Northglenn's 2020 Integrated Water Resource Plan (IWRP) revealed a gap between current water supply and future demand. This gap can be filled through a combination of conservation, new water rights and additional storage. Through a feasibility study performed in 2020, aquifer storage and recovery (ASR) has been identified as a possible storage solution whereas drinking water is injected into and stored in confined aquifers below the City. If the City chooses to proceed, this project will include permitting and construction of a new ASR system.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund			2,000,000			\$ 2,000,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			2,000,000			2,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** New Brantner Augmentation Station

**Project Dates:** **Begin:** Jan-2022 **Finish:** Dec-2022

**Comprehensive Project Cost:** \$20,000

**Project Rationale:** Facility Improvement

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

**Description/Justification:**

This project will replace the existing augmentation station, and will provide increased capacity for water return flows to Big Dry Creek.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund			20,000			\$ 20,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			20,000			20,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000



## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Filter Backwash Automation

**Project Dates:** **Begin:** Jan-2022 **Finish:** Dec-2022

**Comprehensive Project Cost:** \$1,100,000

**Project Rationale:** Facility Improvement

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

**Description/Justification:**

This project will replace outdated and problematic air and water activated valve actuators with electric actuators that will integrate the filter backwash routine into the SCADA system, improving the filtration system for better water quality.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Water Fund		1,100,000				\$ 1,100,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 1,100,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		1,100,000				1,100,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -	\$ 1,100,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** FHL Flume Webster Lake

**Project Dates:** **Begin:** Jan-2022 **Finish:** Dec-2022

**Comprehensive Project Cost:** \$45,000

**Project Rationale:** Facility Improvement

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

**Description/Justification:**

The existing flume delivering water from the Farmers Highline Canal to Webster Lake is in disrepair and allows for unmeasured inflows from the canal. Replacement of the flume is needed to comply with Farmers Highline Canal requirements, and will include telemetry to measure the water delivered to the lake.

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Water Fund			45,000			\$ 45,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			45,000			45,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Wastewater Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	<b>\$ 4,302,243</b>	<b>\$ 3,834,122</b>		<b>\$ 29,490,625</b>	<b>\$ 1,734,070</b>	<b>\$ 1,878,842</b>	<b>\$ 2,234,924</b>	<b>\$ 2,670,445</b>		
<b>Revenue Projections:</b>										
Wastewater Use Charges	4,708,000	4,715,000		5,092,000	5,499,360	5,939,309	6,254,092	6,585,559	29,370,320	
Investment Earnings	70,000	122,500		122,500	8,670	9,394	11,175	13,352	165,091	
Contributions	2,369,776	2,369,776		-	-	-	-	-	-	
Miscellaneous Revenue	-	28,000		-	-	-	-	-	-	
Proceeds from Debt Issuance	27,000,000	27,000,000		-	-	-	-	-	-	
<b>Total</b>	<b>34,147,776</b>	<b>34,235,276</b>		<b>5,214,500</b>	<b>5,508,030</b>	<b>5,948,703</b>	<b>6,265,267</b>	<b>6,598,911</b>	<b>29,535,411</b>	
<b>Operating Expenditures</b>	<b>\$ 3,444,874</b>	<b>\$ 3,144,213</b>		<b>\$ 3,706,527</b>	<b>\$ 3,780,658</b>	<b>\$ 3,856,271</b>	<b>\$ 3,933,396</b>	<b>\$ 4,012,064</b>	<b>\$ 19,288,916</b>	
<b>Debt Expenditures</b>	<b>-</b>	<b>44,132</b>		<b>1,097,636</b>	<b>1,332,600</b>	<b>1,486,350</b>	<b>1,646,350</b>	<b>1,646,850</b>	<b>7,209,786</b>	
<b>Other</b>	<b>-</b>	<b>30,500</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Capital Expenditures*</b>	<b>7,998,504</b>	<b>5,359,928</b>	<b>2,416,892</b>	<b>25,750,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>250,000</b>	<b>29,166,892</b>	
<b>Total Expenditures</b>	<b>11,443,378</b>	<b>8,578,773</b>	<b>2,416,892</b>	<b>30,554,163</b>	<b>5,363,258</b>	<b>5,592,621</b>	<b>5,829,746</b>	<b>5,908,914</b>	<b>55,665,594</b>	
<b>Ending Fund Balance</b>	<b>\$ 27,006,641</b>	<b>\$ 29,490,625</b>		<b>\$ 1,734,070</b>	<b>\$ 1,878,842</b>	<b>\$ 2,234,924</b>	<b>\$ 2,670,445</b>	<b>\$ 3,360,442</b>		
<b>Restrictions, Commitments, &amp; Assignments:</b>										
Debt Service Reserve Restriction	-	27,000,000								
Capital/Infrastructure Commitment	\$ 1,000,000	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Operating Reserve Commitment	814,969	739,803		734,070	878,842	964,068	983,349	1,003,016		
<b>Unassigned Fund Balance</b>	<b>\$ 25,191,672</b>	<b>\$ 750,822</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 270,856</b>	<b>\$ 687,096</b>	<b>\$ 1,357,426</b>		

\*See following page for project listing

## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Wastewater Fund (Project Listing)

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Capital Expenditures:</b>										
Clarifier Rehabilitation	-	-	-	500,000	-	-	-	-	500,000	WF
Collection System Rehab	\$ 471,665	\$ 169,590	\$ 80,391	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,330,391	WWF
Bunker Hill Lift Station	3,373,038	3,373,038	-	-	-	-	-	-	-	WWF
Lift Station B Assessment	250,000	81,897	168,103	-	-	-	-	-	168,103	WWF
Lift Station A & Forcemain Replacement	3,253,801	1,085,403	2,168,398	25,000,000	-	-	-	-	27,168,398	WWF
Lift Station Flow Meters	500,000	500,000	-	-	-	-	-	-	-	WWF
Lift Station SCADA	150,000	150,000	-	-	-	-	-	-	-	WWF
<b>Total</b>	<b>\$ 7,998,504</b>	<b>\$ 5,359,928</b>	<b>\$ 2,416,892</b>	<b>\$ 25,750,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 29,166,892</b>	

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Clarifier Rehabilitation

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

**Comprehensive Project Cost:** \$500,000

**Project Rationale:** Facility Improvements

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

**Description/Justification:**

Replacement of the weir and piping of the clarifiers is necessary to maintain water quality.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Wastewater Fund	500,000					\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	500,000					500,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Collection System Rehab

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

**Comprehensive Project Cost:** \$1,330,391 (5 year total)

**Project Rationale:** Maintenance Program

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

**Description/Justification:**

Rehabilitation of wastewater lines throughout the City.

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

Source of Funding:	2020	2021	2022	2023	2024	5 - Year Total
Wastewater Fund	330,391	250,000	250,000	250,000	250,000	\$ 1,330,391
						-
						-
						-
						-
Total Revenue	\$ 330,391	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,330,391

Expenditures:	2020	2021	2022	2023	2024	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	330,391	250,000	250,000	250,000	250,000	1,330,391
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 330,391	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,330,391

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Lift Station A and Force main Replacement

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

**Comprehensive Project Cost:** \$28,000,000 (5 year total)

**Project Rationale:** Facility Replacement

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

**Description/Justification:**

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

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Wastewater Fund	27,168,398					\$ 27,168,398
						-
						-
						-
						-
Total Revenue	\$ 27,168,398	\$ -	\$ -	\$ -	\$ -	\$ 27,168,398

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design	2,168,398					2,168,398
Construction	23,000,000					23,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 25,168,398	\$ -	\$ -	\$ -	\$ -	\$ 25,168,398





## CAPITAL IMPROVEMENT PROGRAM SUMMARY

### Stormwater Fund

	2020 Adopted Budget	2020 Year-End Forecast	2020 Estimated Carry Over	2021 Adopted Budget	2022 Estimate	2023 Estimate	2024 Estimate	2025 Estimate	5-Year Total	Funding Source
<b>Beginning Fund Balance</b>	\$ 675,032	\$ 760,348		\$ 897,815	\$ 696,417	\$ 870,764	\$ 1,044,631	\$ 1,217,955		
<b>Revenue Projections:</b>										
Stormwater Charges	\$ 444,000	\$ 451,000		\$ 449,000	\$ 451,245	\$ 453,501	\$ 455,769	\$ 458,048	\$ 2,267,563	
Investment Earnings	5,000	10,000		9,000	3,482	4,354	5,223	6,090	28,149	
<b>Total</b>	<b>449,000</b>	<b>461,000</b>		<b>458,000</b>	<b>454,727</b>	<b>457,855</b>	<b>460,992</b>	<b>464,138</b>	<b>2,295,712</b>	
<b>Operating Expenditures</b>	<b>\$ 156,135</b>	<b>\$ 123,533</b>		<b>\$ 176,843</b>	<b>\$ 180,380</b>	<b>\$ 183,988</b>	<b>\$ 187,668</b>	<b>\$ 191,421</b>	<b>\$ 920,300</b>	
<b>Capital Expenditures:</b>										
Grange Hall Creek MDP & FHAD	\$ 70,000	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	SWF
Storm Drainage Improvements	262,555	200,000	62,555	350,000	100,000	100,000	100,000	100,000	812,555	SWF
<b>Total Capital Expenditures</b>	<b>332,555</b>	<b>200,000</b>	<b>132,555</b>	<b>350,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>882,555</b>	
<b>Ending Fund Balance</b>	<b>\$ 635,342</b>	<b>\$ 897,815</b>		<b>\$ 696,417</b>	<b>\$ 870,764</b>	<b>\$ 1,044,631</b>	<b>\$ 1,217,955</b>	<b>\$ 1,390,672</b>		
<b>Unassigned Fund Balance</b>	<b>\$ 635,342</b>	<b>\$ 897,815</b>		<b>\$ 696,417</b>	<b>\$ 870,764</b>	<b>\$ 1,044,631</b>	<b>\$ 1,217,955</b>	<b>\$ 1,390,672</b>		

## 5-YEAR CAPITAL IMPROVEMENT PROGRAM

**Project Name:** Storm Drainage Improvements

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

**Comprehensive Project Cost:** \$812,555 (5 year total)

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

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

**Operational Impact Category:** N/A

**Description/Justification:**

Construct or repair manhole, inlet, repair piping or concrete channel locations throughout the city. Usually done in conjunction with street repair projects. Routine maintenance and upgrades must occur to maintain the expected level of service from the stormwater infrastructure. Additional services may include construction observation/inspection and quality control. In 2021, an additional specific project has been identified as needed on 112th Avenue from Irma Drive to Larson Lane. This project will include construction of curb and gutter on the south side of 112th Avenue, installation of a 10" drainage inlet and additional storm sewer that will tie into existing infrastructure on Irma Drive.

Source of Funding:	2021	2022	2023	2024	2025	5 - Year Total
Stormwater Fund	412,555	100,000	100,000	100,000	100,000	\$ 812,555
						-
						-
						-
						-
Total Revenue	\$ 412,555	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 812,555

Expenditures:	2021	2022	2023	2024	2025	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	412,555	100,000	100,000	100,000	100,000	812,555
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 412,555	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 812,555







## **City of Northglenn**

*Approved 04/09/2012*

*Reviewed 09/24/2014*

*Approved 06/13/2016*

*Approved 07/09/2018*

*Approved 08/24/2020*

# **Comprehensive Financial Policy Document**

## TABLE OF CONTENTS

Introduction.....	3
Financial Goals.....	3
Financial Policies.....	3
Budget Policies .....	3
Operating Position Policies.....	5
Revenue Policies.....	5
Expenditure/Expense Policies .....	6
Capital Expenditure/Expense Policies .....	7
Capital Improvement Projects (CIP) Policies .....	7
Reserve Policies.....	8
Cash Management and Investment Policies .....	8
Debt Management .....	8
Periodic Review .....	9
Glossary of Terms.....	10

## **Introduction**

The City of Northglenn has an important responsibility to carefully account for public funds, manage municipal finances wisely, and plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The financial goals and policies set forth in this document are intended to establish guidelines for the continued financial strength and sustainability of the City.

## **Financial Goals**

- Financial goals are broad, fairly timeless statements of the financial position the City seeks to attain: To be a fiscally responsible City Government.
- To have adequate financial reserves for uncertain economic times.
- To invest to preserve or enhance our City facilities, buildings and infrastructure.
- To provide quality services in the most cost-effective manner.

## **Financial Policies**

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

## **Budget Policies**

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

- The City will adopt an annual budget that contains operating budgets for all funds.
- Annual operating budgets will be adopted on a balanced basis, where current operating revenues (estimated revenues) are used to fund ongoing operating expenditures/expenses (appropriations). Nothing in this policy shall prohibit the use of operating revenues for capital expenditures/expenses.

- Balanced Budgets are:
  - Legally Balanced – this is a budget where the sources of money are at least equal to the uses of the money.
  - Operationally Balanced – this is a budget that does not use fund balance, reserves, or debt to fund operations. Reserves, fund balance, or debt may be used to fund one-time costs or capital expenditures.
  - Structurally Balanced – this budget is operationally balanced and a realistic projection of ongoing sources will continue to equal or exceed operating expenditures where reserves, fund balance, or debt are used to fund one-time costs and capital expenditures
- Unassigned fund balance may be appropriated as part of the adopted budget to fund capital, one-time emergency expenditures/expenses, or one-time operating costs. Unassigned fund balance should not be used to fund ongoing operating expenditures/expenses in the adopted budget.
- One-time revenues that are not required by law or agreement to be expended for a particular purpose will only be used to fund capital, emergency expenditures/expenses, or one-time operating costs in the adopted budget. Examples of one-time revenues include, but are not limit to, proceeds from the sale of property or other major assets, governmental grants that are not regularly received and are unlikely to recur on a regular basis, major gifts or donations, and major insurance recoveries.
- Restricted, committed, and assigned fund balances will be forecasted in the adopted budget for amounts of fund equity legally restricted or otherwise not available for appropriation, such as the 3% reserve requirement for TABOR.
- The City’s fiscal year is the calendar year and its budget calendar shall be as provided for in Article VIII of the Charter of the City of Northglenn, Section 8.1 through 8.13.



### **Operating Position Policies**

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

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

### **Revenue Policies**

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

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

- Revenue forecasts shall be conservative, using generally accepted forecasting techniques and appropriate data.
- Each year and whenever appropriate, the City will review its schedule of fees.

### **Expenditure/Expense Policies**

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

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

- A contingency amount proposed by the City Manager and approved by the City Council may be proposed when the budget is adopted. This contingency will be used to provide for expenditures that were unknown or could not have been reasonably estimated at the time of preparation of the budget.

### **Capital Expenditure/Expense Policy**

Capital outlay is defined as the purchase of any tangible or intangible asset which has a cost, or in the case of non-exchange contributions, an estimated fair value equal to, or greater than \$5,000 and having a useful life in excess of one year.

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

### **Capital Improvement Projects (CIP) Policies**

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

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

- A prioritization matrix shall be used to rank CIP projects.

### **Reserve Policies**

Reserves established by City Council are used to buffer the City from downturns in the economy and to provide an additional source of accumulated funding for major capital improvement projects or redevelopment.

- The General Fund will have an emergency reserve fund balance of at least 25% of the current year appropriations. This reserve will be comprised of the TABOR emergency reserve required by the Colorado Constitution, and committed fund balance.
- The Water Fund and Wastewater Funds will each have an operating cash reserve of at least 25% of the current year operations appropriation, and an additional capital reserve in the amount of \$1,000,000.
- The Sanitation Fund will have an operating cash reserve of at least 25% of the current year operations appropriation.

Other specific fund balance assignments and commitments may be established by Council for anticipated future needs when appropriate, to aid in the management of cash flows and financial planning.

Unassigned fund balance greater than the commitments and assignments may be considered to supplement “pay as you go” capital outlay expenditures or may be used to prepay existing debt. These funds may not be used to establish or support costs that are recurring in nature.

### **Cash Management and Investment Policies**

A separate Policy will be maintained for Cash Management and Investments.

### **Debt Management Policies**

It is important to protect the City’s financial integrity while providing a funding mechanism to meet the City’s capital needs. The underlying approach of the City is to borrow only for capital improvements that cannot be funded on a “pay as you go” basis. In some cases, debt can be an effective way to finance major capital improvements. Properly managed debt preserves the City’s credit rating, provides flexibility in current and future operating budgets, and provides long-term assets that maintain or improve our quality

of life. To provide for the appropriate issuance and responsible use of debt, the City has adopted the following debt management policy statements:

- Long-term debt will not be issued to finance current operations.
- The maturity of the debt should not exceed 75% of the expected useful life of the resulting asset.
- Each annual operating budget will include the full appropriation for repayment of the principal and interest due that year on each debt or lease issue.
- Debt limits established by law and policy will be calculated at least once each year, and whenever otherwise requested or appropriate.
- Good communications will be maintained with bond rating agencies, bond counsel, banks, financial advisors and other involved in debt issuance and management.
- The City's comprehensive annual financial reports and official statements will reflect our commitment to full and open disclosure concerning our debt.

Types of debt that the City may issue include:

- Certificates of Participation (COPs)
- General Obligation Bonds (GO)
- Sales tax bonds or notes
- Enterprise revenue bonds, notes, or leases

### **Periodic Review**

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

## **Glossary of Terms**

<b>Appropriation</b>	A legal authorization by city council for an expenditure for a specific purpose within a specific time frame.
<b>Budget</b>	An annual financial plan showing an estimate of proposed expenditures and the proposed means of financing them over a specific time period.
<b>Capital Improvement Program (CIP)</b>	A five-year projection of capital improvements including funding sources for the projects. The first year of the program represents the current fiscal year capital budget.
<b>Capital Outlay</b>	Expenditures resulting in the acquisition and/or construction of fixed assets having a value of more than \$5,000 and a life exceeding one year.
<b>Contingency</b>	Funds appropriated to cover unforeseen events that may occur during the fiscal year.
<b>Debt</b>	An obligation that results when money is borrowed.
<b>Depreciation</b>	The portion of the cost of a fixed asset charged as an expense during the fiscal year. The entire cost of the assets is ultimately charged off as an expense over its service life.
<b>Enterprise Fund or Proprietary Fund</b>	A grouping of activities whose expenditures are wholly or partially offset by revenues collected from consumers in the form of fees or charges. A fund established to account for operation financed and operated in a manner similar to private business enterprises. (e.g. Water and Sewer Fund).
<b>Expenditures</b>	Decreases in net financial resources. Payments toward current operating expenses requiring the present of future use of net current assets, debt service and capital outlays.
<b>Expenses</b>	Outflows decreasing net total assets. Represents the total cost of operations from delivering goods or rendering services during a period.
<b>Fiscal Year</b>	The time period beginning on January 1 and ending December 31 of a calendar year. Budgeting is carried out on a fiscal year schedule, at the end of which a city determines its financial position and the result of its operations.
<b>Fund</b>	A fund is a fiscal and accounting entity with a self-balancing set of accounts.

<b>Fund Balance</b>	The equity of a governmental fund. Fund balance represents monies that remain unspent after all budgeted expenditures have been made.
<b>GAAP</b>	Generally Accepted Accounting Principals
<b>GASB</b>	Governmental Accounting Standards Board
<b>Intangible Asset</b>	An identifiable asset which lacks physical substance, remains nonfinancial in nature, has a value of more than \$5,000, and a useful life exceeding one year.
<b>Levy</b>	(1) To impose taxes, special assessments or service charges for the support of government activities. (2) The total amount of taxes, special assessments or service charges imposed by a government.
<b>Long-Term Debt</b>	A long bond with a maturity of 10 years or more.
<b>Machinery and Equipment</b>	Property that does not lose its identity when removed from its location and is not changed materially or consumed immediately by use. Examples are machinery, trucks, cars, and furniture.
<b>One-Time Revenue/Expenditure</b>	Revenue or expenditures which are unlikely to recur on a regular or recurring basis.
<b>Operating Budget</b>	A comprehensive financial plan of the city's current expenditures and the means of financing them.
<b>Operating Revenue/Expenditure</b>	Recurring revenue or expenditures which support the day-to-day operations associated with providing services. Operating revenue/expenditures do not include income or outlays associated with debt related provisions, rebates, internal transfers, or one-time items such as legal judgments.
<b>Program</b>	Group activities or operations to attain specific purpose or objective.
<b>Useful Life – Of an asset</b>	<p>An estimation of the period of time over which a property, building or other asset will be of value or use to its owner. Factors to be considered in making that determination are:</p> <ul style="list-style-type: none"> <li>▪ Physical wear and tear</li> <li>▪ Past experience with similar assets</li> <li>▪ The asset's present condition</li> <li>▪ The factory's maintenance policy, and</li> <li>▪ Technological/Industry trends (e.g. obsolescence)</li> <li>▪ Regulatory obsolescence may shorten the service life of some capital assets used in connection with highly regulated activities</li> </ul>





**2021 Adopted Budget  
Personnel Summary**

<b>Department/Position</b>	<b>2019 Audited Amount</b>	<b>2020 Adopted Budget</b>	<b>2020 Year End Estimate</b>	<b>2021 Adopted Budget</b>
<u><i>City Manager</i></u>				
City Manager	1.00	1.00	1.00	1.00
Assistant to the City Manager	-	1.00	1.00	1.00
Clerical Assistant	0.30	0.30	0.30	0.30
Communications Director	1.00	1.00	1.00	1.00
Community Outreach Coordinator	1.00	1.00	1.00	1.00
Community Resource Navigator	-	0.50	0.50	0.50
Community Services Coordinator	0.30	0.30	0.30	0.30
Court Clerk	4.00	4.00	4.00	4.00
Economic Development Coordinator	1.00	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00
Executive Asst. To City Manager	1.00	1.00	1.00	1.00
Municipal Court Supervisor	1.00	1.00	1.00	1.00
Probation Officer	0.40	0.40	0.40	0.40
Public Communications Specialist	2.00	2.00	2.00	2.00
Special Events Coordinator	1.00	1.00	1.00	1.00
Special Events Supervisor	1.00	1.00	1.00	1.00
<b>Total</b>	<b>16.00</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
<u><i>City Clerk</i></u>				
City Clerk	1.00	1.00	1.00	1.00
Deputy City Clerk/Licensing Specialist	1.00	1.00	1.00	1.00
Central Records Specialist	1.00	-	-	-
Central Records Coordinator	-	-	1.00	1.00
Admin (I,II,III)	0.50	0.50	0.50	1.00
<b>Total</b>	<b>3.50</b>	<b>2.50</b>	<b>3.50</b>	<b>4.00</b>
<u><i>Human Resources</i></u>				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00
Risk Analyst	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<u><i>Technology</i></u>				
Director Of Technology	1.00	1.00	1.00	1.00
Criminal Information Systems Coordinator	1.00	1.00	1.00	1.00
IT Resource Coordinator	1.00	1.00	1.00	1.00
Software Engineer	1.00	1.00	1.00	1.00
Sr. Network Administrator	1.00	1.00	1.00	1.00
Technical Support Specialist II	1.00	1.00	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**2021 Adopted Budget  
Personnel Summary**

<b>Department/Position</b>	<b>2019 Audited Amount</b>	<b>2020 Adopted Budget</b>	<b>2020 Year End Estimate</b>	<b>2021 Adopted Budget</b>
<b><u>Finance</u></b>				
Director Of Finance	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accounting Specialist	3.00	3.00	3.00	3.00
Controller/Accounting Manager	1.00	1.00	1.00	1.00
Customer Service Representative	1.60	1.60	1.60	1.60
Revenue Supervisor	1.00	1.00	1.00	1.00
Sales Tax Auditor II	1.00	1.00	1.00	1.00
Sales Tax Manager	1.00	1.00	1.00	1.00
Sales Tax Specialist	1.00	1.00	1.00	1.00
<b>Total</b>	<b>11.60</b>	<b>11.60</b>	<b>11.60</b>	<b>11.60</b>
<b><u>Planning &amp; Development</u></b>				
Director Of Planning & Development	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Neighborhood Services Officer	5.00	5.00	5.00	4.00
Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Planner (Tech, I, II)	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Senior Planner	2.00	2.00	2.00	2.00
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>
<b><u>Parks, Recreation, &amp; Culture</u></b>				
Director Of Parks And Recreation	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Aquafit Instructor	0.51	0.51	0.51	0.51
Custodian	2.80	2.80	2.80	6.48
Day Camp Aide	0.10	0.10	0.10	0.10
Day Camp Assistant Director	0.20	0.20	0.20	0.20
Drop-In Sports Supervisor	1.60	1.60	1.60	3.10
Fitness (Certified/Special) Instructor	1.02	1.02	1.02	3.65
Foreman - Parks	1.00	1.00	1.00	1.00
Guest Relations Specialist	4.03	4.03	4.03	4.03
Lifeguard (LGI, WSI)	6.39	6.39	6.39	12.39
Parks Maintenance Coordinator	-	2.00	2.00	2.00
Parks Maintenance Worker (I,II,III)	15.00	14.00	14.00	14.00
Preschool Aide	0.39	0.39	0.39	0.39
Preschool Instructor	1.50	1.50	1.50	1.50
Project Manager - Parks & Recreation	1.00	1.00	1.00	1.00
Recreation Assistant	1.00	0.50	0.50	1.00
Recreation Coordinator	7.25	8.05	8.05	10.00
Recreation Manager	-	-	-	2.00
Recreation Programs Supervisor	3.00	3.00	3.00	3.00
Technical Assistant	-	-	-	1.00
Theatre Technician	1.00	1.00	1.00	1.00
Weight Training Instructor	0.30	0.30	0.30	0.30
<b>Total</b>	<b>50.09</b>	<b>51.39</b>	<b>51.39</b>	<b>70.65</b>

**2021 Adopted Budget  
Personnel Summary**

<b>Department/Position</b>	<b>2019 Audited Amount</b>	<b>2020 Adopted Budget</b>	<b>2020 Year End Estimate</b>	<b>2021 Adopted Budget</b>
<u><i>Police</i></u>				
Chief Of Police	1.00	1.00	1.00	1.00
Admin (I,II,III)	2.00	2.00	2.00	2.00
Administrative Clerk	1.00	1.00	1.00	1.00
Animal Control Officer	2.00	2.00	2.00	2.00
Crime Analyst/PIO	1.00	1.00	1.00	1.00
Criminalist	1.00	1.00	1.00	1.00
Custodian	1.00	1.00	1.00	1.00
Deputy Chief	-	-	-	1.00
Digital Technician	-	-	-	1.00
Division Commander	4.00	4.00	4.00	2.00
Lead Police Records Specialist	1.00	1.00	1.00	1.00
Lieutenant	-	-	-	3.00
Police Officer	56.00	59.00	59.00	59.00
Police Records Specialist	9.00	9.00	9.00	9.00
Property/Evidence Custodian	1.50	1.50	1.50	1.50
Records Unit Supervisor	1.00	1.00	1.00	1.00
Sergeant	9.00	9.00	9.00	7.00
<b>Total</b>	<b>90.50</b>	<b>93.50</b>	<b>93.50</b>	<b>94.50</b>
<u><i>Public Works</i></u>				
Director Of Public Works/Utilities	1.00	1.00	1.00	1.00
Admin (I,II,III)	4.00	4.00	4.00	4.00
Chief Plant Operator	2.00	2.00	2.00	2.00
Civil Engineer (EIT, PE, Senior)	5.00	6.00	6.00	6.00
Construction Inspector	1.00	1.00	1.00	1.00
Custodian	0.80	0.80	0.80	0.80
Electrical/Mechanical Tech I	2.00	3.00	3.00	3.00
Electrical/Mechanical Supervisor	1.00	1.00	1.00	1.00
Engineering Manager	1.00	-	-	-
Environmental Manager	-	1.00	1.00	1.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Technician(I, Lead)	3.00	4.00	4.00	4.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Fleet Services Technician	2.00	2.00	2.00	2.00
GIS Specialist	1.00	1.00	1.00	1.00
Heavy Equipment Operator	-	1.00	1.00	1.00
Industrial Pretreatment/Backflow Prevention Specialist	1.00	1.00	1.00	1.00
Lab Analyst	2.00	2.00	2.00	2.00
Lab Supervisor	1.00	1.00	1.00	1.00
Lab Technician	1.00	1.00	1.00	1.00
Master Electrician	1.00	-	-	-
Meter Technician	1.00	1.00	1.00	1.00
MSW/Collection & Distribution (I, II, III, Lead)	7.00	6.00	6.00	6.00
MSW/Sanitation (I, II, III, Lead)	7.00	7.00	8.00	8.00
MSW/Streets (I, II, III, Lead)	7.00	7.00	7.00	7.00

**2021 Adopted Budget  
Personnel Summary**

<b>Department/Position</b>	<b>2019 Audited Amount</b>	<b>2020 Adopted Budget</b>	<b>2020 Year End Estimate</b>	<b>2021 Adopted Budget</b>
Municipal Services Supervisor - Streets	1.00	1.00	1.00	1.00
Municipal Services Supervisor / Sanitation	1.00	1.00	1.00	1.00
Municipal Supervisor/Utilities	1.00	1.00	1.00	1.00
Operations Manager	2.00	2.00	2.00	2.00
Stormwater Coordinator	1.00	1.00	1.00	1.00
Traffic Technician	-	1.00	1.00	1.00
Utility Plant Operator (A, B, C, D)	12.00	11.00	11.00	11.00
Utility Technician	-	1.00	1.00	1.00
Water Quality Coordinator	1.00	1.00	1.00	1.00
Water Resources Administrator	1.00	1.00	1.00	1.00
Water Resources Analyst	1.00	1.00	1.00	1.00
<b>Total</b>	<b>74.80</b>	<b>77.80</b>	<b>78.80</b>	<b>78.80</b>
<b>City-Wide Total</b>	<b>269.49</b>	<b>275.79</b>	<b>279.29</b>	<b>299.05</b>

SPONSORED BY: MAYOR LEIGHTY

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-145  
Series of 2020

20-145  
Series of 2020

A RESOLUTION ADOPTING THE CITY OF NORTHGLENN 2021 PAY PLAN

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

Section 1. The City of Northglenn 2021 Pay Plan, attached hereto, is hereby adopted, effective December 19, 2020. This 2021 Pay Plan supersedes and replaces all previous pay plans that have previously been adopted.


DATED at Northglenn, Colorado, this 26<sup>th</sup> day of October, 2020.

  
MEREDITH LEIGHTY  
Mayor

ATTEST:

  
JOHANNA SMALL, CMC  
City Clerk

APPROVED AS TO FORM:

  
COREY Y. HOFFMANN  
City Attorney

## 2021 Pay Plan

Salary Grade	City of Northglenn Job Title	Range Minimum	Range Midpoint	Range Maximum
10	Cashier Drop in Sports Supervisor Pedal Boat Attendant Scorekeeper Seasonal Trainee Youth Sports Supervisor	\$31,200 \$15.00	\$35,880 \$17.25	\$40,560 \$19.50
20	Clerical Assistant Day Camp Aide Lifeguard Preschool Aide Seasonal Laborer Seasonal Park Ranger	\$32,600 \$15.67	\$37,500 \$18.03	\$42,400 \$20.38
30	Administrative Clerk Aquatics Instructor - Non Certified Custodian Day Camp Leader Fitness Instructor - Non Certified Guest Relations Specialist Intern Lifeguard/Swim Instructor Seasonal Specialist Theatre Instructor	\$34,300 \$16.49	\$39,500 \$18.99	\$44,700 \$21.49
40	Day Camp Director Head Lifeguard Municipal Services Worker I - Sanitation Municipal Services Worker I - Streets Municipal Services Worker I - Utilities Parks Maintenance Worker I Recreation Assistant	\$35,000 \$16.83	\$42,000 \$20.19	\$49,000 \$23.56
50	Administrative Specialist Aquatics Instructor - Certified FISS Customer Service Representative Fitness Instructor - Certified	\$39,000 \$18.75	\$46,850 \$22.52	\$54,700 \$26.30

## 2021 Pay Plan

Salary Grade	City of Northglenn Job Title	Range Minimum	Range Midpoint	Range Maximum
	Municipal Services Worker II - Sanitation			
	Municipal Services Worker II - Streets			
	Municipal Services Worker II - Utilities			
	Parks Maintenance Worker II			
	Police Records Specialist			
	Preschool Instructor			
	Utility Plant Operator D			
60		<b>\$44,600</b>	<b>\$54,600</b>	<b>\$64,600</b>
		\$21.44	\$26.25	\$31.06
	Accounting Specialist			
	Administrative Assistant			
	Community Resource Navigator			
	Community Services Coordinator			
	Court Clerk			
	Digital Technician			
	Facilities Maintenance Technician			
	Fleet Services Technician			
	Heavy Equipment Operator			
	Human Resources Technician			
	Lab Technician			
	Lead Police Records Specialist			
	Meter Technician			
	Municipal Services Worker III - Sanitation			
	Municipal Services Worker III - Streets			
	Municipal Services Worker III - Utilities			
	Parks Maintenance Worker III			
	Planning Technician			
	Probation Officer			
	Sales Tax Specialist			
	Traffic Operations Technician			
	Utility Locate Maintenance Worker			
	Utility Plant Operator C			
	Utility Technician			
70		<b>\$48,600</b>	<b>\$59,500</b>	<b>\$70,400</b>
		\$23.37	\$28.61	\$33.85
	Administrative Technician			
	Animal Control Officer			
	Central Records Coordinator			
	Construction Inspector			
	Lead Facilities Maintenance Technician			
	Lead Municipal Services Worker			
	Neighborhood Services Officer			
	Parks Coordinator			
	Planner I			
	Property Evidence Custodian			

## 2021 Pay Plan

Salary Grade	City of Northglenn Job Title	Range Minimum	Range Midpoint	Range Maximum
80	Recreation Coordinator	\$56,300 \$27.07	\$69,000 \$33.17	\$81,700 \$39.28
	Tech Support Specialist II			
	Theatre Technician			
	Utility Plant Operator B			
90	Accountant II	\$63,700 \$30.63	\$78,000 \$37.50	\$92,300 \$44.38
	Community Outreach Coordinator			
	Deputy City Clerk			
	Economic Development Specialist			
	Electrical Mechanical Technician I			
	GIS Specialist			
	Human Resources Analyst			
	Industrial Pretreatment Specialist			
	Planner II			
	Public Communications Specialist			
	Records Supervisor			
	Risk Analyst			
	Sales Tax Auditor II			
	Special Events Coordinator			
	Specialized Fitness Instructor			
	Utility Plant Operator A			
100	Executive Assistant	\$69,000 \$33.17	\$84,500 \$40.63	\$100,000 \$48.08
	Facility Maintenance Supervisor			
	Fleet Services Supervisor			
	Lab Analyst			
	Master Electrician			
	Municipal Services Supervisor - Sanitation			
	Municipal Services Supervisor - Streets			
	Municipal Services Supervisor - Utilities			
	Neighborhood Services Supervisor			
	Parks Supervisor			
	Project Manager			
	Recreation Programs Supervisor			
	Revenue Supervisor			
	Special Events Supervisor			
	Stormwater Coordinator			
	Water Quality Coordinator			
	Water Resources Analyst			
	Chief Plant Operator			



## 2021 Pay Plan

Salary Grade	City of Northglenn Job Title	Range Minimum	Range Midpoint	Range Maximum
110	Criminal Information Systems Coordinator	\$73,200	\$91,500	\$109,800
	Civil Engineer I			
	Crime Analyst/PIO			
	Criminalist			
	Electrical/Mechanical Supervisor			
	IT Resource Coordinator			
	Senior Human Resources Analyst			
120	Assistant to City Manager	\$82,800	\$103,500	\$124,200
	Lab Supervisor			
	Senior Planner			
130	Civil Engineer II	\$91,200	\$114,000	\$136,800
	Municipal Court Supervisor			
	Sales Tax Manager			
	Senior Network Administrator			
	Software Engineer			
	Water Resources Administrator			
140	Accounting Manager	\$107,200	\$134,000	\$160,800
	Environmental Manager			
	Ops Manager - Maintenance & Operations			
	Ops Manager - Utilities			
	Planning Manager			
	Recreation Manager			
	Senior Engineer			
150	Engineering Manager	\$120,000	\$150,000	\$180,000
150	Director of Communications	\$120,000	\$150,000	\$180,000
	Director of Economic Development			
	Director of Finance			
	Director of Human Resources			
	Director of Parks, Recreation, and Culture			
	Director of Planning and Development			
	Director of Technology			

2021 Pay Plan

Salary Grade	City of Northglenn Job Title	Range Minimum	Range Midpoint	Range Maximum
160		\$132,800	\$166,000	\$199,200
	Director of Public Works	\$63.85	\$79.81	\$95.77
City Clerk		\$91,800	\$114,800	\$137,800
		\$44.13	\$55.19	\$66.25
City Manager		\$170,900	\$213,600	\$256,300
		\$82.16	\$102.69	\$123.22

## 2021 Pay Plan - Sworn Officers

Job Title	Range Minimum	Range Midpoint	Range Maximum				
Sergeant	\$94,200 \$45.29	\$110,700 \$53.22	\$127,200 \$61.15				
Lieutenant	\$96,700 \$46.49	\$118,500 \$56.97	\$140,300 \$67.45				
Commander	\$106,100 \$51.01	\$130,000 \$62.50	\$153,900 \$73.99				
Deputy Chief	\$114,700 \$55.14	\$143,385 \$68.94	\$172,070 \$82.73				
Chief	\$129,700 \$62.36	\$162,150 \$77.96	\$194,600 \$93.56				
Police Officer	2021 Step Plan						
	\$59,850 \$28.77	\$62,843 \$30.21	\$65,985 \$31.72	\$72,583 \$34.90	\$78,390 \$37.69	\$84,661 \$40.70	\$89,741 \$43.14
Step	1	2	3	4	5	6	7
% spread between steps:		5.0%	5.0%	10.0%	8.0%	8.0%	6.0%

SPONSORED BY: MAYOR LEIGHTY

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-146  
Series of 2020

20-146  
Series of 2020


A RESOLUTION ESTABLISHING THE MILL LEVY OF THE CITY OF NORTHGLENN, COLORADO FOR THE FISCAL YEAR 2020, COLLECTABLE IN 2021, FOR MUNICIPAL PURPOSES

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

Section 1. For the fiscal year 2020, the mill levy for the City of Northglenn, State of Colorado, for municipal purposes, is hereby established at **11.597** mills, 4.000 mills of which shall be dedicated to rehabilitation and reconstruction of City streets.

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

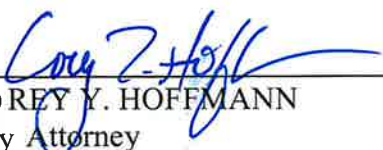
DATED at Northglenn, Colorado, this 26<sup>th</sup> day of October, 2020.

  
MEREDITH LEIGHTY  
Mayor

ATTEST:

  
JOHANNA SMALL, CMC  
City Clerk

APPROVED AS TO FORM:

  
COREY Y. HOFFMANN  
City Attorney

SPONSORED BY: MAYOR LEIGHTY

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-147  
Series of 2020

20-147  
Series of 2020

A RESOLUTION ADOPTING THE 2021 BUDGET OF THE CITY OF NORTHGLENN, COLORADO, AND APPROPRIATING THE SUMS SET FORTH THEREIN

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

Section 1. The 2021 Budget of the City of Northglenn, Colorado, as summarized below, shall be and is hereby adopted as the official budget for the fiscal year of 2021:

Fund	2021 Appropriation
General Fund	\$ 26,928,032
Conservation Trust Fund	\$ 310,000
CDBG Fund	\$ -
Capital Projects Fund	\$ 42,658,141
Water Fund	\$ 13,790,032
Wastewater Fund	\$ 32,971,055
Stormwater Fund	\$ 659,398
Sanitation Fund	\$ 2,013,540
Total	\$ 119,330,198

Section 2. The adoption of the 2021 Budget by this Resolution shall and does hereby constitute appropriation of several sums specified therein as expenditures from the various funds and of the total of such expenditures, pursuant to the provisions of the City of Northglenn Home Rule Charter.


DATED at Northglenn, Colorado, this 26<sup>th</sup> day of October, 2020.

  
MEREDITH LEIGHTY  
Mayor

ATTEST:

APPROVED AS TO FORM:

  
JOHANNA SMALL, CMC  
City Clerk

  
COREY Y. HOFFMANN  
City Attorney

## **Glossary of Terms**

### Acronyms

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

### Definitions

#### *Abatement and Refunds*

A complete or partial cancellation of a levy.

#### *Accommodation Tax*

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

#### *Accounting Period*

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

#### *Accounting System*

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

#### *Accounts Payable*

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

#### *Accounts Receivable*

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

#### *Accrual Basis of Accounting*

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

#### *Accumulated Depreciation*

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

#### *Ad Valorem*

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

#### *Amortization*

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

#### *Appropriation*

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

### *Assessed Valuation*

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

### *Assets*

Resources owned or held by governments which have monetary value.

### *Audit*

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

### *Balanced Budget*

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

### *Bond*

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

### *Budget*

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

### *Budget Document*

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

### *Budgetary Basis of Accounting*

The basis of accounting used to prepare the budget.

### *Budgetary Control*

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

### *Capital Assets*

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

### *Capital Expenditures/Outlay*

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

### *Capital Improvement Program (CIP)*

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

### *Capital Projects*

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

### *Capital Projects Fund*

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

### *Cash Basis of Accounting*

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

### *Component Unit*

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

### *Comprehensive Annual Financial Report (CAFR)*

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

### *Community Development Block Grant (CDBG)*

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

### *Contingency*

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

### *Debt Reserves*

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

### *Debt Service Fund*

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

### *Deficit*

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

### *Department*

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

### *Depreciation*

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

### *Discrete Presentation*

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



### *Emergency Reserves*

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

### *Encumbrance*

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

### *Enterprise Fund*

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

### *Escrow*

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

### *Excise Tax*

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

### *Expenditure*

Decrease in net financial resources other than through interfund transfers.

### *Fiduciary Funds*

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

### *Fiscal Year*

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

### *Fixed Assets*

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

### *Franchise Fee*

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

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

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

### *Fund*

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

### *Fund Balance*

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

### *Fund Type*

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

### *General Fund*

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

### *General Obligation Bonds*

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

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

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

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

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

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

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

### *Governmental Funds*

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

### *Grants*

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

### *Impact Fees*

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

### *Highway Users Tax*

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

### *Infrastructure*

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

### *Interfund Transfers*

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

### *Interfund Loans*

Loans made from one fund to another.

### *Intergovernmental Revenue*

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

### *Internal Service Fund*

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

### *Levy*

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

### *Long Term Debt*

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

### *Marijuana Sales Tax*

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

### *Mill*

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

### *Modified Accrual Accounting*

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

### *Operating Budget*

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

### *Ordinance*

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

### *Property Tax*

Taxes levied against both residential and commercial real property located within the City limits. Taxes are levied in the current year and due in the following year, i.e. 2014 receipts are for taxes levied in 2013. Property taxes are restricted by the "TABOR" Amendment and State Statutes. Currently all property taxes are reported in the General Fund.

### *Proprietary Funds*

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

### *Refunding Bonds*

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

### *Resolution*

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

### *Revenue*

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

### *Revenue Bonds*

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

### *Road and Bridge Tax*

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

### *Sales Tax*

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

### *Special Assessment*

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

### *Special Revenue Fund*

Established to account for the proceeds of specific revenue sources (other than special assessments, pension trusts, proprietary fund operations and revenues received for major capital projects) that are legally restricted for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.

### *Specific Ownership Tax*

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

### *Supplemental Appropriation*

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

### *Tax*

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

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

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

### *Tobacco Tax*

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

### *Useful Life*

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

### *User Fees*

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

### *Working Capital*

The amount of current assets that exceeds current liabilities.

