



2023 Budget

Annual & Capital Improvement



CITY OF
Northglenn



SUSTAINABILITY • INCLUSIVITY • INNOVATION • ENGAGEMENT

Cover photos from top left:

- Food Truck Carnival Event
- Paddle & Run Event
- Bubblefest Event
- Future Prost Brewery at Northglenn Marketplace (rendering)
- Future City Hall (rendering)
- Groove, Grub, & Local Gov Event
- Kops vs. Kids Kickball Challenge Event
- Arbor Day Event

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Northglenn
Colorado**

For the Fiscal Year Beginning

January 1, 2022

A handwritten signature in black ink that reads "Christopher P. Morill". The signature is written in a cursive style with a large 'C' and 'M'.

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, 2022. 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 2023 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 several 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 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, April 29, 1975, the City adopted its Charter and became a self-governing, Colorado Home Rule Municipality.

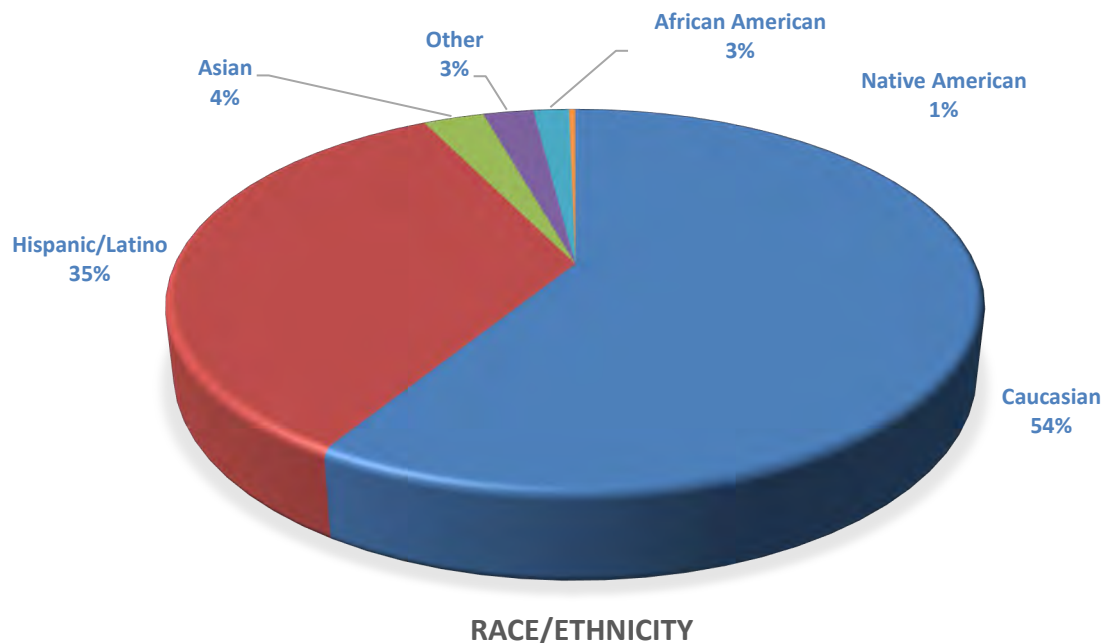
Climate

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 38,131. The population race/ethnicity is broken down as follows:



The median age of Northglenn residents is 34 years old, and 22.1% of the population hold a bachelor's degree or greater.

Source: United States Census Bureau <https://data.census.gov/all?q=Northglenn+city,+Colorado>

There are an estimated 14,608 housing units within the City and an average household size of 3 individuals. Approximately 94% of the housing units in Northglenn are occupied, and of those, 40% are categorized as renter occupied. The median value for single family homes is \$487,450. This is higher than the Colorado median list price of \$369,900. The median rental rate is \$2,295.

Source: Colorado Dept of Local Affairs State Demography Office <https://demography.dola.colorado.gov/assets/html/housingdashboard.html>, Altos Research, Inc. and City of Northglenn Economic Development Department https://www.northglenn.org/biz/community_data/index.php

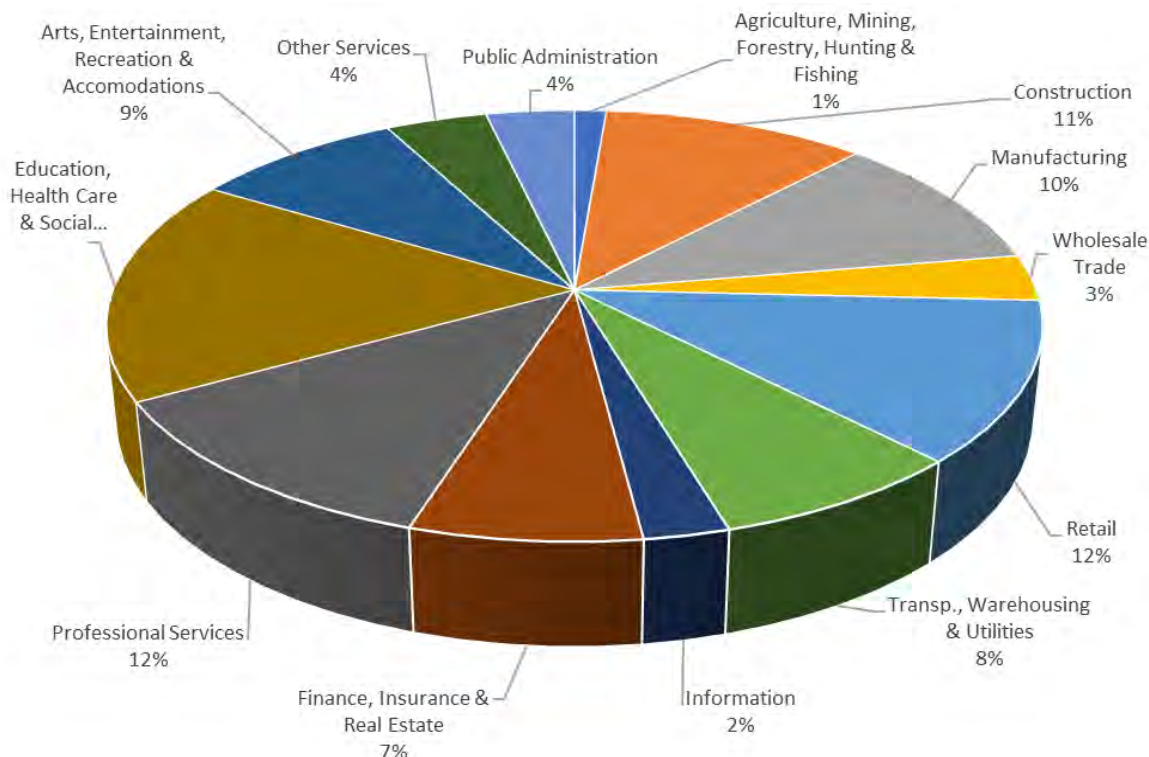
Labor & Employment

Northglenn's unemployment rate stands at 3.9%, down from 5.4% as of November 2021. This rate aligns with Adams County and state averages, at 3.8% and 3.5% respectively. The labor force is approximately 22,133 of which 21,271 are employed. The average household income is \$69,021, and the income per capita is approximately \$37,899.

Education, health care and social services is the largest Northglenn industry sector at 17%, followed by professional services at 12%. Additionally, a wide variety of primary employers with higher-waged jobs within the manufacturing, transportation, construction and warehousing employment sectors make up 29% of the businesses within the community.

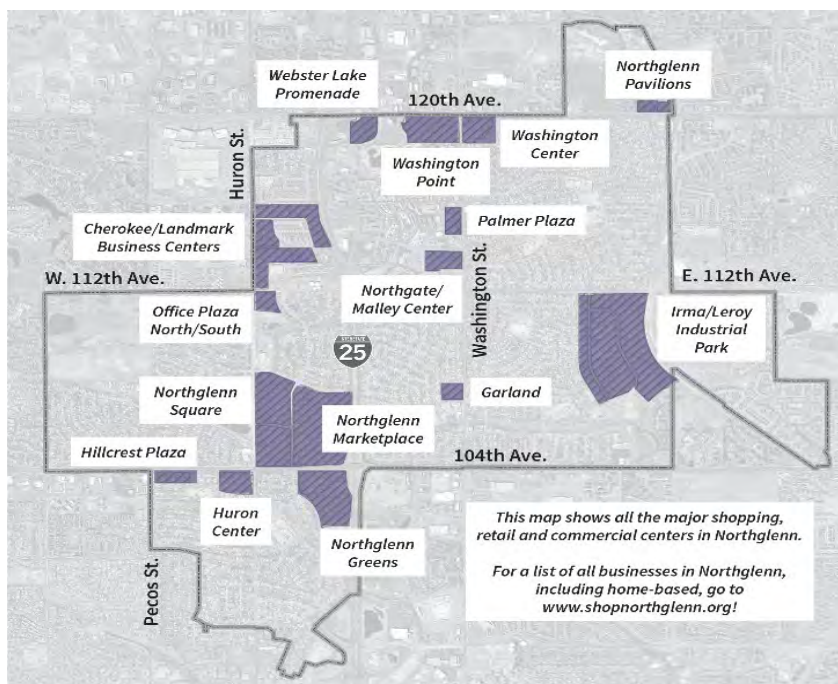
There are approximately 701 store-front businesses and 203 home-based businesses that operate in the City, offering a wide variety of goods and services. The chart below provides a breakdown of business industry sectors of Northglenn:

Northglenn Industry Sectors



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 several “big box” establishments including Lowe’s, Best Buy, and Bed, Bath & Beyond. The Northglenn Marketplace located at I-25 and 104th 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 to develop and maintain a sustainable economy.

The City and NURA are working with private developers to revitalize the Northglenn Marketplace and Civic Campus located at 120th Avenue and I-25. The Civic Campus project is intended to replace existing City structures, and to eventually bring mixed-use private development to the site.

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 112th Avenue, and another station was placed just north of the city limits at 124th 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 120th 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 act 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

1 East Memorial Parkway
Northglenn, Colorado 80233
303.450.8800

Maintenance & Operations Facility

12301 Claude Court
Northglenn, Colorado 80241
303.450.4004

Water Treatment Facility

2350 West 112th Avenue
Northglenn, Colorado 80234
303.450.4061

Wastewater Treatment Facility

5445 Weld County Road 2
Northglenn, Colorado 80603
303.457.0931

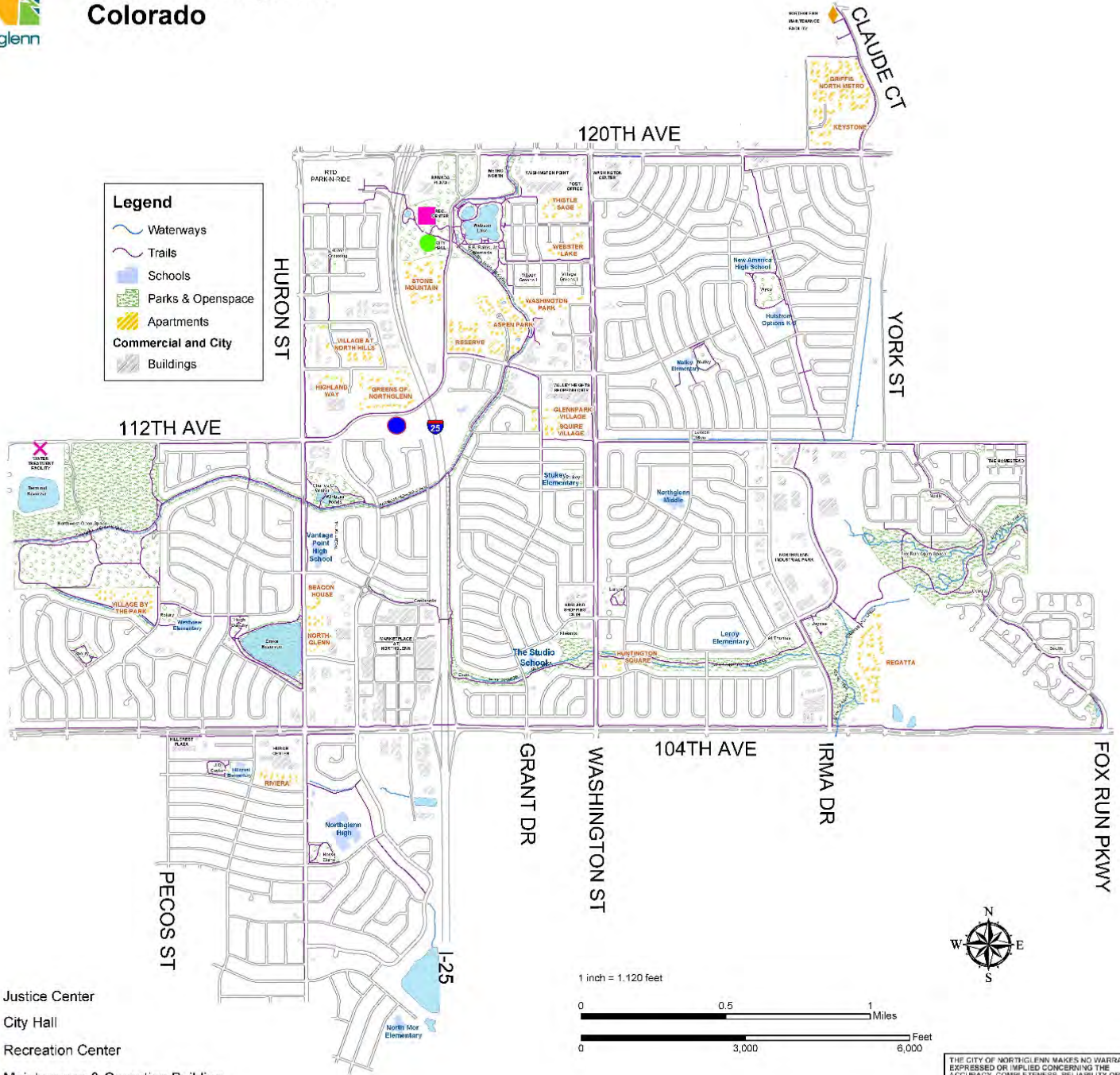
Northglenn Justice Center

50 West Community Center Drive
Northglenn, Colorado 80234
303.450.8892

City Map



City of Northglenn, Colorado



- Justice Center
- City Hall
- Recreation Center
- Maintenance & Operation Building
- Water Treatment Plant

Wastewater Treatment Facility located on annexed parcel in Weld County (not pictured)

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List of Officials

City Council



Mayor, Meredith Leighty



Mayor Pro Tem, Ward 4,
Jenny Willford



Ward 1, Nicholas Walker



Ward 1, Ashley Witkovich



Ward 2, Becky Brown



Ward 2, Jay Jaramillo



Ward 3, Richard Kondo



Ward 3, Katherine Goff



Ward 4, Shannon
Lukeman-Hiromasa

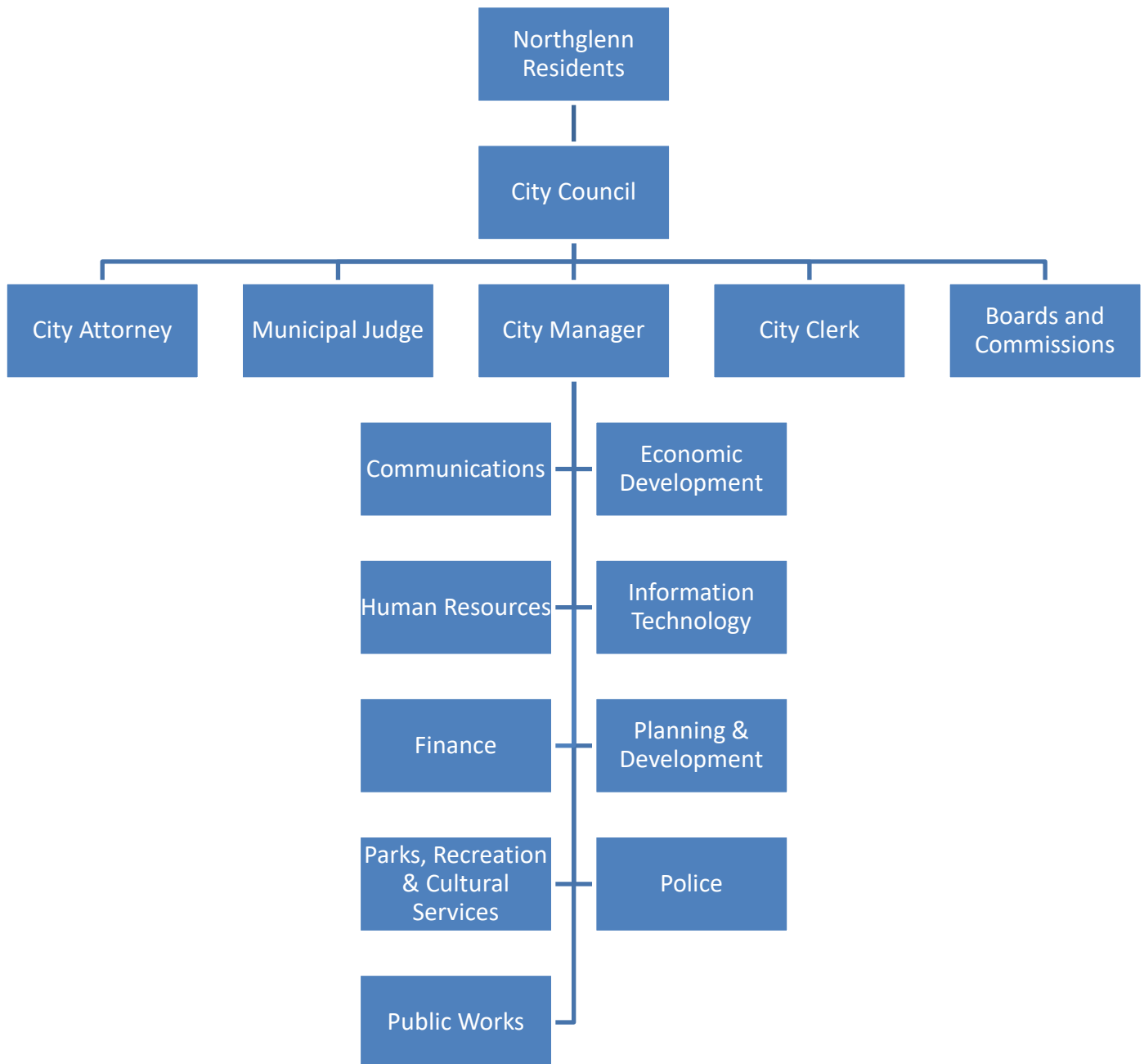
Administration

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 & Chief Diversity Officer	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 24, 2022

Dear Mayor and Council Members:

I present to the Mayor and City Council the 2023 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 2023, based on delivering core services and priorities set forth in the 2019-2023 Strategic Plan.

OVERALL SUMMARY

The funds established by City Council and appropriated in this budget are as follows:

Fund	2023 Budget
General	\$35,251,174
Conservation Trust	\$760,000
CDBG	\$0
Capital Projects	\$55,603,702
Water	\$22,530,957
Wastewater	\$9,113,512
Stormwater	\$616,135
Sanitation	\$1,931,626
TOTAL	\$125,807,106

Highlighting the proposed budget for 2023 are several significant capital projects:

- Phase 2 of the Civic Center Master Plan to develop the site, including construction of the new City Hall
- Construction of 120th Avenue improvements between Washington Street and York Street, 60% funded by a Federal grant
- E.B. Rains Jr. Memorial Park renovations
- Waste handling improvements at the Water Treatment Facility
- Odor mitigation at the Wastewater Treatment Plant
- Kiwanis Pool repairs

General Fund

General Fund revenue is projected at \$34,435,832, which is a 7.2% increase over the 2022 Budget. The increase is primarily due to sales tax projected growth of 10.4% and user charges activity increasing by 13.6%.

General Fund expenditures total \$35,251,174. This represents a decrease from the 2022 Budget of 20.2%. The budget is decreasing from the prior year due to a reduction of a transfer to the Capital Projects Fund in 2022. The personnel line item is increasing by 10.4% due to the addition of five full-time equivalents (FTE), and salary adjustments for employees.

The ending fund balance is estimated at \$15,736,904, or 46% of operating expenditures, with \$7,127,945 considered unrestricted. The City's fund balance policy requires a minimum reserve balance of 25% of its operating expenditures.

Package requests in the General Fund include:

- \$2,983,477 – Ongoing expenditures
- \$443,500 – One-time expenditures
- \$466,000 – Capital equipment expenditures

Conservation Trust Fund

Conservation Trust Fund revenue is projected at \$477,800 for 2023. The beginning fund balance is estimated at \$1,546,706.

In total, the proposed expenditures are \$760,000, with an ending fund balance estimate of \$1,264,506.

Community Development Block Grant (CDBG) Fund

The Federal Government awards CDBG funds to Adams County, which then in turn distributes the funds to the City. The City does not budget for revenues or expenditures until the grant award is in place. If funding is allocated in 2023, which is estimated at \$225,000, the City intends to spend the funds on the Minor Home Improvement Program administered through Adams County.

Capital Projects Fund

Capital Projects Fund revenue is estimated at \$19,250,079. Excluding grants, revenues are projected to decrease by 5% when compared to 2022 year-end projections. Overall, sales tax collections are estimated to increase 3%, with the marijuana tax falling 15%. These taxes include:

- 4.000 Mill Property Tax dedicated to road projects
- ½% Sales and Use Tax
- 4% Special Marijuana Tax

Total expenditures are \$55,603,702. This is made up of \$51,467,883 for capital projects and \$4,135,819 paying the debt service of the Certificates of Participation issued for the 2017 Northglenn Justice Center project and 2019 Northglenn Recreation Center project.

Water Fund

Water Fund revenue is estimated at \$18,702,700, an estimated increase of 2.9% in total revenue. Building Material Use Tax is expected to decrease as one-time development revenues from the Karl's Farm development end in 2022. A rate increase of 2% for water usage, an increase in the number of users, and increased consumption is expected to drive the user charges revenue up 11%.

Water Fund expenditures are projected to be \$22,530,957, which is less than the 2022 Budget due to one-time capital projects.

Package requests in the Water Fund include:

- \$721,025 – Ongoing expenditures
- \$19,000 – Capital equipment expenditures
- \$0 – One-time expenditures

Wastewater Fund

Wastewater Fund operating revenue is projected at \$6,332,735, including \$500,000 in Federal grants. A rate increase of 5.25% to user charges and fees is included based on the rate plan approved in 2017. The increase is necessary to pay for infrastructure improvements.

Wastewater Fund expenditures total \$9,113,512, including \$1,340,900 for debt service for the odor mitigation project.

Package requests in the Wastewater Fund include:

- \$516,680 – Ongoing expenditures
- \$0 – One-time expenditures
- \$260,000 – Capital equipment expenditures

Stormwater Fund

Stormwater Fund revenue is projected at \$476,800. There are no proposed rate increases to stormwater fees. Fund expenditures are budgeted for \$616,135.

Package requests in the Stormwater Fund include:

- \$5,656 – Ongoing expenditures
- \$0 – One-time expenditures
- \$0 – Capital equipment expenditures

Sanitation Fund

Sanitation Fund revenue is projected at \$2,004,300, which is up slightly when compared to the 2022 Budget. There will be an increase of customers with the new housing development at Karl's Farm. There are no proposed rate increases to the fees in the fund. Expenditures in the fund total \$1,931,626.

Package requests in the Sanitation Fund include:

- \$240,000 – Capital equipment expenditures
- \$73,506 – Ongoing expenditures
- \$0 – One-time expenditures

SHORT-TERM FISCAL CHALLENGES/OPPORTUNITIES

Sales Tax

Sales tax, the City's largest revenue source, is projected to increase by 3% in 2023 compared to the 2022 year-end estimates. The rebound from 2020 losses has surpassed expectations for 2021 and 2022. Online sales tax collection has seen a large increase with consumer habits changing to more shopping online, which is driving the positive outlook.

Other Revenue

The opening of the new Northglenn Recreation Center, Senior Center and Theatre creates new revenue opportunities. The budget contemplates a three-year time horizon for the facility to fully mature its use and related revenue. For 2023, one-quarter of the expected new revenue has been included.

Development

The development of the Civic Center adds another positive for the future of the City. Various uses on the site are being considered that 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 Northglenn Marketplace is seeing growth with new businesses opening or soon to start construction.

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 Northglenn is key for future prosperity.

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 2023, a 3.6% average increase for water and wastewater rates customers is included.

Long-Term Obligations

- Certificates of Participation of \$19,325,000 were used to construct the Justice Center. The certificates are to be retired over a 20-year period, ending in 2036. Annual payments are approximately \$1,466,000.
- Certificates of Participation of \$38,530,000 were used to construct the new recreation center in 2021. The certificates are to be retired over a 20-year period, ending in 2039. Annual payments are approximately \$2,666,000.
- Wastewater Revenue Bonds of \$21,955,000 were used to replace Lift Station A and a portion of the force main of the wastewater infrastructure. The revenue bonds are to be retired over a 25-year period, ending in 2045. Annual payments are approximately \$1,420,000.

COMPENSATION, BENEFITS AND STAFFING

Personnel-related expenses account for 65% of the City's budget, excluding capital projects and debt service. The budget for personnel increases by 10% over the 2022 Budget. Included in the is a 5% market adjustment and 2% merit increase for non-sworn employees. A 10% to 23% market adjustment for sworn employees and step increases of 7% for sworn staff is included. Adjustments for equity and compression for certain positions have also been added.

The City provides medical benefits through Kaiser Permanente. Medical premiums decreased 2% through the renewal process. The City continues to promote its Wellness Program by encouraging, and making available, a variety of wellness programming options.

Full-Time Equivalents (FTE) total 335.5 across all funds. New positions for 2023 are listed here:

City Manager Department

Reclassification to Deputy City Manager

This position would provide support to the City Manager and is replacing the position of Assistant to the City Manager that is being removed from the pay plan. The budget impact of the reclassification is estimated at \$90,000.

0.25 FTE Events Assistant

The position would provide support to community events staff during the peak event season and additional programming. The budget impact is estimated at \$15,000.

0.75 FTE Probation Officer

Additional hours are being added to the current position to implement new programs in the Municipal Court. The budget impact is estimated at \$83,000.

Human Resources Department

1.0 FTE Sr. DE&I HR Business Partner

The position would support the recruiting and Diversity, Equity & Inclusion (DE&I) efforts led by the department. The budget impact is estimated at \$121,000.

Planning & Development Department

1.0 FTE Sustainability Coordinator

The position would serve to centralize the sustainability efforts of the various departmental efforts and act as a liaison to the community on sustainable programs. The hire date is being held until July 1, 2023. The budget impact is estimated at \$60,000.

Parks, Recreation & Culture Department**1.5 FTE Preschool Instructor**

To support current programming, the additional hours would allow the programming to operate effectively. The budget impact is estimated at \$80,000.

0.5 FTE Park Ranger

The position would be responsible for daily interaction with park-goers by providing educational programs and connecting individuals with various resources. This position would provide an increased level of service in City parks. The budget impact is estimated at \$30,000.

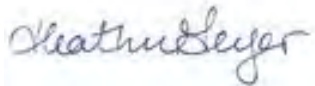
Public Works Department**1.0 FTE Environmental Technician**

The additional staff is being added to support various water quality efforts. The budget impact is estimated at \$75,000.

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 2023 Budget. I also want to express my appreciation to the City Council for their vision and leadership throughout the budget process.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Heather Geyer". The signature is written in a cursive, flowing style.

Heather Geyer
City Manager

Budget Overview

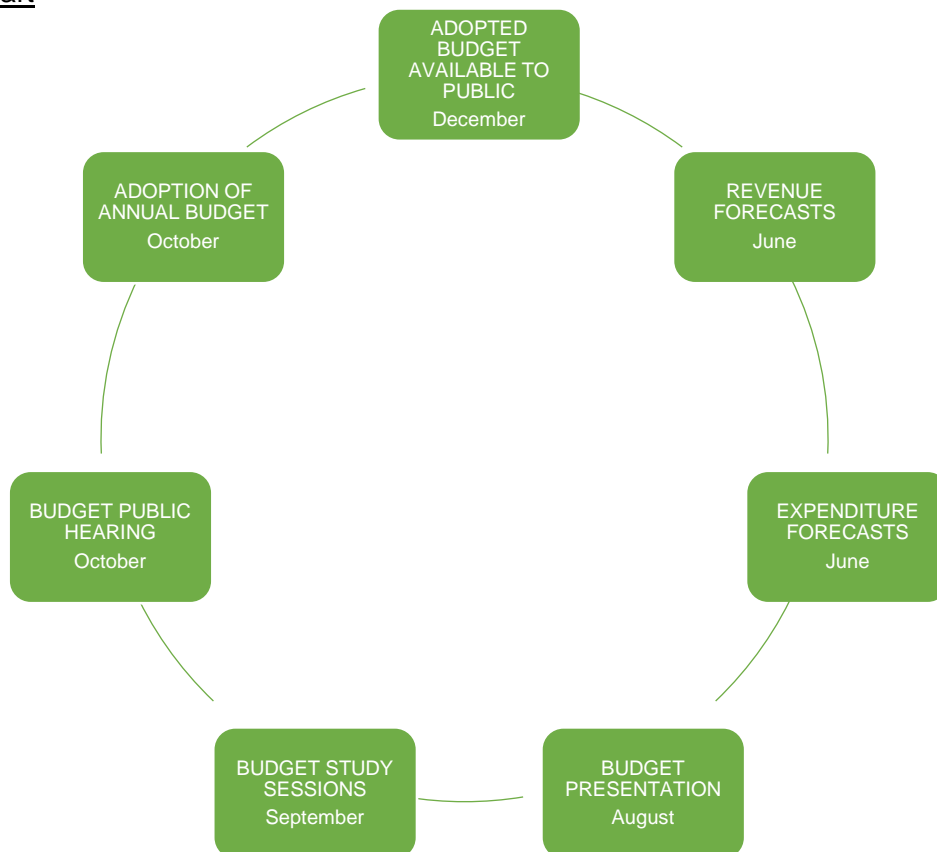
Pursuant to Article VIII of the City Charter, I am pleased to present the 2023 Annual Operating Budget & 2023-2027 Capital Improvement Program for the City of Northglenn. The budget identifies the allocation of available resources and acts as an operations guide to meet the needs of the community.

Budget Process

The City's fiscal year begins on January 1st and ends on December 31st 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. 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 30th. During the public hearing, City Council may adopt the budget with or without amendment. If City Council fails to adopt the budget by December 31st, 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, 2022	File the 2022 Adopted Budget with the Colorado Division of Local Governments Due By: Jan. 30 (C.R.S. 29-1-113(1))
May 2	Present 2022 Budget Calendar to City Council
May 9 – 13	Develop Preliminary Projections and Budget Worksheets
May 16	Distribute Projections, Preparation Manual, and Worksheets to Departments
May 23 – June 10	Departments Complete Budget Worksheets/Package Requests/CIP
June 13 – 17	Develop Preliminary Budget Reports
June 21 – 25	Distribute Preliminary Budget to City Manager/Staff Budget Retreat/CIP
June 28 – 30	Leadership Review of the Preliminary Budget
July 1 – 8	Develop & Compile Proposed Budget Document
July 10 – 15	City Manager Review of the Proposed Budget
July 10 – 15	Proposed Budget Development & Analysis
July 18	Submit Proposed Budget to City Council
August 1	Formal Presentation of Proposed Budget Document to City Council
August 15	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 20	Submit Recommended Budget to City Council
October 10	Public Hearing on the Proposed Budget and Capital Improvement Program
October 11 – 14	Legislative Level Review & Instruction
October 24	Adoption of the Annual Operating & Capital Improvement Budget/Mill Levy
November 1 – 30	Develop & Compile Recommended Budget Document
November 2	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 like private business enterprises, where the intent of the governing body is that the costs of providing these services to the 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 2023 budget is structured to control operating expenditures, while upholding commitments in the community’s assets and infrastructure. City-wide, the 2023 revenue forecast represents a decrease of 7% versus 2022 year-end estimates. The change in expected revenue is caused by a small decrease in

the assessed valuation, building material use tax collections being lower as fewer new homes will be built, and grant revenue received being lower. The 2023 capital improvements budget includes the completion of 120th Avenue widening between Washington Street and York Street and includes funding for constructing a new City Hall. Details of all projects are in the Capital Improvement Program section of this document.

Services for residents will continue to be maintained at a high level 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.

Personnel costs, the largest operating expenditure for the City, accounts for approximately 68% of the operating budget. In 2022, 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 2023 budget includes funding of market and step increases for all sworn police personnel and a 2% merit increase for non-sworn personnel. It also includes the addition of 6.0 full-time equivalent (FTE) positions.

Challenges & Opportunities

The City is a mature community, constrained from growth, the dependence on sales and use tax as a major revenue source will continue to provide challenges. The 2023 budget estimates that the sales and tax revenue realized will increase over 3% from 2022 year-end forecasts. Key elements of the expected growth is the development at Karl's Farm, the construction of a new brewery and distribution facility at the Marketplace, and improved tax collections of online sales.

As a mature community with limited opportunity for growth, the City must focus on redevelopment opportunities with private land owners. It is expected that the redevelopment efforts in progress at the Northglenn Marketplace will promote business retention and growth. The forthcoming mixed-use development at Karl's Farm 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 \$3.5 million in 2023. As the City plans to improve facilities and infrastructure it was paramount the tax be extended without an expiration 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, the recreation center and theatre complex of \$42.1 million, and will fund approximately \$14.7 million of the \$25 million new City Hall project. 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.

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.

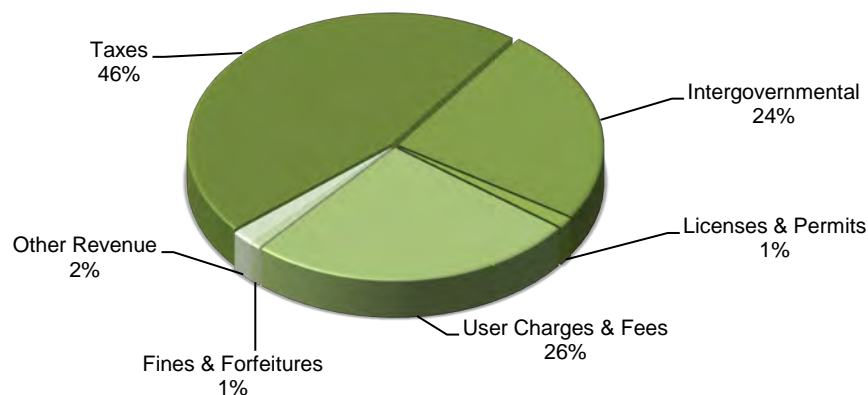
Revenue Assessment

City-Wide Revenues

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):

	2021 Audited Amounts	2022 Year-End Forecast	2023 Adopted Budget
Revenue:			
Taxes	\$ 37,149,633	\$ 38,995,500	\$ 37,664,000
Intergovernmental	5,820,108	21,605,889	19,694,863
Licenses & Permits	1,321,191	1,318,500	1,047,000
User Charges & Fees	20,748,312	21,959,498	21,132,383
Fines & Forfeitures	664,869	590,000	632,000
Other Revenue	610,142	3,014,000	1,510,000
Total Revenue	\$ 66,314,255	\$ 87,483,387	\$ 81,680,246

Operating Revenue Budget By Category



As shown in the above table, city-wide 2023 budgeted revenue is estimated at \$81.7 million compared to estimated collections of \$87.5 million in 2022. The overall decrease in revenue is seen in most revenue categories. Sales tax is anticipated to increase 3%, but steeper declines are estimated in property and use taxes. Intergovernmental revenues are projected to be static for most items, except for grants which are only expected to be about \$16 million based on current awards. The decline in Licenses and Permits,

User Charges & Fees and Other Revenue is attributable to a decline in new construction as the Karl's Farm development nears completion. User charges and fees for water and wastewater are increasing 2% each in 2023 as approved by City Council in 2022, as part of a 5-year plan to pay for infrastructure projects. There are no tax increases, new industries, or new developments expected to impact 2023 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 2023 budgeted revenues, accounting for approximately 46% 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 \$455,228,140. For 2023, the City has estimated property tax collections of \$5,279,281, which makes up 7% of the City's total revenue. The mill levy is made up of perpetual 7.597 mills used to support general operating activities and is recorded in the General Fund, while a voter-approved 4.000 mills, is restricted for purposes of major road and street reconstruction projects and accounted for in the Capital Projects Fund.

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

The assessment rate is based on a statewide calculation, which keeps the total value of residential properties at 45.69% 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 6.95 %. The table below shows the assessed valuation of the City and percent changes from year to year.

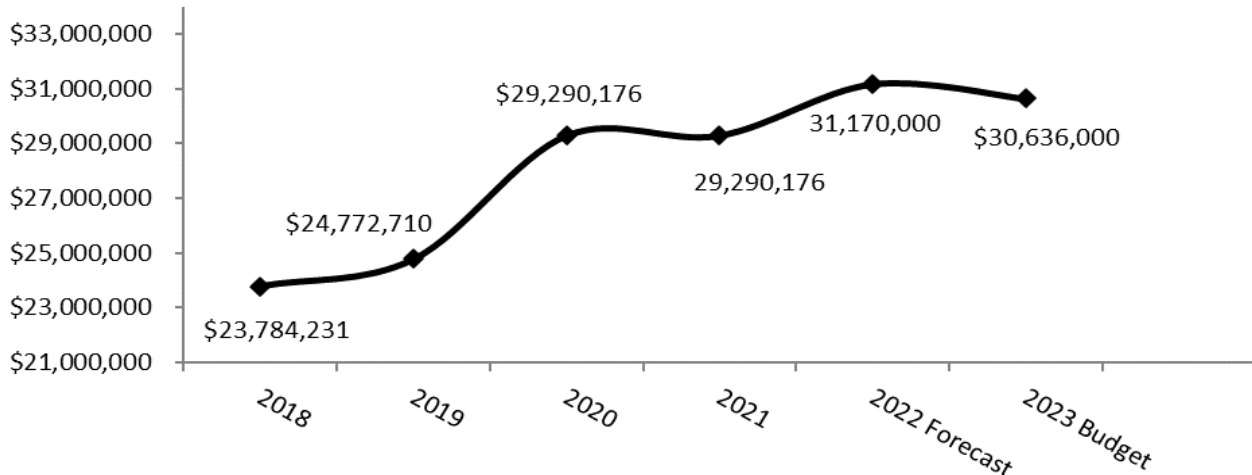
Levy Year	Assessed Valuation	% Change
2013	\$ 242,140,977	
2014	\$ 237,061,750	-2.1%
2015	\$ 270,206,230	14.0%
2016	\$ 267,718,930	-0.9%
2017	\$ 342,438,410	27.9%
2018	\$ 343,013,350	0.2%
2019	\$ 429,164,560	25.1%
2020	\$ 426,846,410	-0.5%
2021	\$ 466,615,770	9.3%
2022	\$ 455,228,140	-2.4%

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. Voters have approved an additional 4% sales/use tax on the sale of marijuana and marijuana products.

For 2023, sales and use tax collections comprise approximately 37% 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



Steady sales tax growth is expected in 2023, while use tax will decrease when compared to 2022 due to reduced construction starts. Annual inflation typically impacts sales tax collections, as such, these assumptions were used in the analysis along with assumptions of consumer spending increasing versus the previous year. Additionally, the collection of online sales tax has positively impacted sales tax collections with year-over-year growth over 15%.

Intergovernmental Revenue Category

The intergovernmental revenue category represents approximately 24% of the 2023 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. As mentioned previously, almost \$16 million in grant awards may be recognized in 2023. The American Rescue Plan Act (ARPA) along with road construction grants received through Federal awards are anticipated to be \$12 million, with Adams County Open Space grants for just under \$4 million awarded for parks and open space projects.

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% of the 2023 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 businesses, 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 26% of the 2023 organization-wide revenue, making it the second largest revenue category for the City. Approximately 84% 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 2023, the estimated collections associated with such services account for approximately 11% of the City's total annual revenue. In 2022, annual rate increases of 2% were established for 2023-2027, set by Ordinance, to meet ongoing funding needs. Revenue forecasts are based on customer trends, changes to the rate structure, and estimates regarding annual precipitation.

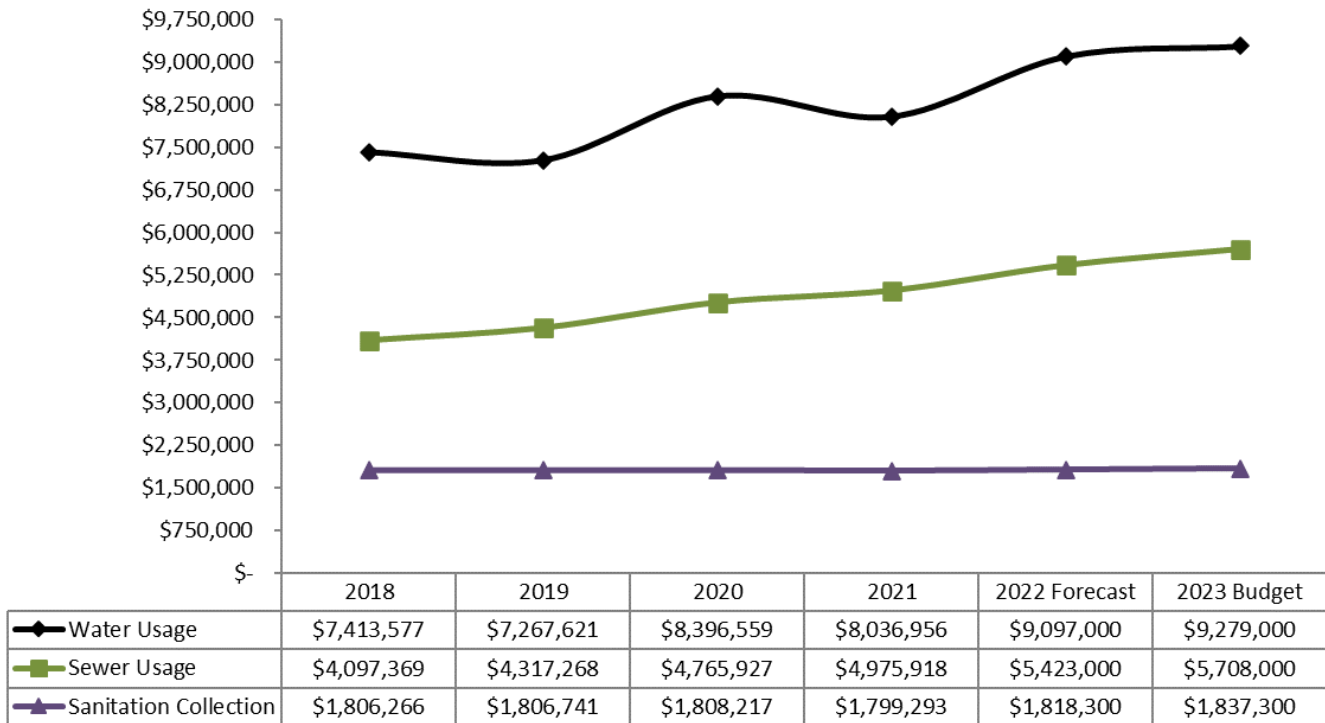
Wastewater Usage Charges – The City currently provides wastewater utility services to its residents. Charges for wastewater services are based on scheduled rate structures and offset the operating costs associated with providing the services. In 2023, the estimated collections associated with these services comprise approximately 7% of the City's total annual revenue. In 2022, City Council approved a rate increase of 5.25% annually in 2023 through 2027 to meet ongoing funding needs. Revenue forecasts closely match those of the water usage charges and are based on historical trends.

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 2023, the forecasted trash collection charge represents almost 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. There has been no rate increase for trash collection since 2017.

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% of the City's total 2023 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

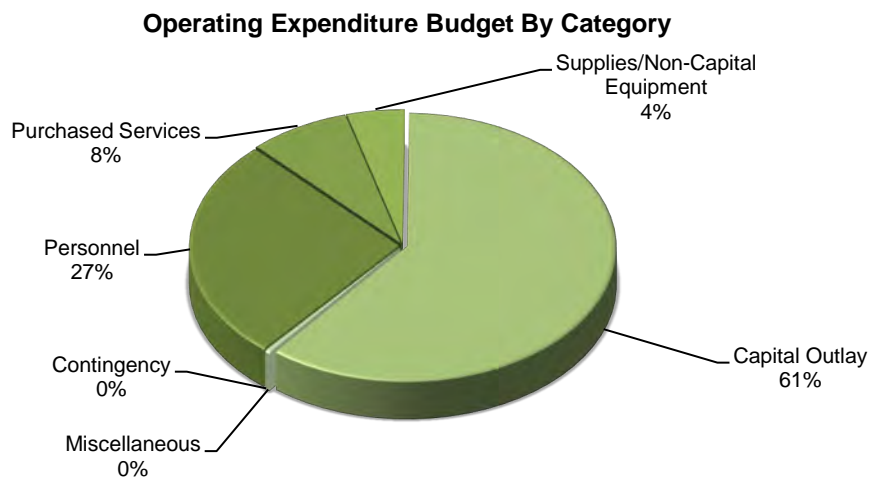
Revenue sources categorized as other revenue include the investment earnings, miscellaneous reimbursements, and grants/contributions from local sources and account for 2% of the City's total revenue. The 2022 forecast includes one-time contributions from developers which are not considered on-going in nature, whereas the 2023 budget anticipates none.

Expenditure Assessment

City-Wide Expenditures

To simplify financial reporting, the City of Northglenn has organized its operating 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):

Expenditure Category	2021 Audited Amounts	2022 Year-End Forecast	2023 Adopted Budget
Personnel	\$ 25,647,093	\$ 29,538,136	\$ 32,125,770
Purchased Services	8,770,395	8,963,875	9,427,120
Supplies/Non-Capital Equipment	4,853,509	5,272,378	5,421,631
Capital Outlay	43,454,125	23,872,786	72,744,649
Miscellaneous	287,033	388,608	436,217
Contingency	-	50,000	50,000
Total	\$ 83,012,155	\$ 68,085,783	\$ 120,205,387



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 30% of the 2023 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 2023 include:

- A comprehensive pay plan study was performed in 2022, and City Council authorized a new pay plan structure for 2023 that realigned pay grades and salaries to the current market. The 2023 budget includes funding for pay adjustments of a 2% merit increases for non-sworn personnel, as

well as a 2% market and 7% step increases for all sworn police officers and 6% step increase for all sworn police sergeants. The city-wide budget impact is \$1,850,000.

- Medical benefit costs decreased \$600,000, largely due to a premium decrease of 1.5% for health insurance during the mid-year renewal process, and employee elections.
- Workers' Compensation Insurance premiums did not see an increase in the new budget.
- 6.0 full-time equivalents (FTE), totaling \$384,000 in new expenditures were added to the city-wide budget:

Title	FTE	Fund	Department
Event Assistant	0.25	General	City Manager
Probation Officer	0.75	General	City Manager
Sr. HR DE&I Business Partner	1.00	General/Water	Human Resources
Sustainability Coordinator	1.00	General	Planning
Preschool Instructor	1.50	General	Parks & Recreation
Park Ranger	0.50	General	Parks & Recreation
Environmental Technician	1.00	Water	Public Works

FTE Total 6.00

Purchased Services Category

The purchased services category represents approximately 8% of the 2023 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. The budget line item also accounts for a 15% increase in the City's property/casualty insurance premiums.

Supplies/Non-Capital Equipment Category

The supplies and non-capital equipment category accounts for about 5% of the 2023 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.

Capital Outlay Category

The capital outlay category makes up close to 61% of the 2023 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 2023 is shown below:

Capital Equipment Item List

Item Description	2023 Adopted Budget
General Fund	
Vehicle Replacements - Unit #310	\$ 45,000
Vehicle Replacements - Units #525-07, #527-07 & #531-06	165,000
Line Striper Replacement - Unit #107-14	100,000
Server Replacement	57,000
Vehicle Replacement - Unit #115	50,000
Vehicle Replacment - Unit #311	37,000
Tack Trailer	35,000
Trailer - Parks	14,000
Automated License Plate Reader	4,256
Subtotal	507,256
Water Fund	
Contingency Funding - Electrical & Mechanical	87,500
Contingency Funding - Treatment	87,500
Contingency Funding - Lab	50,000
Server Replacement	19,000
Subtotal	244,000
Wastewater Fund	
Dump Truck Replacement - Unit #123	220,000
Contingency Funding - Electrical & Mechanical	87,500
Contingency Funding - Treatment	87,500
Pickup Truck Replacement - Unit #528	40,000
Subtotal	435,000
Sanitation Fund	
Loader Replacement - Unit #135	240,000
Subtotal	240,000
City-Wide Total	\$ 1,426,256

At over \$72 million, capital projects, including improvements, replacement, and construction of new assets have a significant one-time impact on the budget in 2023. The largest investments are listed here:

- Civic Campus Phase 2, new City Hall – \$24.6 million
- 120th Avenue widening project – \$9.6 million
- Road and bridge rehabilitation, traffic enhancements, school assessments - \$6.3 million
- Parks and Open Space repairs, restoration and construction - \$5.6 million
- Huron Street water line – \$3.0 million
- Civic Campus Phase 2, site work - \$2.7 million
- Water Treatment waste handling - \$2.5 million
- Wastewater Treatment odor control - \$2.5 million
- Facility Building for Maintenance & Operations - \$2.0 million

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

Miscellaneous Category

The other expenditures category accounts for less than 1% of the 2023 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 2023 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

To accommodate the changing needs of the community, the City is often required to transfer non-restricted revenues from one fund to another. The 2023 budget does not anticipate the need for any 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

2022 Actual Assessed Value	\$ 4,893,032,854
Debt Limit - 3% of Net Actual Value	146,790,986
Outstanding Debt Applicable to Debt Limit	-
Debt Margin	<u>\$ 146,790,986</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 2023 budget:

	As of December 31, 2022		2023 Activity			
	Outstanding Interest	Principal Balance	Interest Payments	Principal Payments	Ending Balance	Maturity Date
2017 Justice Center COPs	5,055,450	15,445,000	661,019	805,000	19,034,431	12/01/36
2019 Recreation Center COPs	10,593,831	34,730,000	1,248,800	1,415,000	42,660,031	12/01/39
2021 Wastewater Revenue Bonds	11,705,400	21,310,000	852,400	485,000	31,678,000	12/01/45
Total	<u>\$ 27,354,681</u>	<u>\$ 71,485,000</u>	<u>\$ 2,762,219</u>	<u>\$ 2,705,000</u>	<u>\$ 93,372,462</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 2023 budget for transportation and a new City Hall that will be cash funded.

The City does not plan to issue long-term debt obligations in 2023.

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.

On June 27, 2022, the City entered into an Enhanced Sales Tax Incentive Program Agreement with Prost Brewery Company, LLC where the City agrees to share 75% of its unrestricted 3% sales tax up to \$1,714,413 through December 31, 2033.

On June 27, 2022, the City entered into an Incentive Agreement with Prost Brewery Company, LLC where the City agrees to abate up to \$514,800 in equipment use tax (up to \$355,388) and permit and plan fees (up to \$159,412). Abatements are contingent upon improvements being completed within 365 days of the final building permit being issued for the project.

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 can 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 to finance future projects and/or purchases. In 2023, the city-wide fund balance is anticipated to decrease approximately 36% or \$44 million. A listing of changes in fund balances for fiscal year 2023 is presented below:

	2023 Beginning Fund Balance	2023 Revenues & Other Sources	2023 Expenditures & Other Uses	2023 Surplus/ (Deficit)	2023 Projected Ending Fund Balance
General Fund	\$ 13,984,657	\$ 34,435,832	\$ 35,251,174	\$ (815,342)	\$ 13,169,315
Conservation Trust Fund	1,546,706	477,800	760,000	(282,200)	1,264,506
CDBG Fund	-	-	-	-	-
Capital Projects Fund	61,761,790	19,250,079	55,603,702	(36,353,623)	25,408,167
Water Fund	30,860,343	18,702,700	22,530,957	(3,828,257)	27,032,086
Wastewater Fund	9,386,898	6,332,735	9,113,512	(2,780,777)	6,606,121
Stormwater Fund	1,913,717	476,800	616,135	(139,335)	1,774,382
Sanitation Fund	2,086,373	2,004,300	1,931,626	72,674	2,159,047
Total	\$ 121,540,484	\$ 81,680,246	\$125,807,106	\$ (44,126,860)	\$ 77,413,624

General Fund – Fund balance is anticipated to decrease by 6%. The General Fund is responsible for supporting most of the ongoing operating costs of the government. The decrease is driven by reduced revenues and increased costs as compared to the 2022 year-end forecast.

Conservation Trust Fund – Fund balance is expected to decrease by approximately 18% from spending previously built-up lottery proceed reserves more than current year revenues.

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. There are no anticipated grants or expenditures in 2023.

Capital Projects Fund – Fund balance is forecasted to decrease by 59%. 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 time and spent on planned future projects. In 2023 \$24.6 million is planned to be spent on the Civic Campus Phase 2 project to build a new City Hall. Approximately \$21.5 million will be spent on transportation and parks and open space related projects as previously noted, and are cash funded.

Water Fund – Fund balance is anticipated to decrease by approximately 12% due to cash funded capital projects.

Wastewater Fund – Fund balance is expected to decrease by 30% attributable to cash funding capital projects.

Stormwater Fund – Fund balance is projected to increase by 14% due to capital projects being funded with ARPA grant funds allowing for the charges for services revenue to accumulate.

Sanitation Fund – Fund balance is anticipated to decrease 7% attributable to cash funded capital outlay.

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.

	2023 Beginning Fund Balance	2023 Revenues & Other Sources	2023 Expenditures & Other Uses	Restrictions, Commitments, & Assignments	2023 Unassigned Fund Balance
General Fund	\$ 13,984,657	\$ 34,435,832	\$ 35,251,174	\$ 8,812,794	\$ 4,356,521
Conservation Trust Fund	1,546,706	477,800	760,000	-	1,264,506
CDBG Fund	-	-	-	-	-
Capital Projects Fund	61,761,790	19,250,079	55,603,702	7,506,335	17,901,832
Water Fund	30,860,343	18,702,700	22,530,957	15,894,227	11,137,859
Wastewater Fund	9,386,898	6,332,735	9,113,512	1,896,903	4,709,218
Stormwater Fund	1,913,717	476,800	616,135	-	1,774,382
Sanitation Fund	2,086,373	2,004,300	1,931,626	-	2,159,047
Total	\$ 121,540,484	\$ 81,680,246	\$125,807,106	\$ 34,110,259	\$ 43,303,365

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 2023-2027. 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:

	2023 Budget	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues					
Taxes	\$ 26,386,000	\$ 27,177,580	\$ 27,992,907	\$ 28,832,694	\$ 29,697,675
Licenses and permits	1,047,000	1,067,940	1,089,299	1,111,085	1,133,307
Intergovernmental	2,390,984	2,438,804	1,993,900	2,033,778	2,074,454
Charges for services	3,384,848	4,152,546	4,585,597	4,677,309	4,770,855
Fines and forfeitures	632,000	638,320	644,703	651,150	657,662
Investment earnings	416,999	418,042	419,087	420,135	421,185
Miscellaneous	178,000	178,000	178,000	178,000	178,000
Total revenues	<u>\$ 34,435,832</u>	<u>\$ 36,071,231</u>	<u>\$ 36,903,493</u>	<u>\$ 37,904,151</u>	<u>\$ 38,933,137</u>
Expenditures					
Personnel	\$ 25,115,287	\$ 26,374,408	\$ 27,417,492	\$ 28,578,406	\$ 29,526,977
Purchased services	6,112,377	5,791,125	5,906,947	6,025,086	6,145,588
Supplies/Non-Capital	3,005,389	3,065,497	3,126,807	3,189,343	3,253,130
Capital outlay	507,256	517,401	527,749	538,304	549,070
Miscellaneous	460,865	465,474	470,128	474,830	479,578
Contingency	50,000	50,000	50,000	50,000	50,000
Total expenditures	<u>\$ 35,251,174</u>	<u>\$ 36,263,904</u>	<u>\$ 37,499,123</u>	<u>\$ 38,855,968</u>	<u>\$ 40,004,342</u>
Net Change in Fund Balance	<u>(815,342)</u>	<u>(192,673)</u>	<u>(595,630)</u>	<u>(951,818)</u>	<u>(1,071,206)</u>
Fund Balance	\$13,169,315	\$12,976,642	\$12,381,012	\$11,429,194	\$10,357,989

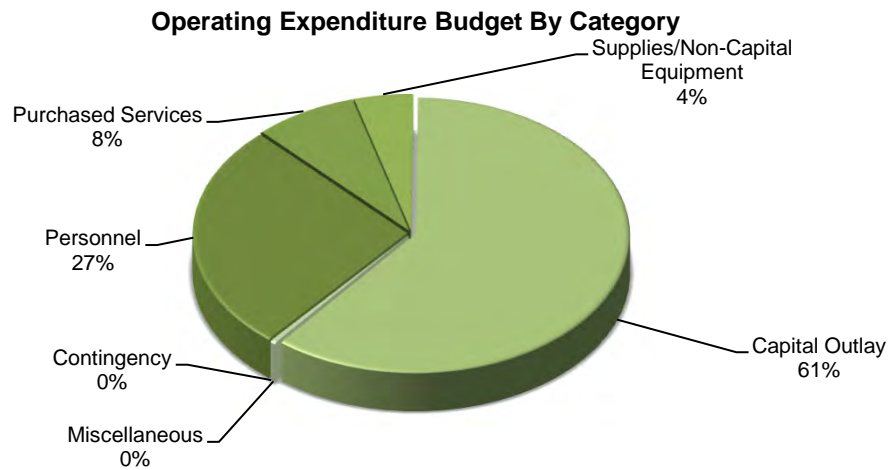
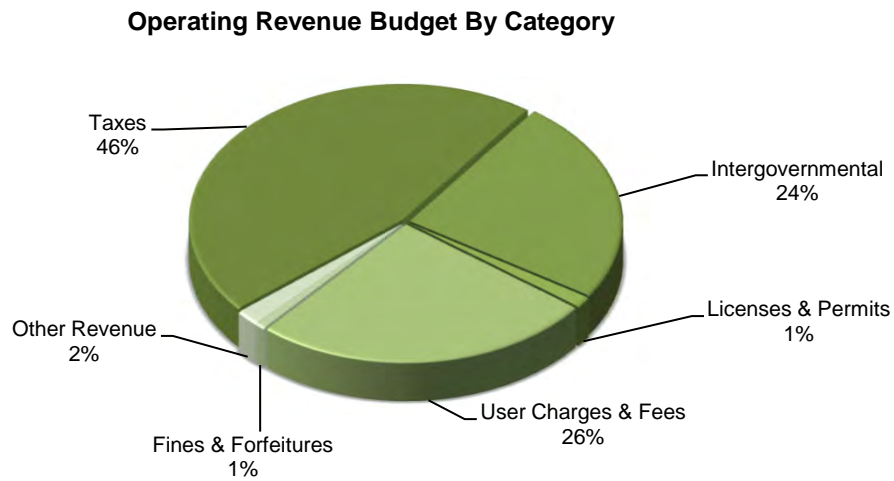
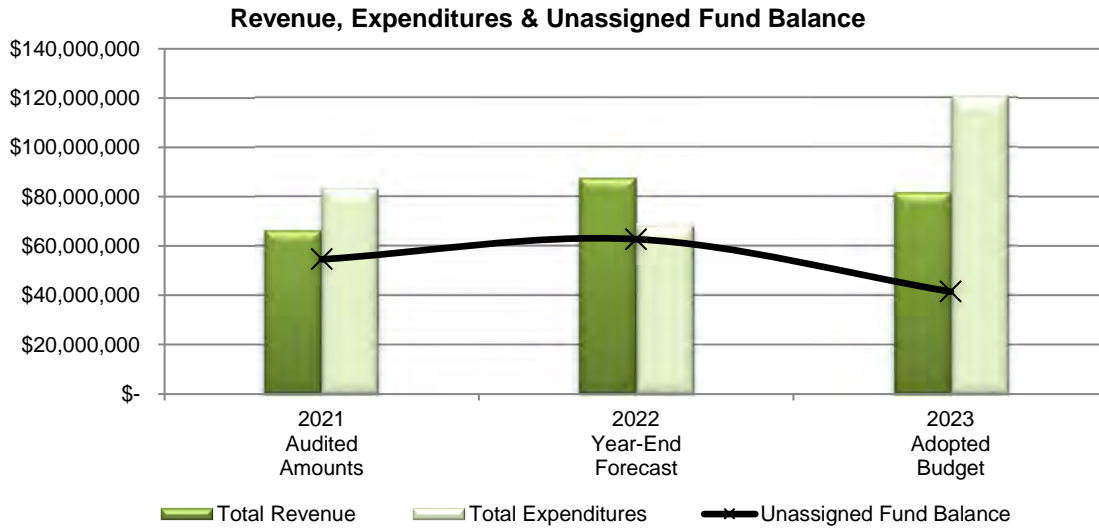
Highlights of the General Fund plan:

- Tax revenue is expected to grow at a rate of 3% annually based upon historical data.
- Increasing the size of the recreation facility and offering more amenities and classes increases Charges for Services revenues in 2023-2024 at a much greater rate than in out years.
- Personnel is targeted to increase roughly 3% annually but will fluctuate based on the 5-year staffing plan the City has developed.
- Revenue and expenditure line items not mentioned in the bullets above are expected to grow at historical rates or remain flat.



City-Wide Summary

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Taxes	\$ 37,149,633	\$ 35,757,719	\$ 38,995,500	\$ 37,664,000
Intergovernmental	5,820,108	24,413,196	21,605,889	19,694,863
Licenses & Permits	1,321,191	1,038,658	1,318,500	1,047,000
User Charges & Fees	20,748,312	19,449,089	21,959,498	21,132,383
Fines & Forfeitures	664,869	807,800	590,000	632,000
Other Revenue	610,142	4,340,147	3,014,000	1,510,000
Total Revenue	66,314,255	85,806,609	87,483,387	81,680,246
Expenditures:				
Personnel	\$ 25,647,093	\$ 29,342,093	\$ 29,538,136	\$ 32,125,770
Purchased Services	8,770,395	9,001,787	8,963,875	9,427,120
Supplies/Non-Capital Equipment	4,853,509	5,143,931	5,272,378	5,421,631
Capital Outlay	43,454,125	106,913,688	23,872,786	72,744,649
Miscellaneous	287,033	386,596	388,608	436,217
Contingency	-	50,000	50,000	50,000
Total Expenditures	83,012,155	150,838,095	68,085,783	120,205,387
Excess/(Deficiency) of Revenues Over Expenditures	(16,697,900)	(65,031,486)	19,397,604	(38,525,141)
Other Financing Sources/(Uses):				
Debt Issuance/(Payments)	20,993,927	(6,454,575)	(6,454,575)	(5,476,719)
Sale of Assets	42,405	-	42,000	-
Contributed Capital	-	-	-	-
Insurance Recovery/(Claims)	(424,039)	(125,000)	(140,650)	(125,000)
Total Other Financing Sources/(Uses)	20,604,372	(6,579,575)	(6,553,225)	(5,601,719)
Net Change In Fund Balance:	3,906,472	(71,611,061)	12,844,379	(44,126,860)
Cumulative Fund Balance				
Beginning Fund Balance	104,789,633	92,742,836	108,696,105	121,540,484
Ending Fund Balance	108,696,105	21,131,775	121,540,484	77,413,624
Less Restrictions, Commitments, & Assignments:				
Fund Balance Restrictions	43,645,634	16,294,568	47,282,006	23,365,324
Fund Balance Commitments	10,393,165	15,657,528	11,442,596	12,495,622
Unassigned Fund Balance	\$ 54,657,306	\$ (10,820,321)	\$ 62,815,882	\$ 41,552,678



City-Wide Revenue Detail

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Taxes				
Property Tax	\$ 4,935,049	\$ 5,408,533	\$ 5,409,000	\$ 5,283,000
Penalties & Interest	7,560	4,000	6,000	6,000
Specific Ownership Tax	429,210	399,253	369,000	369,000
Sales Tax	22,658,407	20,789,870	23,852,000	24,568,000
Marijuana Sales Tax	1,331,222	1,599,000	1,141,000	1,141,000
Food Sales Tax	1,277,303	1,360,000	1,272,000	1,272,000
Penalties & Interest	122,581	67,650	84,000	84,000
Use Tax	3,766,728	3,828,000	4,558,000	3,298,000
Building Materials Use Tax	2,214,566	1,786,200	1,705,500	1,034,000
Audit Transactions	134,242	264,000	237,000	237,000
Accommodations Tax	256,516	235,000	347,000	357,000
Occupational Tax	16,249	16,213	15,000	15,000
Total Taxes	37,149,633	35,757,719	38,995,500	37,664,000
Intergovernmental				
NURA IGA	72,000	72,000	72,000	72,000
School Resource Officers	115,950	132,000	132,000	134,000
North Metro Task Force	10,163	7,846	8,000	8,000
Traffic Light IGA	3,850	4,466	5,000	5,000
Open Space Tax	451,514	376,000	399,000	399,000
DUI Proceeds	22,647	25,000	21,000	21,000
Uninsured Motorist Revenue	5,504	7,000	6,000	6,000
Seat Belt Violations	260	65	150	150
Drug Surcharge	1,264	663	1,000	1,000
Transportation Tax	1,228,611	1,015,775	1,249,000	1,249,000
Road & Bridge Tax	274,978	222,523	591,000	296,000
Motor Vehicle Registration	124,004	127,948	123,000	123,000
Tobacco Tax	51,533	62,609	53,000	53,000
Severance Tax	2,455	54,000	106,000	50,000
Mineral Lease Proceeds	25,743	29,000	27,000	27,000
Lottery Proceeds	468,858	424,000	469,800	469,800
Highway Users Tax	1,057,808	948,362	957,000	981,000
County Grants	587,523	3,410,000	2,385,000	3,595,000
State Grants	51,519	100,625	100,625	-
Federal Grants	1,263,924	17,393,314	14,900,314	12,204,913
Total Intergovernmental	5,820,108	24,413,196	21,605,889	19,694,863
Licenses & Permits				
Sales/Use Tax Licenses	39,912	43,050	42,000	42,000
Contractor Licenses	64,365	62,000	65,000	65,000
Liquor/Marijuana/Tobacco Licenses	69,550	64,000	65,000	65,000
Pawn Shop Licenses	5,500	12,000	9,000	9,000
Amusement Licenses	11,250	10,000	11,000	11,000
Short-Term Rental Licenses	3,825	1,575	3,000	3,000
Peddlers Licenses	288	1,863	1,000	1,000
Building Permits	742,349	532,350	708,000	472,000
Electrical Permits	109,557	71,000	106,500	71,000
ROW Construction Permits	179,124	143,820	221,000	221,000
Sign Permits	727	10,000	10,000	10,000
Park Use Permits	94,744	87,000	77,000	77,000
Total Licenses & Permits	1,321,191	1,038,658	1,318,500	1,047,000

City-Wide Revenue Detail

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
User Charges & Fees				
Administrative Fees	18,050	16,500	17,260	17,260
Bond Administration Fees	-	2,000	3,000	3,000
Pawn Slip Processing Fees	2,809	9,000	6,000	6,000
Sex Offender Registration	4,374	5,000	4,000	4,000
Passport Processing Fees	29,339	80,000	105,000	105,000
FRICO Agreement	2,500	2,400	2,000	2,000
Past Due Penalties/Interest	82,085	86,000	83,000	83,000
Plan Review Fees	172,669	166,000	200,000	200,000
VIN Inspection Fees	169	1,000	486	486
Participant Fees	570,944	1,194,293	1,285,000	1,544,200
Occupational Fees	1,275,567	1,240,000	1,219,000	1,219,000
Vending Machine Concessions	221	471	300	300
Advertising Revenue	39,850	33,000	35,000	35,000
Rental/Lease Income	55,229	162,000	149,400	196,000
Contracted Off-Duty Services	18,400	46,125	28,000	28,000
Fingerprinting Fees	10	1,000	20	20
Contracted Lab Services	1,390	3,000	1,000	1,000
Water Use Charges	8,036,956	8,217,000	9,097,000	9,279,000
Construction Water Sales	33,958	18,000	26,000	26,000
Water Lease Revenue	25,224	61,000	28,800	28,800
Sewer Use Charges	4,975,918	5,352,000	5,423,000	5,708,000
Tap Connection Fees	2,996,649	367,000	1,804,350	180,435
Stormwater Charges	451,108	449,000	456,000	456,000
Trash Collection Charges	1,799,293	1,804,000	1,818,300	1,837,300
Roll-Off/Special Pickup Fees	85,153	61,000	86,000	86,000
Recycling Revenue	23,157	14,000	19,000	19,000
Sale of Inventory	30,449	29,280	39,202	44,202
Documents/Photocopies	366	330	380	380
Passport Photographs	6,084	17,690	12,000	12,000
Police Reports	10,391	11,000	11,000	11,000
Total User Charges & Fees	20,748,312	19,449,089	21,959,498	21,132,383
Fines & Forfeits				
Court Costs	47,520	46,800	53,000	53,000
General Fines	4,815	9,000	6,000	6,000
Criminal Fines	86,561	33,600	56,000	56,000
Traffic Fines	478,463	661,200	438,000	482,000
Parking Fines	1,165	7,200	3,000	3,000
OJW Revenue	6,235	8,000	-	-
Forfeitures	625	-	2,000	-
Victim Assistance Surcharge	27,095	35,000	26,000	26,000
Nuisance Abatement Fees	12,390	7,000	6,000	6,000
Total Fines & Forfeits	664,869	807,800	590,000	632,000

City-Wide Revenue Detail

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Other Revenue				
Investment Earnings	(463,795)	1,469,319	1,310,000	1,310,000
Miscellaneous	1,071,598	2,870,828	1,702,000	200,000
Cash Over/Short	2,339	-	2,000	-
Total Other Revenue	610,142	4,340,147	3,014,000	1,510,000
Total Revenues	\$ 66,314,255	\$ 85,806,609	\$ 87,483,387	\$ 81,680,246

City-Wide Expenditure Detail

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	\$ 19,243,074	\$ 21,681,576	\$ 21,752,513	\$ 24,691,331
Seasonal/Temporary Wages	242,589	247,345	308,865	250,690
Overtime	589,008	494,250	543,955	630,550
Allowances	143,412	144,026	144,727	142,872
Medicare	273,597	317,454	319,886	361,658
Unemployment Insurance	4,501	25,000	25,000	25,000
Workers Compensation	245,117	269,632	270,591	255,868
Retirement Contributions	1,648,690	1,917,511	1,923,372	2,028,578
Medical Benefits	2,962,574	3,862,166	3,866,094	3,285,965
Life/Disability Benefits	257,029	347,133	347,133	417,258
Post-Employment Benefits	37,502	36,000	36,000	36,000
Total Personnel	25,647,093	29,342,093	29,538,136	32,125,770
Purchased Services				
Professional Services	2,271,564	1,890,820	1,988,783	2,219,279
Technical Services	1,316,103	1,269,705	1,251,968	1,178,295
General Services	764,147	984,258	980,149	956,746
Property Services	2,284,737	2,182,632	1,881,249	2,138,934
Repair/Maintenance Services	(102)	-	109,263	-
Communication Services	1,155,226	1,252,513	1,286,717	1,322,302
Internet Services	10,891	11,500	11,699	11,500
Training/Registration	155,991	371,913	372,943	482,125
Mileage/Travel	12,539	41,358	51,479	65,666
Rentals/Leases	288,004	435,305	437,415	406,990
Insurance Premiums	511,295	561,783	592,210	645,283
Total Purchased Services	8,770,395	9,001,787	8,963,875	9,427,120
Supplies/Non-Capital Equipment				
Office Supplies	37,294	49,977	51,162	76,816
Technology Supplies	110,037	86,690	107,239	132,917
Operating Supplies	1,307,487	1,326,264	1,375,551	1,475,689
Chemicals/Compounds	417,418	607,745	607,745	580,000
Maintenance Supplies	702,832	485,000	522,679	595,000
Inventory Supplies	46,139	71,000	67,500	62,000
Uniforms/Clothing	24,953	22,950	24,159	29,060
Non-Capital Equipment	329,969	605,905	586,705	525,469
Gas/Electricity	1,546,727	1,616,500	1,620,535	1,618,400
Motor Vehicle Fuels	330,653	271,900	309,103	326,280
Total Supplies/Non-Capital Equipment	4,853,509	5,143,931	5,272,378	5,421,631
Capital Outlay				
Property/Rights	-	4,850,000	4,850,000	7,000,000
Capital Equipment	665,319	3,705,616	2,777,911	1,426,256
Capital Improvement Projects	42,788,806	98,358,072	16,244,875	64,318,393
Total Capital Outlay	43,454,125	106,913,688	23,872,786	72,744,649

City-Wide Expenditure Detail

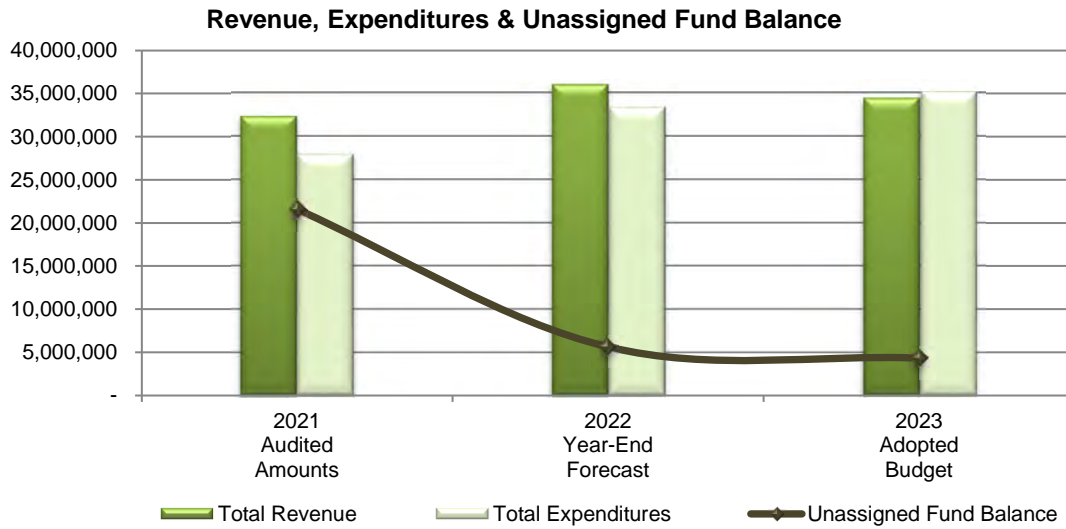
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Miscellaneous				
Dues/Fees	149,926	142,441	144,453	184,798
Grants/Donations	113,863	198,905	198,905	206,169
Community Incentive	23,244	45,000	45,000	45,000
Bad Debt Expense	-	250	250	250
Total Other Expenditures	287,033	386,596	388,608	436,217
Contingency				
Contingency	-	50,000	50,000	50,000
Total Contingency	-	50,000	50,000	50,000
Total Expenditures	\$ 83,012,155	\$ 150,838,095	\$ 68,085,783	\$ 120,205,387



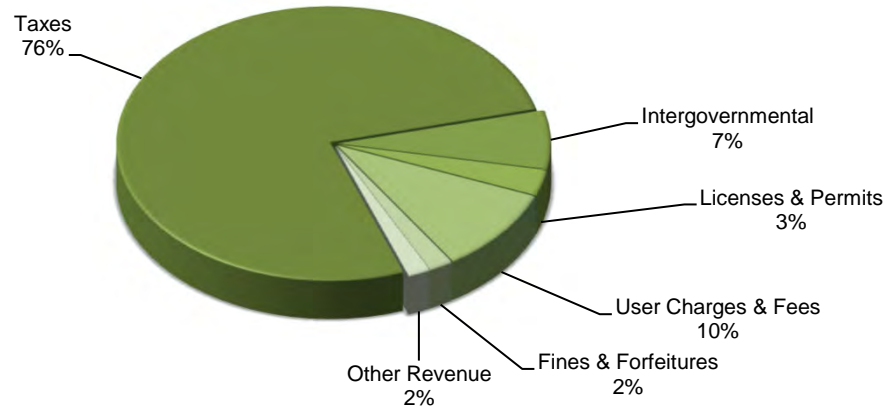


General Fund Summary

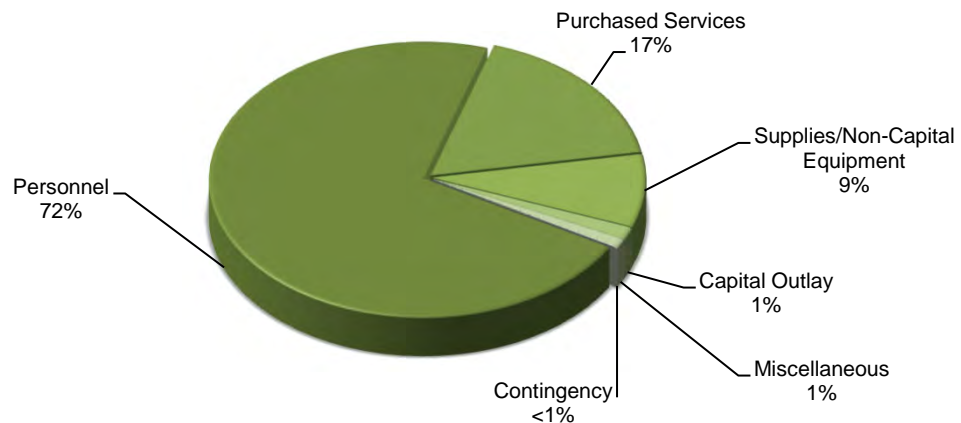
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Taxes	\$ 25,760,763	\$ 23,892,719	\$ 27,200,500	\$ 26,386,000
Intergovernmental	2,319,156	2,816,163	3,219,831	2,390,984
Licenses & Permits	1,321,191	1,038,658	1,318,500	1,047,000
User Charges & Fees	2,190,331	2,978,889	3,074,048	3,384,848
Fines & Forfeitures	664,869	807,800	590,000	632,000
Other Revenue	79,714	593,296	597,000	595,000
Total Revenue	32,336,024	32,127,525	35,999,879	34,435,832
Expenditures:				
Personnel	\$ 19,926,344	\$ 22,754,862	\$ 22,950,905	\$ 25,115,288
Purchased Services	4,734,861	5,928,735	5,966,752	6,112,376
Supplies/Non-Capital Equipment	2,583,869	2,678,056	2,806,503	3,005,389
Capital Outlay	401,056	1,651,722	1,220,250	507,256
Miscellaneous	241,378	317,696	319,708	335,865
Contingency	-	50,000	50,000	50,000
Total Expenditures	27,887,508	33,381,071	33,314,118	35,126,174
Excess/(Deficiency) of Revenues Over Expenditures	4,448,516	(1,253,546)	2,685,761	(690,342)
Other Financing Sources/(Uses):				
Transfers In/(Out)	-	(16,700,000)	(16,700,000)	-
Sale of Assets	16,925	-	42,000	-
Insurance Recovery/(Claims)	(424,039)	(125,000)	(140,650)	(125,000)
Total Other Financing Sources/(Uses)	(407,114)	(16,825,000)	(16,798,650)	(125,000)
Net Change In Fund Balance:	4,041,402	(18,078,546)	(14,112,889)	(815,342)
Cumulative Fund Balance				
Beginning Fund Balance	24,056,144	27,299,145	28,097,546	13,984,657
Ending Fund Balance	28,097,546	9,220,599	13,984,657	13,169,315
Less Restrictions, Commitments, & Assignments:				
3% TABOR Reserve Restriction	780,704	1,506,182	1,503,383	1,057,535
Operating Reserve Commitment	5,725,159	11,045,336	6,849,809	7,755,259
Unassigned Fund Balance	\$ 21,591,683	\$ (3,330,919)	\$ 5,631,465	\$ 4,356,521



Operating Revenue Budget By Category

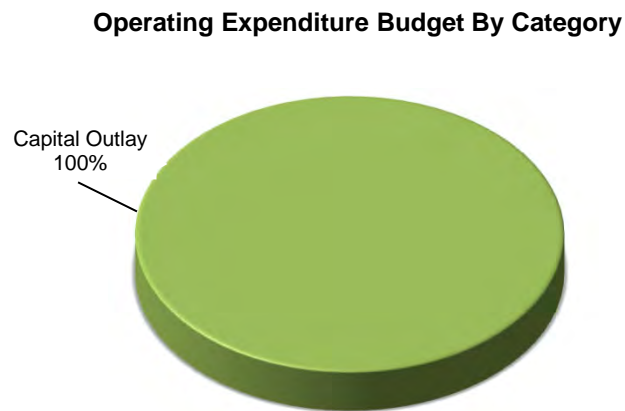
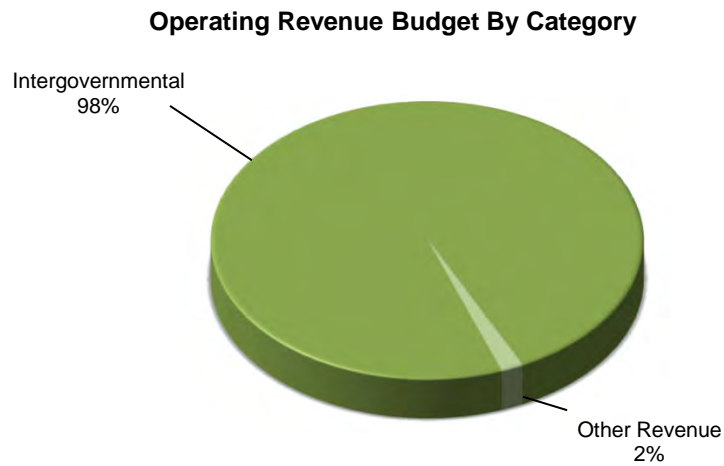
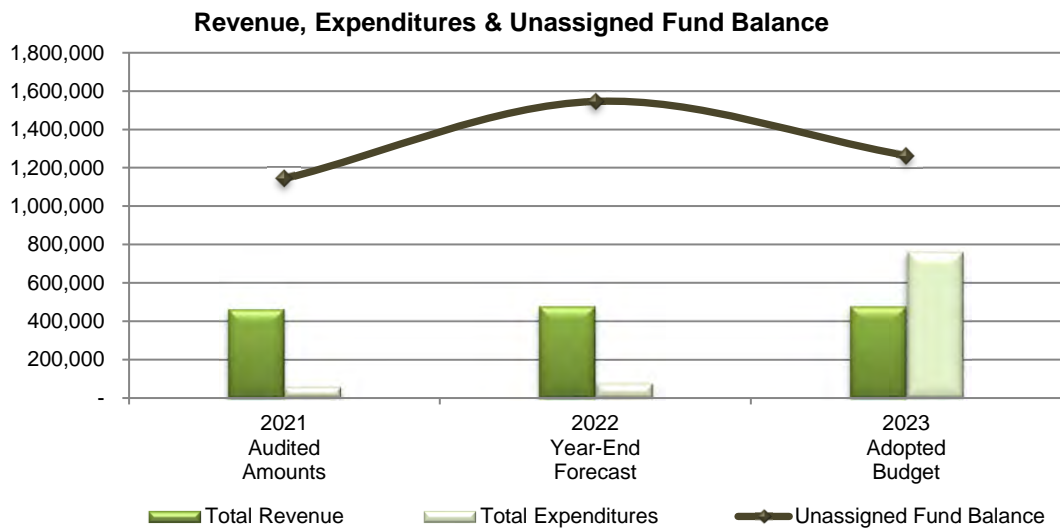


Operating Expenditure Budget By Category



Conservation Trust Fund Summary

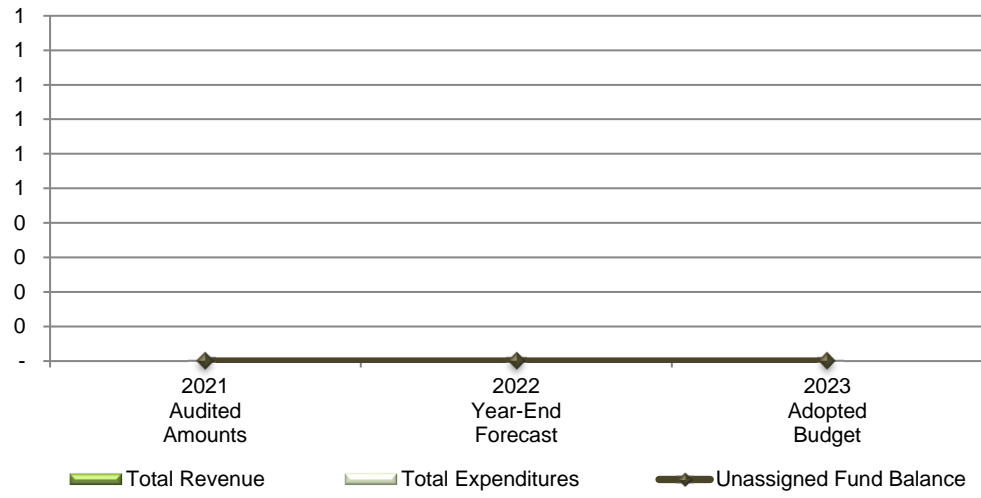
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Intergovernmental	\$ 468,858	\$ 424,000	\$ 469,800	\$ 469,800
Other Revenue	(7,155)	14,700	8,000	8,000
Total Revenue	461,703	438,700	477,800	477,800
Expenditures:				
Capital Outlay	\$ 58,150	\$ 1,111,850	\$ 74,200	\$ 760,000
Total Expenditures	58,150	1,111,850	74,200	760,000
Excess/(Deficiency) of Revenues Over Expenditures	403,553	(673,150)	403,600	(282,200)
Net Change In Fund Balance:	403,553	(673,150)	403,600	(282,200)
Cumulative Fund Balance				
Beginning Fund Balance	739,553	888,066	1,143,106	1,546,706
Ending Fund Balance	1,143,106	214,916	1,546,706	1,264,506
Unassigned Fund Balance	\$ 1,143,106	\$ 214,916	\$ 1,546,706	\$ 1,264,506



CDBG Fund Summary

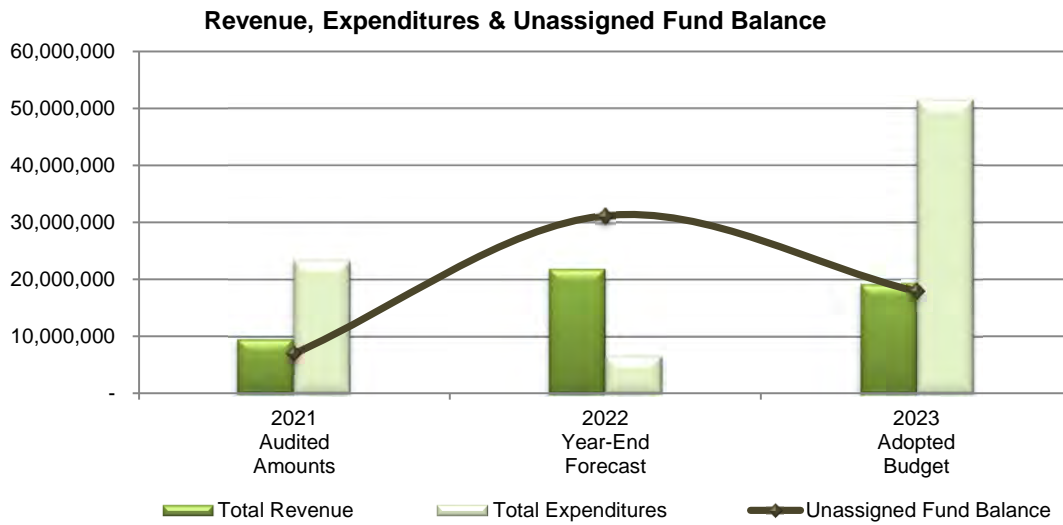
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Total Revenue	-	-	-	-
Expenditures:				
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Total Expenditures	-	-	-	-
Excess/(Deficiency) of Revenues Over Expenditures	-	-	-	-
Net Change In Fund Balance:	-	-	-	-
Cumulative Fund Balance				
Beginning Fund Balance	-	-	-	-
Ending Fund Balance	-	-	-	-
Unassigned Fund Balance	\$ -	\$ -	\$ -	\$ -

Revenue, Expenditures & Unassigned Fund Balance

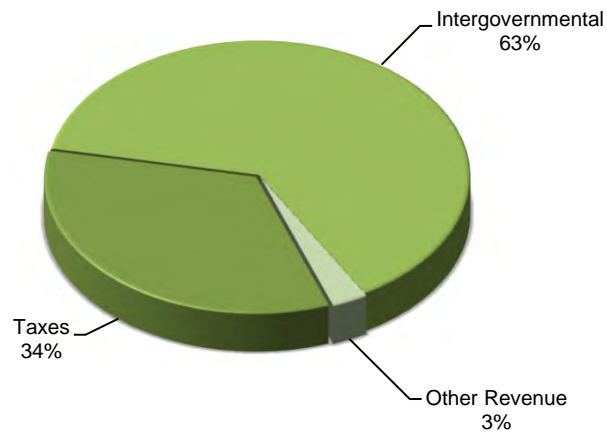


Capital Projects Fund Summary

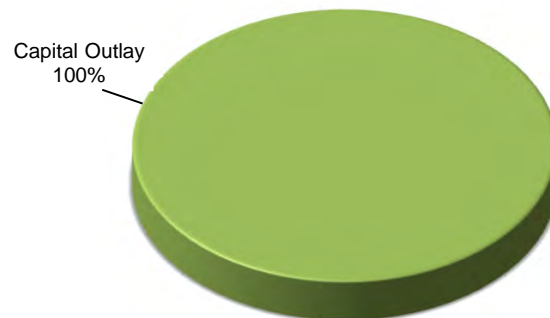
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Taxes	\$ 6,572,690	\$ 6,984,000	\$ 6,765,000	\$ 6,484,000
Intergovernmental	3,032,094	16,323,033	13,066,258	12,234,079
Other Revenue	(92)	3,203,296	2,032,000	532,000
Total Revenue	9,604,692	26,510,329	21,863,258	19,250,079
Expenditures:				
Capital Outlay	23,406,338	70,517,501	6,666,282	51,467,883
Total Expenditures	23,406,338	70,517,501	6,666,282	51,467,883
Excess/(Deficiency) of Revenues Over Expenditures	(13,801,646)	(44,007,172)	15,196,976	(32,217,804)
Other Financing Sources/(Uses):				
Transfers In/(Out)	-	16,700,000	16,700,000	-
Debt Issuance/(Payments)	(4,137,319)	(4,136,569)	(4,136,569)	(4,135,819)
Total Other Financing Sources/(Uses)	(4,137,319)	12,563,431	12,563,431	(4,135,819)
Net Change In Fund Balance:	(17,938,965)	(31,443,741)	27,760,407	(36,353,623)
Cumulative Fund Balance				
Beginning Fund Balance	51,940,348	31,498,264	34,001,383	61,761,790
Ending Fund Balance	34,001,383	54,523	61,761,790	25,408,167
Less Restrictions, Commitments, & Assignments:				
4.000 Mill Restricted Fund Balance	2,026,014	(5,273,883)	5,329,471	2,884,322
1/2% Sales/Use Tax Restricted Balance	17,186,077	3,260,117	17,851,730	2,477,603
Marijuana Sales Tax Restricted Balance	4,468,687	2,296,659	4,609,687	1,750,687
ADCOO Restricted Fund Balance	1,567,196	19,257	1,966,196	370,196
ADCOT Restricted Fund Balance	666,604	608,347	(80,817)	(881,817)
Debt Restricted Fund Balance	1,105,344	905,344	905,344	905,344
Unassigned Fund Balance	\$ 6,981,461	\$ (1,761,318)	\$ 31,180,179	\$ 17,901,832



Operating Revenue Budget By Category



Operating Expenditure Budget By Category



4.000 Mill Property Tax Restricted Revenue

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
4.000 Mill Property Tax	\$ 1,702,591	\$ 1,866,000	\$ 1,866,000	\$ 1,821,000
Other Revenue	62,224	-	1,500,000	-
Total Revenue	1,764,815	1,866,000	3,366,000	1,821,000
Expenditures:				
Road Reconstruction Improvements	\$ 1,263,127	\$ 7,933,853	\$ 62,543	\$ 4,266,149
Total Expenditures	1,263,127	7,933,853	62,543	4,266,149
Excess/(Deficiency) of Revenues Over Expenditures	501,688	(6,067,853)	3,303,457	(2,445,149)
Net Change In Fund Balance:	501,688	(6,067,853)	3,303,457	(2,445,149)
Cumulative Fund Balance				
Beginning Fund Balance	1,524,326	793,970	2,026,014	5,329,471
Ending Fund Balance	\$ 2,026,014	\$ (5,273,883)	\$ 5,329,471	\$ 2,884,322

1/2% Sales/Use Tax Restricted Revenue

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
1/2% Sales/Use Tax	\$ 3,538,877	\$ 3,519,000	\$ 3,758,000	\$ 3,522,000
Total Revenue	3,538,877	3,519,000	3,758,000	3,522,000
Expenditures:				
Capital Improvement Projects	\$ 222,954	\$ 14,932,608	\$ 625,578	\$ 16,427,608
Total Expenditures	222,954	14,932,608	625,578	16,427,608
Excess/(Deficiency) of Revenues Over Expenditures	3,315,923	(11,413,608)	3,132,422	(12,905,608)
Other Financing Sources/(Uses):				
Debt Issuance/(Payments)	(2,468,269)	(2,466,769)	(2,466,769)	(2,468,519)
Total Other Financing Sources/(Uses)	(2,468,269)	(2,466,769)	(2,466,769)	(2,468,519)
Net Change In Fund Balance:	847,654	(13,880,377)	665,653	(15,374,127)
Cumulative Fund Balance				
Beginning Fund Balance	16,338,423	17,140,494	17,186,077	17,851,730
Ending Fund Balance	\$ 17,186,077	\$ 3,260,117	\$ 17,851,730	\$ 2,477,603

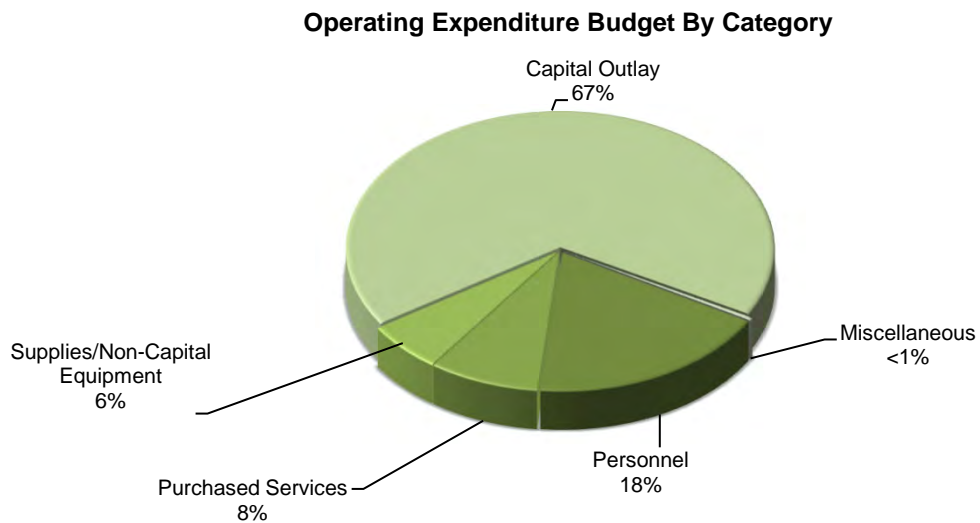
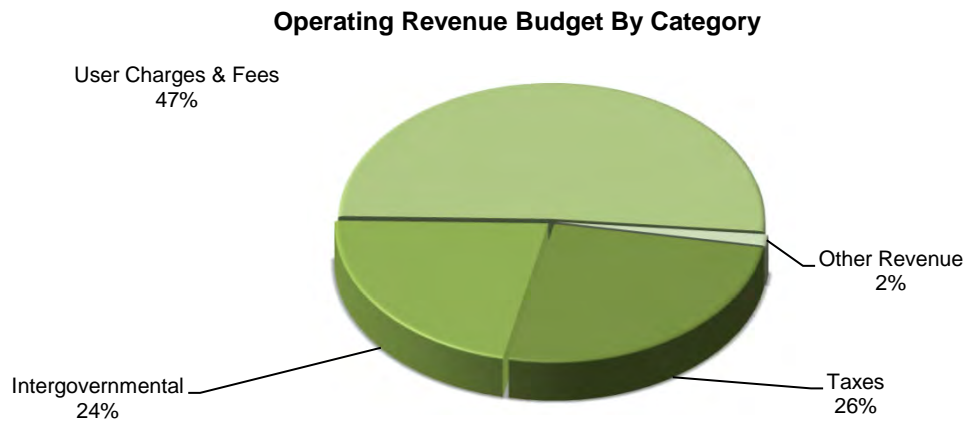
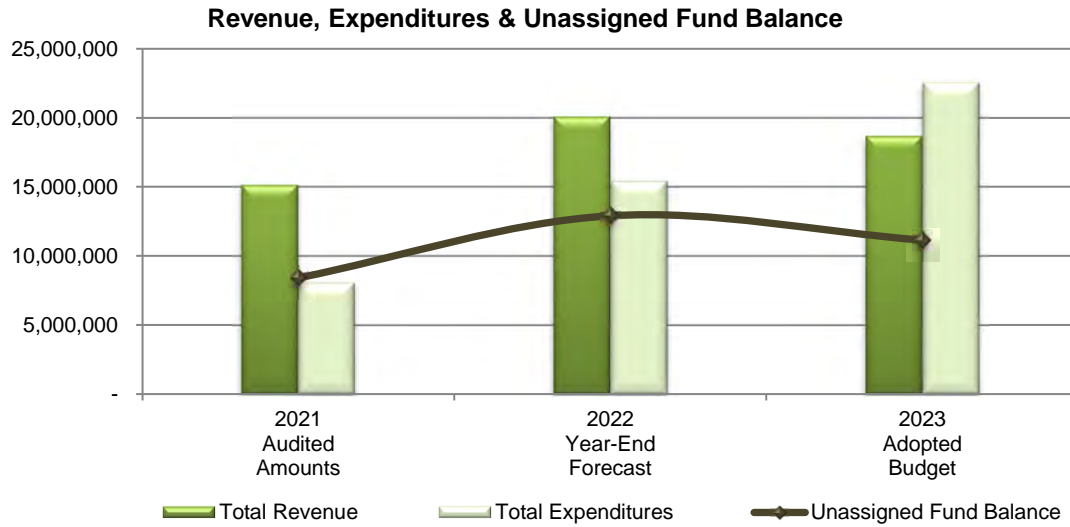
4% Marijuana Sales Tax Restricted Revenue

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Marijuana Sales Tax	\$ 1,331,222	\$ 1,599,000	\$ 1,141,000	\$ 1,141,000
Total Revenue	1,331,222	1,599,000	1,141,000	1,141,000
Expenditures:				
Capital Improvement Projects	\$ -	\$ 3,000,000	\$ -	\$ 3,000,000
Total Expenditures	-	3,000,000	-	3,000,000
Excess/(Deficiency) of Revenues Over Expenditures	1,331,222	(1,401,000)	1,141,000	(1,859,000)
Other Financing Sources/(Uses):				
Debt Issuance/(Payments)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Total Other Financing Sources/(Uses)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Net Change In Fund Balance:	331,222	(2,401,000)	141,000	(2,859,000)
Cumulative Fund Balance				
Beginning Fund Balance	4,137,465	4,697,659	4,468,687	4,609,687
Ending Fund Balance	\$ 4,468,687	\$ 2,296,659	\$ 4,609,687	\$ 1,750,687



Water Fund Summary

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Taxes	\$ 4,816,180	\$ 4,881,000	\$ 5,030,000	\$ 4,794,000
Intergovernmental	-	4,350,000	4,350,000	4,100,000
User Charges & Fees	10,515,051	8,550,400	10,463,800	9,557,700
Other Revenue	(162,870)	387,177	251,000	251,000
Total Revenue	15,168,361	18,168,577	20,094,800	18,702,700
Expenditures:				
Personnel	\$ 3,181,262	\$ 3,834,696	\$ 3,834,696	\$ 4,122,223
Purchased Services	3,038,313	1,849,804	1,774,935	1,861,191
Supplies/Non-Capital Equipment	1,340,342	1,295,565	1,295,565	1,317,972
Capital Outlay	506,842	19,025,292	8,456,027	15,157,119
Miscellaneous	40,071	67,445	67,445	72,452
Total Expenditures	8,106,830	26,072,802	15,428,668	22,530,957
Excess/(Deficiency) of Revenues Over Expenditures	7,061,531	(7,904,225)	4,666,132	(3,828,257)
Other Financing Sources/(Uses):				
Debt Issuance/(Payments)	(1,033,509)	(1,010,464)	(1,010,464)	-
Sale of Assets	10,990	-	-	-
Total Other Financing Sources/(Uses)	(1,022,519)	(1,010,464)	(1,010,464)	-
Net Change In Fund Balance:	6,039,012	(8,914,689)	3,655,668	(3,828,257)
Cumulative Fund Balance				
Beginning Fund Balance	21,165,663	27,632,164	27,204,675	30,860,343
Ending Fund Balance	27,204,675	18,717,475	30,860,343	27,032,086
Less Restrictions, Commitments, & Assignments:				
3% TABOR Reserve Restriction	310,706	652,162	493,174	552,929
Debt Service Reserve Restriction	584,227	1,313,595	845,763	2,117,763
Water Right Purchase Restriction	14,950,075	11,006,788	13,858,075	10,380,075
Capital/Infrastructure Commitment	1,000,000	1,000,000	1,000,000	1,000,000
Operating Reserve Commitment	1,941,150	1,761,878	1,743,160	1,843,460
Unassigned Fund Balance	\$ 8,418,517	\$ 2,983,052	\$ 12,920,171	\$ 11,137,859



Debt Service Function

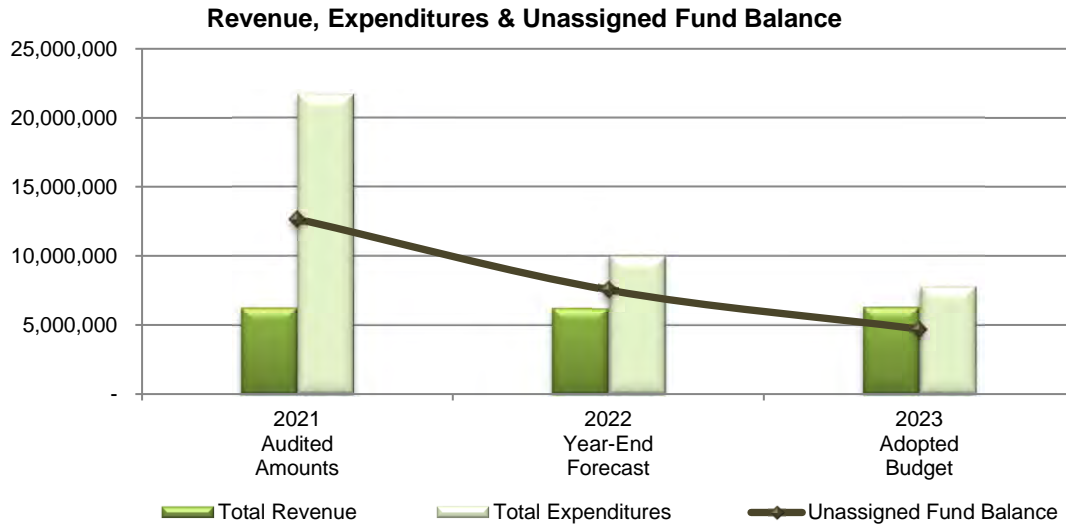
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Food Related Sales Tax	\$ 1,277,303	\$ 1,360,000	\$ 1,272,000	\$ 1,272,000
Total Revenue	1,277,303	1,360,000	1,272,000	1,272,000
Excess/(Deficiency) of Revenues Over Expenditures	1,277,303	1,360,000	1,272,000	1,272,000
Other Financing Sources/(Uses):				
2013 Lease Purchase Agreement	(1,033,509)	(1,010,464)	(1,010,464)	-
Total Other Financing Sources/(Uses)	(1,033,509)	(1,010,464)	(1,010,464)	-
Net Change In Fund Balance:	243,794	349,536	261,536	1,272,000
Cumulative Fund Balance				
Beginning Fund Balance	340,433	964,059	584,227	845,763
Ending Fund Balance	\$ 584,227	\$ 1,313,595	\$ 845,763	\$ 2,117,763

Water Resources Function

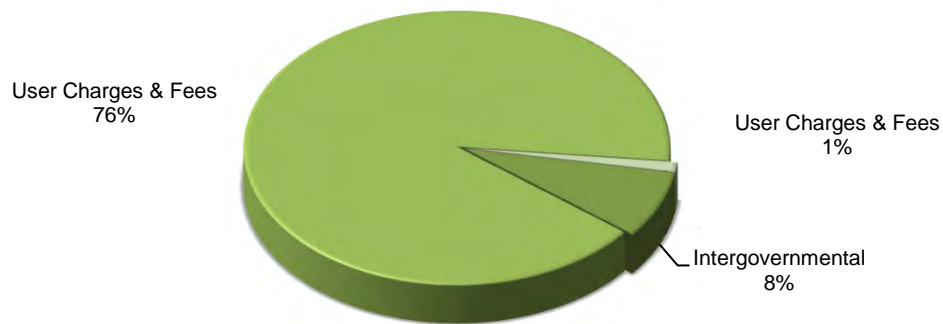
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Non-Food Sales/Use Tax	\$ 3,538,877	\$ 3,521,000	\$ 3,758,000	\$ 3,522,000
Total Revenue	3,538,877	3,521,000	3,758,000	3,522,000
Expenditures:				
Water Rights Purchases	\$ 381,250	\$ 4,850,000	\$ 4,850,000	\$ 7,000,000
Total Expenditures	381,250	4,850,000	4,850,000	7,000,000
Excess/(Deficiency) of Revenues Over Expenditures	3,157,627	(1,329,000)	(1,092,000)	(3,478,000)
Net Change In Fund Balance:	3,157,627	(1,329,000)	(1,092,000)	(3,478,000)
Cumulative Fund Balance				
Beginning Fund Balance	11,792,448	12,335,788	14,950,075	13,858,075
Ending Fund Balance	\$ 14,950,075	\$ 11,006,788	\$ 13,858,075	\$ 10,380,075

Wastewater Fund Summary

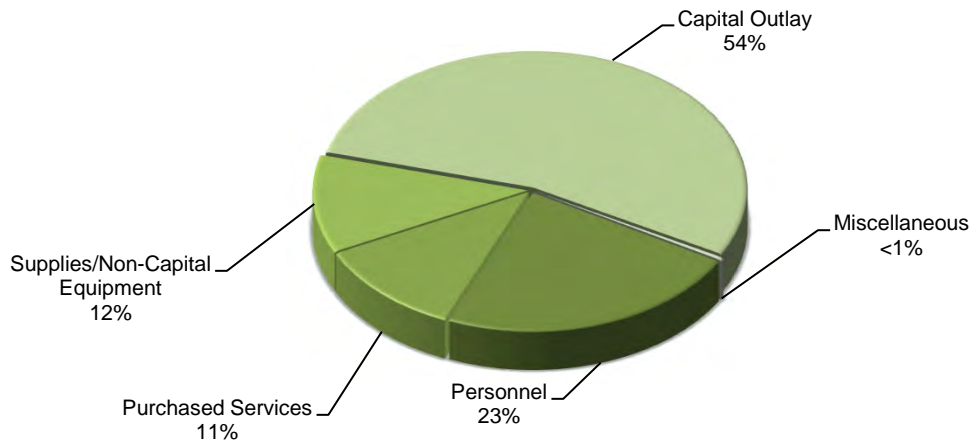
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Intergovernmental	\$ -	\$ 250,000	\$ 250,000	\$ 500,000
User Charges & Fees	5,568,843	5,552,000	5,940,350	5,759,735
Other Revenue	716,778	76,787	73,000	73,000
Total Revenue	6,285,621	5,878,787	6,263,350	6,332,735
Expenditures:				
Personnel	\$ 1,586,214	\$ 1,731,997	\$ 1,731,997	\$ 1,789,572
Purchased Services	549,349	682,845	680,095	879,590
Supplies/Non-Capital Equipment	767,479	986,110	986,110	893,100
Capital Outlay	18,798,788	12,464,077	6,577,872	4,185,000
Miscellaneous	4,381	305	305	25,350
Total Expenditures	21,706,211	15,865,334	9,976,379	7,772,612
Excess/(Deficiency) of Revenues Over Expenditures	(15,420,590)	(9,986,547)	(3,713,029)	(1,439,877)
Other Financing Sources/(Uses):				
Debt Issuance/(Payments)	26,164,755	(1,307,542)	(1,307,542)	(1,340,900)
Total Other Financing Sources/(Uses)	26,164,755	(1,307,542)	(1,307,542)	(1,340,900)
Net Change In Fund Balance:	10,744,165	(11,294,089)	(5,020,571)	(2,780,777)
Cumulative Fund Balance				
Beginning Fund Balance	3,663,304	1,913,567	14,407,469	9,386,898
Ending Fund Balance	14,407,469	(9,380,522)	9,386,898	6,606,121
Less Restrictions, Commitments, & Assignments:				
Capital/Infrastructure Commitment	1,000,000	1,000,000	1,000,000	1,000,000
Operating Reserve Commitment	726,856	850,314	849,627	896,903
Unassigned Fund Balance	\$ 12,680,613	\$ (11,230,836)	\$ 7,537,271	\$ 4,709,218



Operating Revenue Budget By Category

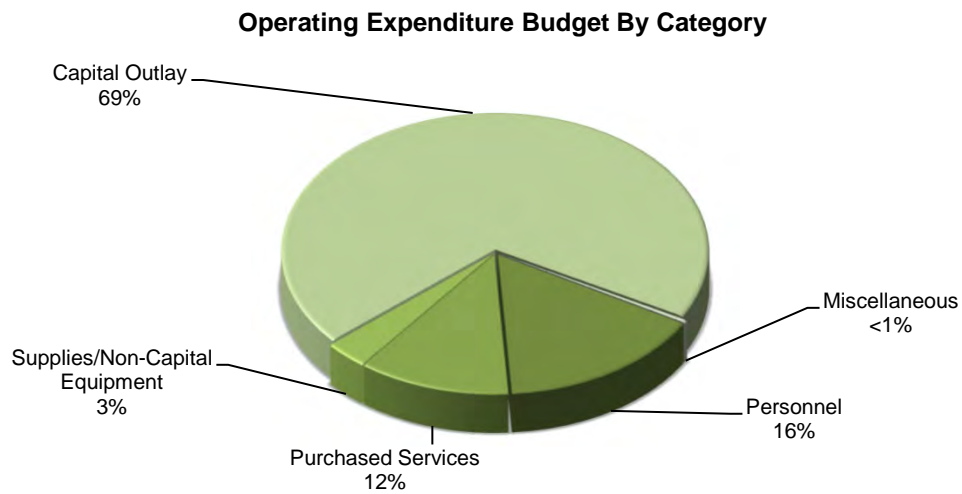
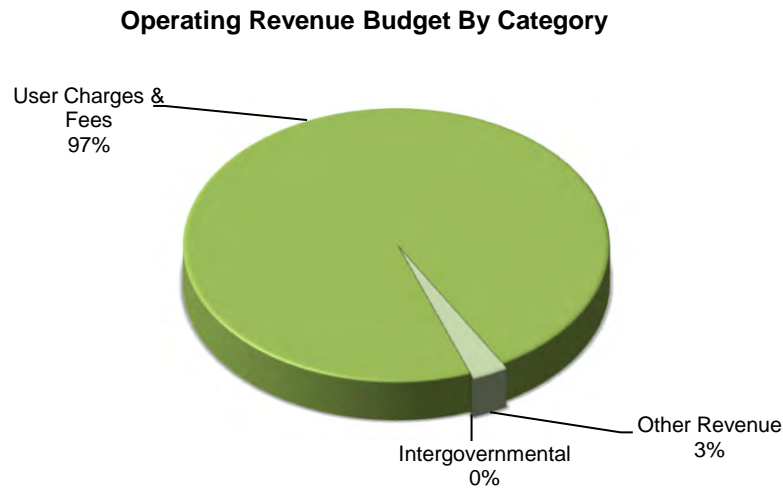
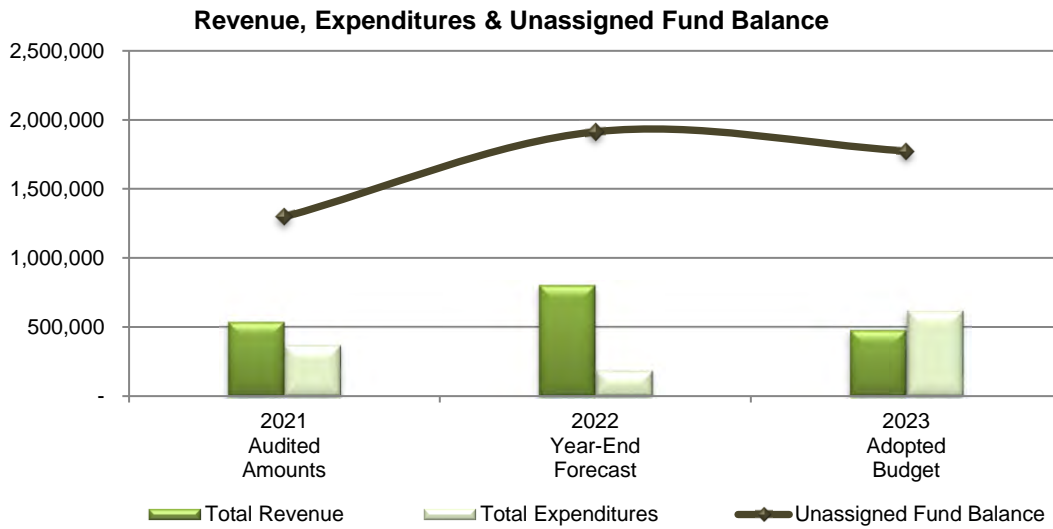


Operating Expenditure Budget By Category



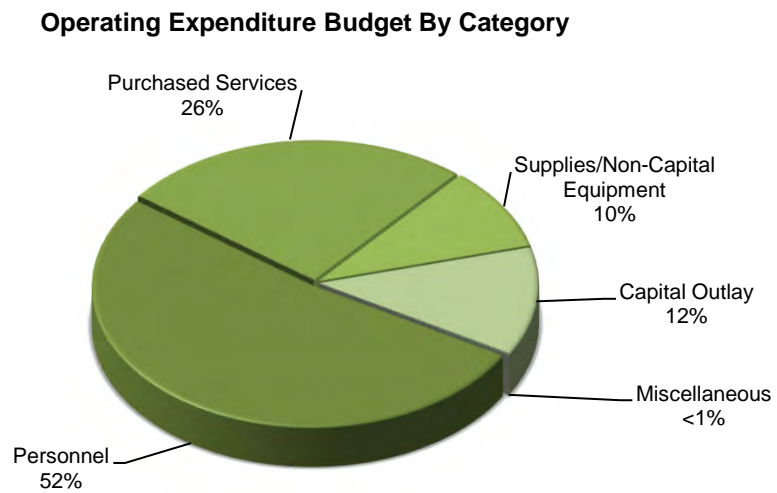
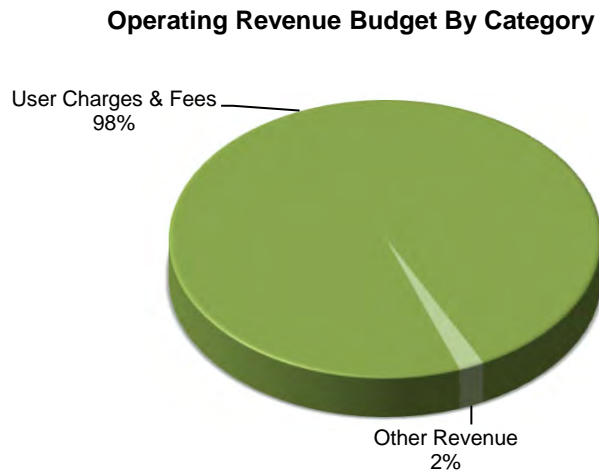
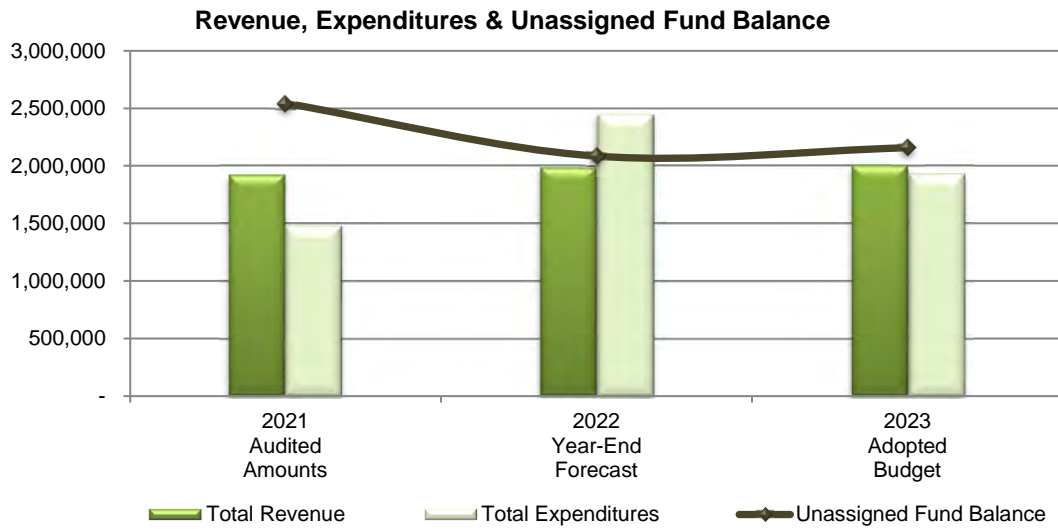
Stormwater Fund Summary

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
Intergovernmental	\$ -	\$ 250,000	\$ 250,000	\$ -
User Charges & Fees	539,758	469,000	534,000	463,800
Other Revenue	(3,382)	24,875	15,000	13,000
Total Revenue	536,376	743,875	799,000	476,800
Expenditures:				
Personnel	\$ 88,145	\$ 92,788	\$ 92,788	\$ 96,274
Purchased Services	25,635	70,050	70,050	70,450
Supplies/Non-Capital Equipment	16,999	20,000	20,000	20,070
Capital Outlay	235,164	1,265,391	300	427,391
Miscellaneous	630	650	650	1,950
Total Expenditures	366,573	1,448,879	183,788	616,135
Net Change In Fund Balance:	169,803	(705,004)	615,212	(139,335)
Cumulative Fund Balance				
Beginning Fund Balance	1,128,702	1,476,366	1,298,505	1,913,717
Ending Fund Balance	1,298,505	771,362	1,913,717	1,774,382
Unassigned Fund Balance	\$ 1,298,505	\$ 771,362	\$ 1,913,717	\$ 1,774,382



Sanitation Fund Summary

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Revenue:				
User Charges & Fees	\$ 1,934,329	\$ 1,898,800	\$ 1,947,300	\$ 1,966,300
Other Revenue	(12,851)	40,016	38,000	38,000
Total Revenue	1,921,478	1,938,816	1,985,300	2,004,300
Expenditures:				
Personnel	\$ 865,128	\$ 927,750	\$ 927,750	\$ 1,002,413
Purchased Services	422,237	470,353	472,043	503,513
Supplies/Non-Capital Equipment	144,820	164,200	164,200	185,100
Capital Outlay	47,787	877,855	877,855	240,000
Miscellaneous	573	500	500	600
Total Expenditures	1,480,545	2,440,658	2,442,348	1,931,626
Excess/(Deficiency) of Revenues Over Expenditures	440,933	(501,842)	(457,048)	72,674
Other Financing Sources/(Uses):				
Sale of Assets	14,490	-	-	-
Claims/Awards	(7,921)	-	-	-
Total Other Financing Sources/(Uses)	6,569	-	-	-
Net Change In Fund Balance:	447,502	(501,842)	(457,048)	72,674
Cumulative Fund Balance				
Beginning Fund Balance	2,095,919	2,035,264	2,543,421	2,086,373
Ending Fund Balance	2,543,421	1,533,422	2,086,373	2,159,047
Unassigned Fund Balance	\$ 2,543,421	\$ 1,533,422	\$ 2,086,373	\$ 2,159,047

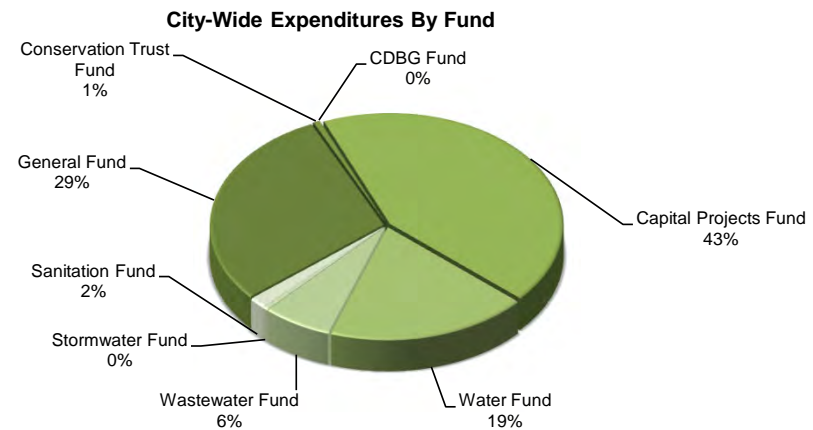
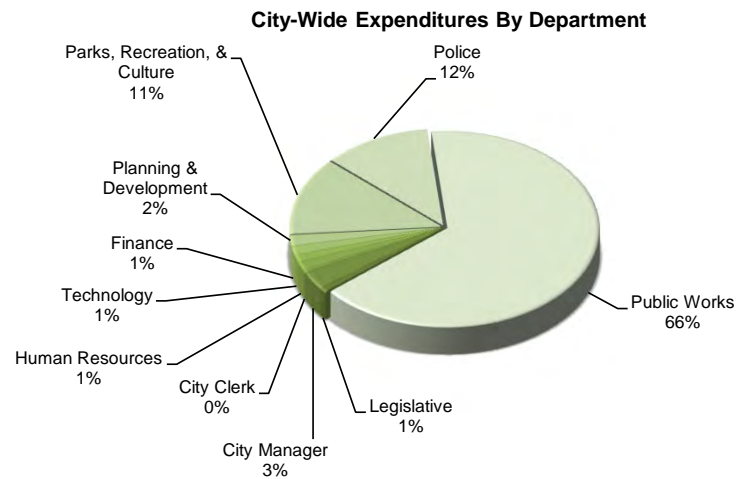






Department Funding Matrix

	General Fund	Conservation Trust Fund	CDBG Fund	Capital Projects Fund	Water Fund	Wastewater Fund	Stormwater Fund	Sanitation Fund	Total
Departments:									
Legislative	\$ 879,660	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 909,660
City Manager	3,507,444	-	-	-	-	-	-	-	3,507,444
City Clerk	610,230	-	-	-	-	-	-	-	610,230
Human Resources	1,121,240	-	-	-	489,916	-	-	23,353	1,634,509
Technology	1,112,163	-	-	-	266,630	-	-	-	1,378,793
Finance	652,099	-	-	-	1,103,052	-	-	2,460	1,757,611
Planning & Development	2,109,841	-	-	-	-	-	-	-	2,109,841
Parks, Recreation, & Culture	7,879,729	760,000	-	6,890,000	-	-	-	-	15,529,729
Police	13,926,548	-	-	-	-	-	-	-	13,926,548
Public Works	3,327,220	-	-	44,577,883	20,641,359	7,772,612	616,135	1,905,813	78,841,022
Total Expenditures	\$ 35,126,174	\$ 760,000	\$ -	\$ 51,467,883	\$ 22,530,957	\$ 7,772,612	\$ 616,135	\$ 1,931,626	\$ 120,205,387



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 11 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, Youth Commission, Community Co-Production Policing Advisory Board and Diversity, Inclusivity and Social Equity Board.

2022 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)
- Received awards at the state and national levels for excellence in construction of the new Recreation Center, Senior Center and Theatre as well as the City's Paid Family Leave and Flexible/Remote Scheduling Policy
- Welcomed new residents to Karl's Farm, the City's newest neighborhood at 120th and Irma
- Attracted Prost Brewing and Biergarten to The Northglenn Marketplace to open in the summer of 2023
- Passed significant policy related to new local regulation of firearms in City facilities, sex offender residency distance
- Engaged in a virtual strategic planning and teambuilding session to generate new ideas for 2022 and beyond
- Named Justice Center West property in honor of former Mayor Odell Barry
- Filled the Ward 3 vacancy with the appointment of Richard Kondo to serve out the term of former Council member Julie Duran Mullica

Goals & Objectives

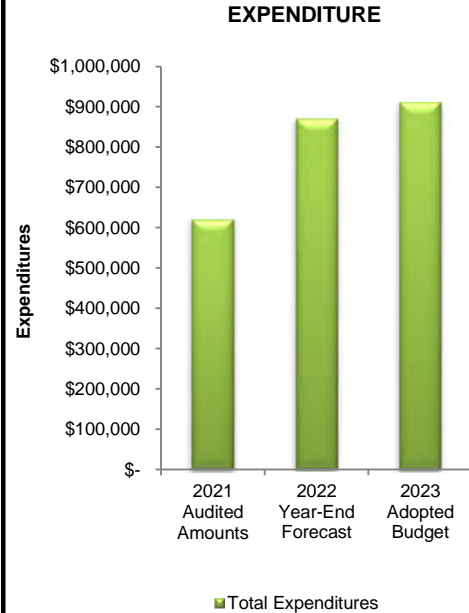
Implementation of the 2019-2023 City Strategic Plan with the following eight strategic priorities:

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

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 879,660	-
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	30,000	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	909,660	-

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
City Council	\$ 867,573	-
City Attorney	-	-
Boards & Commissions	42,087	-
Total	909,660	-



EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	-	-	-	-
Expenditures:				
Personnel	\$ 141,567	\$ 147,616	\$ 147,616	\$ 146,983
Purchased Services	267,298	408,002	425,937	452,502
Supplies/Non-Capital Equipment	8,714	34,870	36,562	34,870
Capital Outlay	-	-	-	-
Miscellaneous	202,127	210,305	210,305	225,305
Contingency	-	50,000	50,000	50,000
Total Expenditures	\$ 619,706	\$ 850,793	\$ 870,420	\$ 909,660

2023 BUDGET PACKAGES	
	Amount
1. New Event - State of the City	\$ 15,000
2. Diversity, Inclusivity and Social Equity Training	14,000
3. Mileage/Travel	22,500
4. Stonehocker Roof Replacement	30,000
	\$ 81,500

Expenditure Detail

Legislative Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	95,526	96,534	96,534	96,533
Allowances	38,665	39,960	39,960	39,960
Medicare	1,924	1,979	1,979	1,400
Workers Compensation	72	103	103	55
Retirement Contributions	4,971	8,129	8,129	8,127
Life/Disability Benefits	409	911	911	908
Total Personnel	141,567	147,616	147,616	146,983
Purchased Services				
Professional Services	248,568	348,680	348,680	348,680
Communication Services	16,895	17,147	35,082	17,147
Training/Registration	1,610	42,175	42,175	71,675
Total Purchased Services	267,298	408,002	425,937	452,502
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	-
Operating Supplies	8,714	34,870	36,562	34,870
Total Supplies/Non-Capital Equipment	8,714	34,870	36,562	34,870
Miscellaneous				
Dues/Fees	88,264	71,400	71,400	79,136
Grants/Donations	113,863	138,905	138,905	146,169
Total Other Expenditures	202,127	210,305	210,305	225,305
Contingency				
Contingency	-	50,000	50,000	50,000
Total Contingency	-	50,000	50,000	50,000
Total Expenditures	\$ 619,706	\$ 850,793	\$ 870,420	\$ 909,660

Expenditure Detail

Legislative Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	95,526	96,534	96,534	96,533
Allowances	38,665	39,960	39,960	39,960
Medicare	1,924	1,979	1,979	1,400
Workers Compensation	72	103	103	55
Retirement Contributions	4,971	8,129	8,129	8,127
Life/Disability Benefits	409	911	911	908
Total Personnel	141,567	147,616	147,616	146,983
Purchased Services				
Professional Services	245,823	318,680	318,680	318,680
Communication Services	16,895	17,147	35,082	17,147
Training/Registration	1,610	42,175	42,175	71,675
Total Purchased Services	264,553	378,002	395,937	422,502
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	-
Operating Supplies	8,714	34,870	36,562	34,870
Total Supplies/Non-Capital Equipment	8,714	34,870	36,562	34,870
Miscellaneous				
Dues/Fees	88,264	71,400	71,400	79,136
Grants/Donations	113,863	138,905	138,905	146,169
Total Other Expenditures	202,127	210,305	210,305	225,305
Contingency				
Contingency	-	50,000	50,000	50,000
Total Contingency	-	50,000	50,000	50,000
Total Expenditures	\$ 616,961	\$ 820,793	\$ 840,420	\$ 879,660

Expenditure Detail

City Council Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	95,526	96,534	96,534	96,533
Allowances	38,665	39,960	39,960	39,960
Medicare	1,924	1,979	1,979	1,400
Workers Compensation	72	103	103	55
Retirement Contributions	4,971	8,129	8,129	8,127
Life/Disability Benefits	409	911	911	908
Total Personnel	141,567	147,616	147,616	146,983
Purchased Services				
Professional Services	245,823	310,000	310,000	310,000
Communication Services	16,895	17,085	35,020	17,085
Training/Registration	1,149	40,500	40,500	63,000
Total Purchased Services	264,092	367,585	385,520	405,085
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	-
Operating Supplies	8,070	10,200	11,792	10,200
Total Supplies/Non-Capital Equipment	8,070	10,200	11,792	10,200
Miscellaneous				
Dues/Fees	88,264	71,400	71,400	79,136
Grants/Donations	113,863	138,905	138,905	146,169
Total Other Expenditures	202,127	210,305	210,305	225,305
Contingency				
Contingency	-	50,000	50,000	50,000
Total Contingency	-	50,000	50,000	50,000
Total Expenditures	\$ 615,856	\$ 785,706	\$ 805,233	\$ 837,573

Expenditure Detail

Boards & Commissions Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Professional Services	-	8,680	8,680	8,680
Communication Services	-	62	62	62
Training/Registration	461	1,675	1,675	8,675
Total Purchased Services	461	10,417	10,417	17,417
Supplies/Non-Capital Equipment				
Operating Supplies	644	24,670	24,770	24,670
Total Supplies/Non-Capital Equipment	644	24,670	24,770	24,670
Total Expenditures	\$ 1,105	\$ 35,087	\$ 35,187	\$ 42,087

Expenditure Detail

Legislative Department - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Professional Services	2,745	30,000	30,000	30,000
Total Purchased Services	2,745	30,000	30,000	30,000
Total Expenditures	\$ 2,745	\$ 30,000	\$ 30,000	\$ 30,000

Expenditure Detail

City Council Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Professional Services	2,745	30,000	30,000	30,000
Total Purchased Services	2,745	30,000	30,000	30,000
Total Expenditures	\$ 2,745	\$ 30,000	\$ 30,000	\$ 30,000

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.

2022 Achievements

- Began work on Phase 2 of the Civic Campus Plan, design of the new City Hall
- Conducted the 2023 Employee Engagement survey with Polco (Council Goal #2)
- Conducted a comprehensive Compensation Market Analysis and communication to staff (Council Goal #1)
- Updated the annual City Budget process
- Began work on updating the City's Performance Appraisal System
- EDCC Medium Community of the Year award - Karl's Farm Development (Council Goal #5)
- Onboarded new City Council members
- Launched redesigned employee Intranet, New Nic
- Added five new Mayor/City Council outreach opportunities - Groove, Grub & Local Gov
- Reinstated regional events in addition to maintaining community and hyper-local events

Goals & Objectives

- Recruit and hire a Deputy City Manager
- Recruit and hire a new Economic Development Director
- Oversee Phase 2 of Civic Campus Project (Council Goal #8), groundbreaking of the new city hall in Q2 of 2023
- 112th & Washington Street redevelopment completion (Council Goal #8)
- Opening of Prost Brewery's headquarters, brewery & biergarten (Council Goal #4)
- Continue to work towards identifying a master developer and environmental remediation plan for the Civic Center Project Phase 3 (Council Goal #8)
- Creation of the Crisis Response Unit to provide co-response alongside law enforcement (Council Goal #3)
- Implement new market-driven compensation plan
- Continue work towards a paperless Court

Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
Original Video Productions	#2	10	10	50	50
# of Business Retention Visits	#4	85	400	115	75
New Commercial s/f Absorption	#4	90,000	87,540	101,458	50,000
Event Attendance - Breakfast	#4	285	0	265	200
# of Court Cases Closed	#1	5,669	3,851	3,100	3,800
# of Community Events Organized	#2	8	8	12	8
# of Volunteer Events	#2	12	12	13	13

City Manager

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 3,507,444	23.60
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	3,507,444	23.60

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 637,551	3.00
Public Communications	526,245	3.00
Economic Development	521,579	3.00
Court	673,624	6.60
VALE	60,100	-
Community Engagement	644,511	3.50
Crisis Response Unit	443,834	4.50
Total	3,507,444	23.60

EXPENDITURE & FULL TIME EQUIVALENCY			
Expenditures			FTE
\$4,000,000			25.00
\$3,500,000			20.00
\$3,000,000			15.00
\$2,500,000			10.00
\$2,000,000			5.00
\$1,500,000			
\$1,000,000			
\$500,000			
\$-			
	2021 Audited Amounts	2022 Year-End Forecast	2023 Adopted Budget
</			

Expenditure Detail

City Manager Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,709,537	1,779,821	1,779,821	1,966,556
Overtime	-	500	500	500
Allowances	9,006	9,000	9,000	9,000
Medicare	18,399	25,938	25,938	28,514
Workers Compensation	2,105	1,318	2,230	1,125
Retirement Contributions	122,239	155,958	155,958	158,581
Medical Benefits	172,821	267,687	267,687	233,495
Life/Disability Benefits	8,965	15,987	15,987	16,987
Total Personnel	2,043,072	2,256,209	2,257,121	2,414,758
Purchased Services				
Professional Services	210,108	305,007	328,291	343,285
Technical Services	32,955	29,861	31,088	33,400
General Services	218,057	275,700	290,204	287,250
Property Services	4,893	-	-	-
Communication Services	152,395	171,250	179,358	202,122
Training/Registration	8,991	24,634	24,705	28,650
Mileage/Travel	3,734	26,758	26,758	29,816
Rentals/Leases	8,767	10,550	11,201	9,700
Total Purchased Services	639,900	843,760	891,605	934,223
Supplies/Non-Capital Equipment				
Office Supplies	1,821	4,727	4,727	4,717
Technology Supplies	4,622	25,540	25,766	26,440
Operating Supplies	73,736	44,890	47,942	40,140
Motor Vehicle Fuels	322	500	500	600
Total Supplies/Non-Capital Equipment	80,501	75,657	78,935	71,897
Capital Outlay				
Capital Equipment	12,579	-	-	-
Total Capital Outlay	12,579	-	-	-
Miscellaneous				
Dues/Fees	23,201	26,071	26,306	26,566
Grants/Donations	-	60,000	60,000	60,000
Total Other Expenditures	23,201	86,071	86,306	86,566
Total Expenditures	\$ 2,799,253	\$ 3,261,697	\$ 3,313,967	\$ 3,507,444

Expenditure Detail

City Manager Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,709,537	1,779,821	1,779,821	1,966,556
Overtime	-	500	500	500
Allowances	9,006	9,000	9,000	9,000
Medicare	18,399	25,938	25,938	28,514
Workers Compensation	2,105	1,318	2,230	1,125
Retirement Contributions	122,239	155,958	155,958	158,581
Medical Benefits	172,821	267,687	267,687	233,495
Life/Disability Benefits	8,965	15,987	15,987	16,987
Total Personnel	2,043,072	2,256,209	2,257,121	2,414,758
Purchased Services				
Professional Services	210,108	305,007	328,291	343,285
Technical Services	32,955	29,861	31,088	33,400
General Services	218,057	275,700	290,204	287,250
Property Services	4,893	-	-	-
Communication Services	152,395	171,250	179,358	202,122
Training/Registration	8,991	24,634	24,705	28,650
Mileage/Travel	3,734	26,758	26,758	29,816
Rentals/Leases	8,767	10,550	11,201	9,700
Total Purchased Services	639,900	843,760	891,605	934,223
Supplies/Non-Capital Equipment				
Office Supplies	1,821	4,727	4,727	4,717
Technology Supplies	4,622	25,540	25,766	26,440
Operating Supplies	73,736	44,890	47,942	40,140
Motor Vehicle Fuels	322	500	500	600
Total Supplies/Non-Capital Equipment	80,501	75,657	78,935	71,897
Capital Outlay				
Capital Equipment	12,579	-	-	-
Total Capital Outlay	12,579	-	-	-
Miscellaneous				
Dues/Fees	23,201	26,071	26,306	26,566
Grants/Donations	-	60,000	60,000	60,000
Total Other Expenditures	23,201	86,071	86,306	86,566
Total Expenditures	\$ 2,799,253	\$ 3,261,697	\$ 3,313,967	\$ 3,507,444

Expenditure Detail

Administration/Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	293,300	366,226	366,226	434,502
Allowances	6,600	6,600	6,600	6,600
Medicare	4,362	5,406	5,406	6,300
Workers Compensation	223	274	274	249
Retirement Contributions	25,073	30,868	30,868	34,572
Medical Benefits	18,854	24,364	24,364	32,300
Life/Disability Benefits	1,768	3,280	3,280	3,532
Total Personnel	350,180	437,018	437,018	518,055
Purchased Services				
Professional Services	97,116	47,900	67,934	66,645
General Services	3,993	3,150	3,150	-
Communication Services	5,230	1,920	1,920	1,920
Training/Registration	5,251	7,750	7,750	7,750
Mileage/Travel	3,191	14,000	14,000	14,000
Rentals/Leases	1,801	1,650	2,154	2,000
Total Purchased Services	126,182	76,370	96,908	92,315
Supplies/Non-Capital Equipment				
Office Supplies	630	1,000	1,000	1,000
Operating Supplies	11,270	6,500	6,500	6,500
Motor Vehicle Fuels	75	-	-	-
Total Supplies/Non-Capital Equipment	13,228	7,500	7,726	9,500
Miscellaneous				
Dues/Fees	15,601	14,471	14,471	17,681
Total Other Expenditures	15,601	14,471	14,471	17,681
Total Expenditures	\$ 517,770	\$ 535,359	\$ 556,123	\$ 637,551

Expenditure Detail

Public Communications Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	342,711	270,442	270,442	286,911
Medicare	4,816	3,921	3,921	4,160
Workers Compensation	1,325	199	199	164
Retirement Contributions	27,791	22,993	22,993	23,052
Medical Benefits	46,402	35,693	35,693	9,530
Life/Disability Benefits	2,219	2,424	2,424	2,428
Total Personnel	425,264	335,672	335,672	326,245
Purchased Services				
Professional Services	27,326	68,000	68,000	68,000
Technical Services	8,400	8,400	8,400	8,400
Communication Services	101,781	72,000	80,108	105,000
Training/Registration	1,513	2,300	2,371	2,300
Mileage/Travel	543	-	-	-
Rentals/Leases	1,610	800	947	800
Total Purchased Services	141,173	151,500	159,826	184,500
Supplies/Non-Capital Equipment				
Office Supplies	199	500	500	500
Technology Supplies	2,581	8,000	8,000	8,000
Operating Supplies	7,571	4,200	4,200	4,200
Total Supplies/Non-Capital Equipment	10,351	12,700	12,700	12,700
Miscellaneous				
Dues/Fees	2,200	2,800	2,800	2,800
Total Other Expenditures	2,200	2,800	2,800	2,800
Total Expenditures	\$ 578,988	\$ 502,672	\$ 510,998	\$ 526,245

Expenditure Detail

Economic Development Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	192,024	240,510	240,510	290,144
Medicare	2,634	3,488	3,488	4,207
Workers Compensation	148	177	177	166
Retirement Contributions	17,409	21,829	21,829	21,492
Medical Benefits	28,458	49,313	49,313	47,560
Life/Disability Benefits	1,347	2,157	2,157	2,223
Total Personnel	242,020	317,474	317,474	365,792
Purchased Services				
Professional Services	200	20,000	20,000	35,000
Technical Services	3,000	10,000	10,000	10,000
General Services	6,928	5,400	5,400	5,400
Communication Services	38,822	77,750	77,750	78,322
Training/Registration	1,577	7,500	7,500	6,850
Mileage/Travel	-	7,000	7,000	11,045
Rentals/Leases	682	2,000	2,000	800
Total Purchased Services	51,209	129,650	129,650	147,417
Supplies/Non-Capital Equipment				
Office Supplies	96	650	650	640
Technology Supplies	788	540	540	1,000
Operating Supplies	1,696	1,250	3,807	1,250
Total Supplies/Non-Capital Equipment	2,580	2,440	4,997	2,890
Miscellaneous				
Dues/Fees	4,795	8,700	8,700	5,480
Total Other Expenditures	4,795	8,700	8,700	5,480
Total Expenditures	\$ 300,604	\$ 458,264	\$ 460,821	\$ 521,579

Expenditure Detail

Municipal Court Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	319,626	352,992	352,992	394,560
Overtime	-	500	500	500
Allowances	1,203	1,200	1,200	1,200
Medicare	3,200	5,135	5,135	5,721
Workers Compensation	226	262	262	226
Retirement Contributions	29,437	33,234	33,234	34,332
Medical Benefits	47,085	49,546	49,546	55,194
Life/Disability Benefits	2,002	3,191	3,191	3,209
Total Personnel	402,779	446,060	446,060	494,942
Purchased Services				
Professional Services	83,801	132,257	132,257	126,000
Technical Services	11,955	11,461	12,688	15,000
General Services	4,403	10,000	10,000	6,000
Property Services	4,893	-	-	-
Communication Services	4,632	8,520	8,520	10,800
Training/Registration	500	2,834	2,834	4,000
Mileage/Travel	-	100	100	100
Rentals/Leases	3,012	3,700	3,700	3,700
Total Purchased Services	113,196	168,872	170,099	165,600
Supplies/Non-Capital Equipment				
Office Supplies	427	1,277	1,277	1,277
Operating Supplies	4,097	9,177	9,177	6,200
Total Supplies/Non-Capital Equipment	4,524	10,454	10,454	12,477
Miscellaneous				
Dues/Fees	605	100	335	605
Total Other Expenditures	605	100	335	605
Total Expenditures	\$ 521,104	\$ 625,486	\$ 626,948	\$ 673,624

Expenditure Detail

VALE Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Supplies/Non-Capital Equipment				
Operating Supplies	-	100	100	100
Total Supplies/Non-Capital Equipment	-	100	100	100
Miscellaneous				
Grants/Donations	-	60,000	60,000	60,000
Total Other Expenditures	-	60,000	60,000	60,000
Total Expenditures	\$ -	\$ 60,100	\$ 60,100	\$ 60,100

Expenditure Detail

Community Engagement Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	216,340	247,458	247,458	262,693
Allowances	1,203	1,200	1,200	1,200
Medicare	3,042	3,606	3,606	3,809
Workers Compensation	165	183	1,095	150
Retirement Contributions	20,532	22,859	22,859	22,849
Medical Benefits	29,216	28,933	28,933	37,866
Life/Disability Benefits	1,512	2,224	2,224	2,184
Total Personnel	272,010	306,463	307,375	330,751
Purchased Services				
Professional Services	-	6,850	10,100	6,840
General Services	202,733	257,150	271,654	275,850
Communication Services	1,930	3,380	3,380	3,380
Training/Registration	150	2,750	2,750	2,750
Mileage/Travel	-	250	250	250
Rentals/Leases	1,662	2,400	2,400	2,400
Total Purchased Services	206,475	272,780	290,534	291,470
Supplies/Non-Capital Equipment				
Office Supplies	469	1,300	1,300	1,300
Operating Supplies	49,093	20,390	20,390	20,390
Motor Vehicle Fuels	247	500	500	600
Total Supplies/Non-Capital Equipment	49,809	22,190	22,190	22,290
Total Expenditures	\$ 528,294	\$ 601,433	\$ 620,099	\$ 644,511

Expenditure Detail

Crisis Response Unit - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	345,536	302,193	302,193	297,746
Medicare	345	4,382	4,382	4,317
Workers Compensation	18	223	223	170
Retirement Contributions	1,997	24,175	24,175	22,284
Medical Benefits	2,806	79,838	79,838	51,045
Life/Disability Benefits	117	2,711	2,711	3,411
Total Personnel	350,819	413,522	413,522	378,973
Purchased Services				
Professional Services	1,665	30,000	30,000	40,800
Communication Services	-	7,680	7,680	2,700
Training/Registration	-	1,500	1,500	5,000
Mileage/Travel	-	5,408	5,408	4,421
Total Purchased Services	1,665	44,588	44,588	52,921
Supplies/Non-Capital Equipment				
Technology Supplies	-	17,000	17,000	10,440
Operating Supplies	9	3,273	3,768	1,500
Total Supplies/Non-Capital Equipment	9	20,273	20,768	11,940
Total Expenditures	\$ 352,493	\$ 478,383	\$ 478,878	\$ 443,834



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, marijuana delivery, retail tobacco, 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.

2022 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 revenue for the City
- Administered the Ward 3 City Council vacancy process

Goals & Objectives

- Provide equal and inclusive access to open and transparent government (Council Goal #1)
- 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)

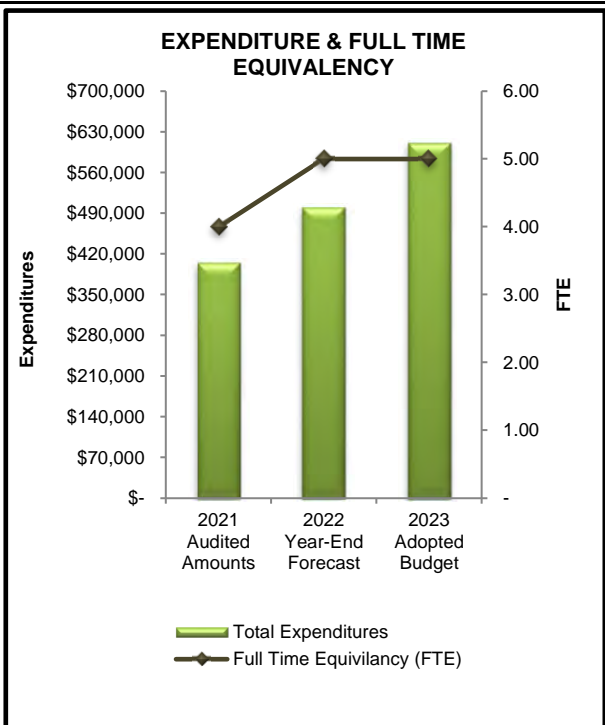
Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
Action agendas posted to the website and available to the public within 24 hours	#2	100%	95%	98%	100%
Number of legislative items processed (Ordinances/Resolutions)	#1	214	158	197	210
Public Record Requests processed	#1	103	137	170	150
Passport Applications	#2	793	817	2,550	3,000

City Clerk

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 610,230	5.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	610,230	5.00

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 610,230	5.00
Total	610,230	5.00



EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	4.00	4.00	5.00	5.00
Expenditures:				
Personnel	\$ 324,198	\$ 377,456	\$ 377,456	\$ 520,980
Purchased Services	55,266	95,020	94,565	70,450
Supplies/Non-Capital Equipment	23,458	18,500	25,676	17,510
Miscellaneous	808	1,250	1,250	1,290
Total Expenditures	\$ 403,730	\$ 492,226	\$ 498,947	\$ 610,230

2023 BUDGET PACKAGES		Amount
1. Personnel Market Adjustment		\$ 19,607
2. Personnel Merit Allowance		2,932
		\$ 22,539

Expenditure Detail

City Clerk Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	246,771	276,848	276,848	414,682
Medicare	3,322	4,014	4,014	6,013
Workers Compensation	184	206	206	237
Retirement Contributions	23,693	25,918	25,918	35,880
Medical Benefits	48,585	67,981	67,981	60,793
Life/Disability Benefits	1,643	2,489	2,489	3,375
Total Personnel	324,198	377,456	377,456	520,980
Purchased Services				
Professional Services	19,881	55,520	55,520	35,000
Technical Services	-	2,500	-	-
General Services	4,000	4,000	4,000	3,000
Property Services	75	1,500	1,500	1,500
Communication Services	8,103	16,500	16,500	15,000
Training/Registration	495	4,500	4,500	4,000
Mileage/Travel	-	500	500	4,350
Rentals/Leases	22,712	10,000	12,045	7,600
Total Purchased Services	55,266	95,020	94,565	70,450
Supplies/Non-Capital Equipment				
Office Supplies	1,521	2,500	2,500	3,510
Technology Supplies	-	2,500	2,500	2,500
Operating Supplies	19,334	8,500	15,676	10,000
Non-Capital Equipment	2,603	5,000	5,000	1,500
Total Supplies/Non-Capital Equipment	23,458	18,500	25,676	17,510
Miscellaneous				
Dues/Fees	808	1,250	1,250	1,290
Total Other Expenditures	808	1,250	1,250	1,290
Total Expenditures	\$ 403,730	\$ 492,226	\$ 498,947	\$ 610,230

Expenditure Detail

City Clerk Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	246,771	276,848	276,848	414,682
Medicare	3,322	4,014	4,014	6,013
Workers Compensation	184	206	206	237
Retirement Contributions	23,693	25,918	25,918	35,880
Medical Benefits	48,585	67,981	67,981	60,793
Life/Disability Benefits	1,643	2,489	2,489	3,375
Total Personnel	324,198	377,456	377,456	520,980
Purchased Services				
Professional Services	19,881	55,520	55,520	35,000
Technical Services	-	2,500	-	-
General Services	4,000	4,000	4,000	3,000
Property Services	75	1,500	1,500	1,500
Communication Services	8,103	16,500	16,500	15,000
Training/Registration	495	4,500	4,500	4,000
Mileage/Travel	-	500	500	4,350
Rentals/Leases	22,712	10,000	12,045	7,600
Total Purchased Services	55,266	95,020	94,565	70,450
Supplies/Non-Capital Equipment				
Office Supplies	1,521	2,500	2,500	3,510
Technology Supplies	-	2,500	2,500	2,500
Operating Supplies	19,334	8,500	15,676	10,000
Non-Capital Equipment	2,603	5,000	5,000	1,500
Total Supplies/Non-Capital Equipment	23,458	18,500	25,676	17,510
Miscellaneous				
Dues/Fees	808	1,250	1,250	1,290
Total Other Expenditures	808	1,250	1,250	1,290
Total Expenditures	\$ 403,730	\$ 492,226	\$ 498,947	\$ 610,230

Expenditure Detail

Administration/Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	246,771	276,848	276,848	414,682
Medicare	3,322	4,014	4,014	6,013
Workers Compensation	184	206	206	237
Retirement Contributions	23,693	25,918	25,918	35,880
Medical Benefits	48,585	67,981	67,981	60,793
Life/Disability Benefits	1,643	2,489	2,489	3,375
Total Personnel	324,198	377,456	377,456	520,980
Purchased Services				
Professional Services	19,881	55,520	55,520	35,000
Technical Services	-	2,500	-	-
General Services	4,000	4,000	4,000	3,000
Property Services	75	1,500	1,500	1,500
Communication Services	8,103	16,500	16,500	15,000
Training/Registration	495	4,500	4,500	4,000
Mileage/Travel	-	500	500	4,350
Rentals/Leases	22,712	10,000	12,045	7,600
Total Purchased Services	55,266	95,020	94,565	70,450
Supplies/Non-Capital Equipment				
Office Supplies	1,521	2,500	2,500	3,510
Technology Supplies	-	2,500	2,500	2,500
Operating Supplies	19,334	8,500	15,676	10,000
Non-Capital Equipment	2,603	5,000	5,000	1,500
Total Supplies/Non-Capital Equipment	23,458	18,500	25,676	17,510
Miscellaneous				
Dues/Fees	808	1,250	1,250	1,290
Total Other Expenditures	808	1,250	1,250	1,290
Total Expenditures	\$ 403,730	\$ 492,226	\$ 498,947	\$ 610,230



Human Resources

Tamara Dixon, Director of Human Resources & Chief Diversity Officer

Department Description

The Human Resources Department is responsible for recruiting, retaining, and training employees, and developing integrated solutions to promote diversity, equity and inclusion in the organization. Employees are retained through effective employee relations and competitive compensation and benefits, as well as offering employee development and safety training.

2022 Achievements

- Completed a comprehensive review and update of the Employee Handbook (Council Goal #1)
- Conducted a comprehensive Compensation Market Analysis (Council Goal #1)
- Implemented targeted Mid-Manager trainings (Council Goal #1)

Goals & Objectives

- Fully implement Terry Berry Employee Recognition System (Council Goal #1)
- Review and update the City's ADA program (Council Goal #1)
- Engage all Supervisors, Managers, and Directors in comprehensive Diversity, Equity Inclusion, and Belonging Training (Council Goal #1)

Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
# of Personnel Actions	#1	235	550	650	700
# of Orientations	#1	20	100	137	140

Human Resources

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,121,240	4.20
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	489,916	1.80
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	23,353	-
Total	1,634,509	6.00

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Human Resources	\$ 1,634,509	6.00
Total	1,634,509	6.00

EXPENDITURE & FULL TIME EQUIVALENCY		
Expenditures		FTE
\$1,800,000		6.20
\$1,600,000		6.00
\$1,400,000		5.80
\$1,200,000		5.60
\$1,000,000		5.40
\$800,000		5.20
\$600,000		5.00
\$400,000		4.80
\$200,000		4.60
\$-		4.40
2021 Audited Amounts	2022 Year-End Forecast	2023 Adopted Budget
\$1,238,799	\$1,378,908	\$1,634,509
5.00	5.00	6.00
Total Expenditures		
Full Time Equivalency (FTE)		

EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	5.00	5.00	5.00	6.00
Expenditures:				
Personnel	\$ 607,701	\$ 639,376	\$ 639,376	\$ 778,244
Purchased Services	603,203	714,532	729,496	796,583
Supplies/Non-Capital Equipment	20,203	18,500	21,031	53,182
Capital Outlay	-	-	-	-
Miscellaneous	7,692	6,500	6,500	6,500
Contingency	-	-	-	-
Total Expenditures	\$ 1,238,799	\$ 1,378,908	\$ 1,396,403	\$ 1,634,509

2023 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 28,546
2. Personnel Merit Allowance	3,787
3. Crucial Conversations Training	13,250
4. Diversity, Equity, and Inclusion Funding	15,000
5. Insurance Premiums Increase	128,296
6. Automated External Defibrillator	4,565
7. Spark Hire Video Confrenceing Software	7,200
8. 1.0 FTE - Sr. DE&I HR Business Partner	121,000
9. Terry Berry Rewards Program	25,117
	\$ 346,761

Expenditure Detail

Human Resources Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	446,766	456,559	456,559	603,256
Medicare	6,151	6,621	6,621	8,748
Unemployment Insurance	4,501	25,000	25,000	25,000
Workers Compensation	348	334	334	345
Retirement Contributions	40,119	40,934	40,934	50,020
Medical Benefits	69,287	69,819	69,819	49,871
Life/Disability Benefits	3,027	4,109	4,109	5,004
Post-Employment Benefits	37,502	36,000	36,000	36,000
Total Personnel	607,701	639,376	639,376	778,244
Purchased Services				
Professional Services	84,625	113,000	113,000	115,200
Communication Services	1,758	1,350	1,350	1,350
Training/Registration	3,375	19,000	19,000	32,250
Mileage/Travel	203	500	1,936	500
Rentals/Leases	1,947	2,000	2,000	2,000
Insurance Premiums	511,295	561,783	592,210	645,283
Total Purchased Services	603,203	714,532	729,496	796,583
Supplies/Non-Capital Equipment				
Office Supplies	255	500	500	500
Operating Supplies	19,948	18,000	20,531	52,682
Total Supplies/Non-Capital Equipment	20,203	18,500	21,031	53,182
Miscellaneous				
Dues/Fees	7,692	6,500	6,500	6,500
Total Other Expenditures	7,692	6,500	6,500	6,500
Total Expenditures	\$ 1,238,799	\$ 1,378,908	\$ 1,396,403	\$ 1,634,509

Expenditure Detail

Human Resources Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	342,167	320,871	320,871	419,767
Medicare	4,708	4,653	4,653	6,087
Unemployment Insurance	4,501	25,000	25,000	25,000
Workers Compensation	263	235	235	240
Retirement Contributions	30,947	29,254	29,254	35,287
Medical Benefits	54,409	52,134	52,134	29,842
Life/Disability Benefits	2,336	2,887	2,887	3,465
Post-Employment Benefits	33,282	32,000	32,000	32,000
Total Personnel	472,613	467,034	467,034	551,688
Purchased Services				
Professional Services	78,024	89,250	89,250	95,200
Communication Services	1,090	850	850	850
Training/Registration	3,083	19,000	19,000	32,250
Mileage/Travel	203	500	1,936	500
Rentals/Leases	1,947	2,000	2,000	2,000
Insurance Premiums	315,169	337,070	365,807	379,070
Total Purchased Services	399,516	459,822	478,843	509,870
Supplies/Non-Capital Equipment				
Office Supplies	255	500	500	500
Operating Supplies	19,948	18,000	20,531	52,682
Total Supplies/Non-Capital Equipment	20,203	18,500	21,031	53,182
Miscellaneous				
Dues/Fees	7,692	6,500	6,500	6,500
Total Other Expenditures	7,692	6,500	6,500	6,500
Total Expenditures	\$ 900,024	\$ 951,856	\$ 973,408	\$ 1,121,240

Expenditure Detail

Human Resources Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	342,167	320,871	320,871	419,767
Medicare	4,708	4,653	4,653	6,087
Unemployment Insurance	4,501	25,000	25,000	25,000
Workers Compensation	263	235	235	240
Retirement Contributions	30,947	29,254	29,254	35,287
Medical Benefits	54,409	52,134	52,134	29,842
Life/Disability Benefits	2,336	2,887	2,887	3,465
Post-Employment Benefits	33,282	32,000	32,000	32,000
Total Personnel	472,613	467,034	467,034	551,688
Purchased Services				
Professional Services	78,024	89,250	89,250	95,200
Communication Services	1,090	850	850	850
Training/Registration	3,083	19,000	19,000	32,250
Mileage/Travel	203	500	1,936	500
Rentals/Leases	1,947	2,000	2,000	2,000
Insurance Premiums	315,169	337,070	365,807	379,070
Total Purchased Services	399,516	459,822	478,843	509,870
Supplies/Non-Capital Equipment				
Office Supplies	255	500	500	500
Operating Supplies	19,948	18,000	20,531	52,682
Total Supplies/Non-Capital Equipment	20,203	18,500	21,031	53,182
Miscellaneous				
Dues/Fees	7,692	6,500	6,500	6,500
Total Other Expenditures	7,692	6,500	6,500	6,500
Total Expenditures	\$ 900,024	\$ 951,856	\$ 973,408	\$ 1,121,240

Expenditure Detail

Human Resources Department - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	104,599	135,688	135,688	183,489
Medicare	1,443	1,968	1,968	2,661
Workers Compensation	85	99	99	105
Retirement Contributions	9,172	11,680	11,680	14,733
Medical Benefits	14,878	17,685	17,685	20,029
Life/Disability Benefits	691	1,222	1,222	1,539
Post-Employment Benefits	4,220	4,000	4,000	4,000
Total Personnel	135,088	172,342	172,342	226,556
Purchased Services				
Professional Services	6,601	23,750	23,750	20,000
Communication Services	668	500	500	500
Insurance Premiums	179,564	207,860	207,860	242,860
Total Purchased Services	187,125	237,857	232,110	263,360
Total Expenditures	\$ 322,213	\$ 410,199	\$ 404,452	\$ 489,916

Expenditure Detail

Human Resources Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	104,599	135,688	135,688	183,489
Medicare	1,443	1,968	1,968	2,661
Workers Compensation	85	99	99	105
Retirement Contributions	9,172	11,680	11,680	14,733
Medical Benefits	14,878	17,685	17,685	20,029
Life/Disability Benefits	691	1,222	1,222	1,539
Post-Employment Benefits	4,220	4,000	4,000	4,000
Total Personnel	135,088	172,342	172,342	226,556
Purchased Services				
Professional Services	6,601	23,750	23,750	20,000
Technical Services	-	5,747	-	-
Communication Services	668	500	500	500
Insurance Premiums	179,564	207,860	207,860	242,860
Total Purchased Services	187,125	237,857	232,110	263,360
Total Expenditures	\$ 322,213	\$ 410,199	\$ 404,452	\$ 489,916

Expenditure Detail

Human Resources Department - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Insurance Premiums	16,562	16,853	18,543	23,353
Total Purchased Services	16,562	16,853	18,543	23,353
Total Expenditures	\$ 16,562	\$ 16,853	\$ 18,543	\$ 23,353

Expenditure Detail

Human Resources Division - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Insurance Premiums	16,562	16,853	18,543	23,353
Total Purchased Services	16,562	16,853	18,543	23,353
Total Expenditures	\$ 16,562	\$ 16,853	\$ 18,543	\$ 23,353



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.

2022 Achievements

- Upgraded the meter reading software and hardware to improve the meter reading process (Council Goal #1)
- Implemented multi-factor authentication to improve cyber security (Council Goal #1)
- Upgraded the municipal court management software application (Council Goal #1)

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 resources and technology support to employees (Council Goal #1)

Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
Server/network uptime	#2	99.7%	99.9%	99.9%	99.9%
New/replaced Physical Servers	#8	3	5	3	3
New/replaced PC's & Printers	#8	66	46	64	65
Technology Training Sessions/Classes	#1	5	2	2	2
Support Requests Completed	#1	710	700	700	670

Technology

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 1,112,163	5.20
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	266,630	0.80
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	1,378,793	6.00

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,378,793	6.00
Capital Improvement Projects	-	-
Total	1,378,793	6.00

EXPENDITURE & FULL TIME EQUIVALENCY

Year	Total Expenditures	Full Time Equivalency (FTE)
2021 Audited Amounts	\$1,294,911	6.00
2022 Year-End Forecast	\$1,349,020	6.00
2023 Adopted Budget	\$1,378,793	6.00

EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	6.00	6.00	6.00	6.00
Expenditures:				
Personnel	\$ 757,788	\$ 775,425	\$ 775,425	\$ 802,853
Purchased Services	332,515	358,550	358,749	363,895
Supplies/Non-Capital Equipment	104,085	134,345	134,345	135,345
Capital Outlay	99,840	80,000	80,000	76,000
Miscellaneous	683	700	706	700
Total Expenditures	\$ 1,294,911	\$ 1,349,020	\$ 1,349,225	\$ 1,378,793

2023 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 30,721
2. Personnel Merit Allowance	6,840
3. Server Cluster Replacement	76,000
4. Mobile Device Management Software	6,345
	\$ 119,906

Expenditure Detail

Technology Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	595,614	610,064	610,064	651,972
Medicare	8,340	8,845	8,845	9,453
Workers Compensation	463	449	449	374
Retirement Contributions	58,199	59,320	59,320	59,761
Medical Benefits	90,755	91,267	91,267	75,790
Life/Disability Benefits	4,125	5,480	5,480	5,503
Total Personnel	757,788	775,425	775,425	802,853
Purchased Services				
Technical Services	240,075	250,000	250,000	254,345
Communication Services	80,999	92,000	92,000	93,000
Internet Services	10,891	11,500	11,699	11,500
Training/Registration	519	5,000	5,000	5,000
Rentals/Leases	31	50	50	50
Total Purchased Services	332,515	358,550	358,749	363,895
Supplies/Non-Capital Equipment				
Office Supplies	757	1,000	1,000	1,000
Technology Supplies	18,703	6,700	6,700	9,700
Operating Supplies	777	50	50	50
Non-Capital Equipment	83,848	126,595	126,595	124,595
Total Supplies/Non-Capital Equipment	104,085	134,345	134,345	135,345
Capital Outlay				
Capital Equipment	99,840	80,000	80,000	76,000
Total Capital Outlay	99,840	80,000	80,000	76,000
Miscellaneous				
Dues/Fees	683	700	706	700
Total Other Expenditures	683	700	706	700
Total Expenditures	\$ 1,294,911	\$ 1,349,020	\$ 1,349,225	\$ 1,378,793

Expenditure Detail

Technology Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	501,899	514,392	514,392	549,257
Medicare	7,002	7,458	7,458	7,964
Workers Compensation	387	378	378	315
Retirement Contributions	48,788	49,753	49,753	50,123
Medical Benefits	81,925	82,591	82,591	67,205
Life/Disability Benefits	3,492	4,617	4,617	4,639
Total Personnel	643,493	659,189	659,189	679,503
Purchased Services				
Technical Services	180,585	187,000	187,000	189,765
Communication Services	59,589	62,000	62,000	63,000
Internet Services	10,891	11,500	11,699	11,500
Training/Registration	519	5,000	5,000	5,000
Rentals/Leases	31	50	50	50
Total Purchased Services	251,615	265,550	265,749	269,315
Supplies/Non-Capital Equipment				
Office Supplies	757	1,000	1,000	1,000
Technology Supplies	10,862	5,000	5,000	8,000
Operating Supplies	777	50	50	50
Non-Capital Equipment	56,117	98,595	98,595	96,595
Total Supplies/Non-Capital Equipment	68,513	104,645	104,645	105,645
Capital Outlay				
Capital Equipment	81,449	60,000	60,000	57,000
Total Capital Outlay	81,449	60,000	60,000	57,000
Miscellaneous				
Dues/Fees	683	700	706	700
Total Other Expenditures	683	700	706	700
Total Expenditures	\$ 1,045,753	\$ 1,090,084	\$ 1,090,289	\$ 1,112,163

Expenditure Detail

Administration/Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	501,899	514,392	514,392	549,257
Medicare	7,002	7,458	7,458	7,964
Workers Compensation	387	378	378	315
Retirement Contributions	48,788	49,753	49,753	50,123
Medical Benefits	81,925	82,591	82,591	67,205
Life/Disability Benefits	3,492	4,617	4,617	4,639
Total Personnel	643,493	659,189	659,189	679,503
Purchased Services				
Technical Services	180,585	187,000	187,000	189,765
Communication Services	59,589	62,000	62,000	63,000
Internet Services	10,891	11,500	11,699	11,500
Training/Registration	519	5,000	5,000	5,000
Rentals/Leases	31	50	50	50
Total Purchased Services	251,615	265,550	265,749	269,315
Supplies/Non-Capital Equipment				
Office Supplies	757	1,000	1,000	1,000
Technology Supplies	10,862	5,000	5,000	8,000
Operating Supplies	777	50	50	50
Non-Capital Equipment	56,117	98,595	98,595	96,595
Total Supplies/Non-Capital Equipment	68,513	104,645	104,645	105,645
Capital Outlay				
Capital Equipment	81,449	60,000	60,000	57,000
Total Capital Outlay	81,449	60,000	60,000	57,000
Miscellaneous				
Dues/Fees	683	700	706	700
Total Other Expenditures	683	700	706	700
Total Expenditures	\$ 1,045,753	\$ 1,090,084	\$ 1,090,289	\$ 1,112,163

Expenditure Detail

Technology Department - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	93,715	95,672	95,672	102,715
Medicare	1,338	1,387	1,387	1,489
Workers Compensation	76	71	71	59
Retirement Contributions	9,411	9,567	9,567	9,638
Medical Benefits	8,830	8,676	8,676	8,585
Life/Disability Benefits	633	863	863	864
Total Personnel	114,295	116,236	116,236	123,350
Purchased Services				
Technical Services	59,490	63,000	63,000	64,580
Communication Services	21,410	30,000	30,000	30,000
Total Purchased Services	80,900	93,000	93,000	94,580
Supplies/Non-Capital Equipment				
Technology Supplies	7,841	1,700	1,700	1,700
Non-Capital Equipment	27,731	28,000	28,000	28,000
Total Supplies/Non-Capital Equipment	35,572	29,700	29,700	29,700
Capital Outlay				
Capital Equipment	18,391	20,000	20,000	19,000
Total Capital Outlay	18,391	20,000	20,000	19,000
Total Expenditures	\$ 249,158	\$ 258,936	\$ 258,936	\$ 266,630

Expenditure Detail

Administration/Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	93,715	95,672	95,672	102,715
Medicare	1,338	1,387	1,387	1,489
Workers Compensation	76	71	71	59
Retirement Contributions	9,411	9,567	9,567	9,638
Medical Benefits	8,830	8,676	8,676	8,585
Life/Disability Benefits	633	863	863	864
Total Personnel	114,295	116,236	116,236	123,350
Purchased Services				
Technical Services	59,490	63,000	63,000	64,580
Communication Services	21,410	30,000	30,000	30,000
Total Purchased Services	80,900	93,000	93,000	94,580
Supplies/Non-Capital Equipment				
Technology Supplies	7,841	1,700	1,700	1,700
Non-Capital Equipment	27,731	28,000	28,000	28,000
Total Supplies/Non-Capital Equipment	35,572	29,700	29,700	29,700
Capital Outlay				
Capital Equipment	18,391	20,000	20,000	19,000
Total Capital Outlay	18,391	20,000	20,000	19,000
Total Expenditures	\$ 249,158	\$ 258,936	\$ 258,936	\$ 266,630



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 Annual Comprehensive Financial Report.					
2022 Achievements					
<ul style="list-style-type: none"> - Received the Distinguished Budget Presentation Award from the GFOA for the 2021 budget (Council Goal #1) - Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the 2021 Comprehensive Annual Report (Council Goal #1) - Received unmodified audit opinion for the 2021 audit (Council Goal #1) - Implemented new budgeting software (Council Goal #1) - Implemented employee self-service module in payroll (Council Goal #1) - Implemented interactive voice response payment module in utility billing (Council Goal #1) - Implemented new business licensing and tax software (Council Goal #1) 					
Goals & Objectives					
<ul style="list-style-type: none"> - Monitor budget forecast accuracy (Council Goal #1) - Receive GFOA Distinguished Budget Award (Council Goal #1) - Receive GFOA Certificate of Achievement for Annual Financial report (Council Goal #1) - Provide monthly financial report in accordance with policy (Council Goal #1) 					
Activity Measures					
Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
% of General Fund actual expenditures versus original budget +/- 3%	#1	+7.1%	+3.2%	+45.3%	-1.0%
Consecutive Years GFOA Budget Award Received	#1	10	11	12	13
Consecutive Years GFOA ACFR Award Received	#1	31	32	33	34
% of time monthly report completed timely	#1	100%	100%	100%	100%

Finance

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 652,099	4.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	1,103,052	7.60
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	2,460	-
Total	1,757,611	11.60

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration/Operations	\$ 1,284,053	7.00
Utility Billing	473,558	4.60
Total	1,757,611	11.60

EXPENDITURE & FULL TIME EQUIVALENCY

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2021 Audited Amounts	~\$1,488,000	11.60
2022 Year-End Forecast	~\$1,662,000	11.60
2023 Adopted Budget	~\$1,757,000	11.60

EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	11.60	11.60	11.60	11.60
Expenditures:				
Personnel	\$ 990,360	\$ 1,076,852	\$ 1,076,852	\$ 1,135,966
Purchased Services	491,813	568,290	572,205	609,867
Supplies/Non-Capital Equipment	4,714	11,515	11,887	10,414
Miscellaneous	670	965	965	1,364
Total Expenditures	\$ 1,487,557	\$ 1,657,622	\$ 1,661,909	\$ 1,757,611

2023 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 44,009
2. Personnel Merit Allowance	7,158
3. Services/Supplies increases	40,875
	\$ 92,042

Expenditure Detail

Finance Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	785,592	863,541	863,541	931,352
Allowances	2,406	2,400	2,400	2,400
Medicare	11,118	12,555	12,555	13,504
Workers Compensation	614	636	636	533
Retirement Contributions	72,353	80,945	80,945	82,488
Medical Benefits	113,235	109,000	109,000	97,661
Life/Disability Benefits	5,042	7,775	7,775	8,028
Total Personnel	990,360	1,076,852	1,076,852	1,135,966
Purchased Services				
Professional Services	104,260	117,475	117,475	108,686
Technical Services	57,778	100,485	100,485	103,235
General Services	213,775	233,350	237,265	249,396
Communication Services	113,132	106,310	106,310	136,850
Training/Registration	420	3,170	3,170	3,300
Mileage/Travel	-	5,150	5,150	6,500
Rentals/Leases	2,448	2,350	2,350	1,900
Total Purchased Services	491,813	568,290	572,205	609,867
Supplies/Non-Capital Equipment				
Office Supplies	3,305	2,100	2,472	5,864
Operating Supplies	1,339	9,415	9,415	4,550
Total Supplies/Non-Capital Equipment	4,714	11,515	11,887	10,414
Miscellaneous				
Dues/Fees	670	965	965	1,364
Total Other Expenditures	670	965	965	1,364
Total Expenditures	\$ 1,487,557	\$ 1,657,622	\$ 1,661,909	\$ 1,757,611

Expenditure Detail

Finance Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	317,580	328,489	328,489	352,353
Allowances	1,203	1,200	1,200	1,200
Medicare	4,472	4,780	4,780	5,109
Workers Compensation	242	242	242	202
Retirement Contributions	29,463	30,287	30,287	30,727
Medical Benefits	43,893	44,249	44,249	33,345
Life/Disability Benefits	2,142	2,958	2,958	2,988
Total Personnel	398,995	412,205	412,205	425,924
Purchased Services				
Professional Services	42,362	55,875	55,875	46,113
Technical Services	25,276	63,375	63,375	58,281
General Services	50,475	52,350	56,265	71,622
Communication Services	32,498	31,000	31,000	40,500
Training/Registration	230	1,375	1,375	1,440
Mileage/Travel	-	1,700	1,700	2,375
Rentals/Leases	721	750	750	375
Total Purchased Services	151,562	206,425	210,340	220,706
Supplies/Non-Capital Equipment				
Office Supplies	1,547	700	1,072	2,432
Operating Supplies	1,054	1,500	1,500	2,400
Total Supplies/Non-Capital Equipment	2,601	2,200	2,572	4,832
Miscellaneous				
Dues/Fees	391	550	550	637
Total Other Expenditures	391	550	550	637
Total Expenditures	\$ 553,549	\$ 621,380	\$ 625,667	\$ 652,099

Expenditure Detail

Administration/Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	317,580	328,489	328,489	352,353
Allowances	1,203	1,200	1,200	1,200
Medicare	4,472	4,780	4,780	5,109
Workers Compensation	242	242	242	202
Retirement Contributions	29,463	30,287	30,287	30,727
Medical Benefits	43,893	44,249	44,249	33,345
Life/Disability Benefits	2,142	2,958	2,958	2,988
Total Personnel	398,995	412,205	412,205	425,924
Purchased Services				
Professional Services	42,362	55,875	55,875	46,113
Technical Services	25,276	63,375	63,375	58,281
General Services	50,475	52,350	56,265	71,622
Communication Services	32,498	31,000	31,000	40,500
Training/Registration	230	1,375	1,375	1,440
Mileage/Travel	-	1,700	1,700	2,375
Rentals/Leases	721	750	750	375
Total Purchased Services	151,562	206,425	210,340	220,706
Supplies/Non-Capital Equipment				
Office Supplies	1,547	700	1,072	2,432
Operating Supplies	1,054	1,500	1,500	2,400
Total Supplies/Non-Capital Equipment	2,601	2,200	2,572	4,832
Miscellaneous				
Dues/Fees	391	550	550	637
Total Other Expenditures	391	550	550	637
Total Expenditures	\$ 553,549	\$ 621,380	\$ 625,667	\$ 652,099

Expenditure Detail

Finance Department - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	468,012	535,052	535,052	578,999
Allowances	1,203	1,200	1,200	1,200
Medicare	6,646	7,775	7,775	8,395
Workers Compensation	372	394	394	331
Retirement Contributions	42,890	50,658	50,658	51,761
Medical Benefits	69,342	64,751	64,751	64,316
Life/Disability Benefits	2,900	4,817	4,817	5,040
Total Personnel	591,365	664,647	664,647	710,042
Purchased Services				
Professional Services	60,080	59,600	59,600	60,113
Technical Services	32,502	37,110	37,110	44,954
General Services	163,300	181,000	181,000	177,774
Communication Services	80,634	75,310	75,310	96,350
Training/Registration	190	1,795	1,795	1,860
Mileage/Travel	-	3,450	3,450	4,125
Rentals/Leases	1,727	1,600	1,600	1,525
Total Purchased Services	338,433	359,865	359,865	386,701
Supplies/Non-Capital Equipment				
Office Supplies	1,758	1,400	1,400	3,432
Operating Supplies	285	7,915	7,915	2,150
Total Supplies/Non-Capital Equipment	2,113	9,315	9,315	5,582
Miscellaneous				
Dues/Fees	279	415	415	727
Total Other Expenditures	279	415	415	727
Total Expenditures	\$ 932,190	\$ 1,034,242	\$ 1,034,242	\$ 1,103,052

Expenditure Detail

Administration/Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	262,333	270,363	270,363	290,711
Allowances	1,203	1,200	1,200	1,200
Medicare	3,738	3,938	3,938	4,215
Workers Compensation	211	199	199	166
Retirement Contributions	24,528	25,131	25,131	25,562
Medical Benefits	26,815	21,876	21,876	22,965
Life/Disability Benefits	1,755	2,440	2,440	2,460
Total Personnel	320,583	325,147	325,147	347,279
Purchased Services				
Professional Services	60,080	59,600	59,600	60,113
Technical Services	32,482	22,110	22,110	29,954
General Services	163,300	181,000	181,000	177,774
Communication Services	9,891	4,500	4,500	6,500
Training/Registration	190	1,375	1,375	1,440
Mileage/Travel	-	1,700	1,700	2,375
Total Purchased Services	265,943	270,285	270,285	278,156
Supplies/Non-Capital Equipment				
Office Supplies	784	700	700	1,532
Operating Supplies	285	915	915	1,900
Total Supplies/Non-Capital Equipment	1,069	1,615	1,615	3,432
Miscellaneous				
Dues/Fees	200	315	315	627
Total Other Expenditures	200	315	315	627
Total Expenditures	\$ 587,795	\$ 597,362	\$ 597,362	\$ 629,494

Expenditure Detail

Utility Billing Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	205,679	264,689	264,689	288,288
Medicare	2,908	3,837	3,837	4,180
Workers Compensation	161	195	195	165
Retirement Contributions	18,362	25,527	25,527	26,199
Medical Benefits	42,527	42,875	42,875	41,351
Life/Disability Benefits	1,145	2,377	2,377	2,580
Total Personnel	270,782	339,500	339,500	362,763
Purchased Services				
Technical Services	20	15,000	15,000	15,000
Communication Services	70,743	70,810	70,810	89,850
Training/Registration	-	420	420	420
Mileage/Travel	-	1,750	1,750	1,750
Rentals/Leases	1,727	1,600	1,600	1,525
Total Purchased Services	72,490	89,580	89,580	108,545
Supplies/Non-Capital Equipment				
Office Supplies	974	700	700	1,900
Operating Supplies	-	7,000	7,000	250
Total Supplies/Non-Capital Equipment	1,044	7,700	7,700	2,150
Miscellaneous				
Dues/Fees	79	100	100	100
Total Other Expenditures	79	100	100	100
Total Expenditures	\$ 344,395	\$ 436,880	\$ 436,880	\$ 473,558

Expenditure Detail

Finance Department - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Professional Services	1,818	2,000	2,000	2,460
Total Purchased Services	1,818	2,000	2,000	2,460
Total Expenditures	\$ 1,818	\$ 2,000	\$ 2,000	\$ 2,460

Expenditure Detail

Administration/Operations Division - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Professional Services	1,818	2,000	2,000	2,460
Total Purchased Services	1,818	2,000	2,000	2,460
Total Expenditures	\$ 1,818	\$ 2,000	\$ 2,000	\$ 2,460

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.

2022 Achievements

- Phase 2 of comprehensive plan completed - existing conditions report (Council Goal #2)
- Completed housing study (Council Goal #7)
- Waste optimization study completed (Council Goal #7)

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	2020	2021	2022 Forecast	2023 Forecast
# of Permits Issued	#5	2,419	1,912	2,063	1,600
Permit Fee Collection	#5	\$ 1,223,690	\$ 1,260,683	\$ 2,636,161	\$ 1,859,000
Permit Valuations	#5	\$ 33,653,265	\$ 35,812,093	\$ 85,069,533	\$ 60,000,000
Neighborhood Service Officer Activity (calls)	#5	3,500	3,500	2,500	2,500

Planning & Development

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 2,109,841	12.00
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	2,109,841	12.00

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 198,297	1.00
Operations	1,386,181	5.00
Neighborhood Services	525,363	6.00
Total	2,109,841	12.00

EXPENDITURE & FULL TIME EQUIVALENCY

Year	Total Expenditures (\$)	Full Time Equivalency (FTE)
2021 Audited Amounts	1,911,652	12.00
2022 Year-End Forecast	1,897,175	11.00
2023 Adopted Budget	2,109,841	12.00

EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	12.00	11.00	11.00	12.00
Expenditures:				
Personnel	\$ 988,028	\$ 1,041,873	\$ 1,041,873	\$ 1,140,971
Purchased Services	909,150	861,100	836,198	912,100
Supplies/Non-Capital Equipment	14,455	15,600	15,634	16,300
Miscellaneous	19	3,470	3,470	3,470
Total Expenditures	\$ 1,911,652	\$ 1,922,043	\$ 1,897,175	\$ 2,109,841

2023 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 47,664
2. Personnel Merit Allowance	8,122
3. Technical Services - permit processing costs	150,000
4. Vehicle Replacement	37,000
5. Stonehocker Event Center Planning	127,000
6. Climate Action Plan	200,000
7. 1.0 FTE - Sustainability Coordinator	121,000
Total	\$ 690,786

Expenditure Detail

Planning & Development Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	774,208	810,992	810,992	924,603
Overtime	1,631	4,000	4,000	4,000
Medicare	10,866	11,759	11,759	13,407
Workers Compensation	4,646	4,668	4,668	4,300
Retirement Contributions	68,724	72,626	72,626	75,880
Medical Benefits	122,637	130,535	130,535	110,922
Life/Disability Benefits	5,316	7,293	7,293	7,859
Total Personnel	988,028	1,041,873	1,041,873	1,140,971
Purchased Services				
Professional Services	53,664	176,000	176,000	373,500
Technical Services	774,383	600,000	600,000	475,000
General Services	51,314	50,000	25,000	25,000
Communication Services	15,393	11,280	11,280	11,280
Training/Registration	9,259	17,000	17,000	18,500
Mileage/Travel	2,344	4,000	4,098	6,000
Rentals/Leases	2,793	2,820	2,820	2,820
Total Purchased Services	909,150	861,100	836,198	912,100
Supplies/Non-Capital Equipment				
Office Supplies	2,939	4,000	4,000	4,000
Operating Supplies	7,843	8,100	8,100	8,100
Motor Vehicle Fuels	3,673	3,500	3,534	4,200
Total Supplies/Non-Capital Equipment	14,455	15,600	15,634	16,300
Miscellaneous				
Dues/Fees	19	3,470	3,470	3,470
Total Other Expenditures	19	3,470	3,470	3,470
Total Expenditures	\$ 1,911,652	\$ 1,922,043	\$ 1,897,175	\$ 2,109,841

Expenditure Detail

Planning & Development Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	774,208	810,992	810,992	924,603
Overtime	1,631	4,000	4,000	4,000
Medicare	10,866	11,759	11,759	13,407
Workers Compensation	4,646	4,668	4,668	4,300
Retirement Contributions	68,724	72,626	72,626	75,880
Medical Benefits	122,637	130,535	130,535	110,922
Life/Disability Benefits	5,316	7,293	7,293	7,859
Total Personnel	988,028	1,041,873	1,041,873	1,140,971
Purchased Services				
Professional Services	53,664	176,000	176,000	373,500
Technical Services	774,383	600,000	600,000	475,000
General Services	51,314	50,000	25,000	25,000
Communication Services	15,393	11,280	11,280	11,280
Training/Registration	9,259	17,000	17,000	18,500
Mileage/Travel	2,344	4,000	4,098	6,000
Rentals/Leases	2,793	2,820	2,820	2,820
Total Purchased Services	909,150	861,100	836,198	912,100
Supplies/Non-Capital Equipment				
Office Supplies	2,939	4,000	4,000	4,000
Operating Supplies	7,843	8,100	8,100	8,100
Motor Vehicle Fuels	3,673	3,500	3,534	4,200
Total Supplies/Non-Capital Equipment	14,455	15,600	15,634	16,300
Miscellaneous				
Dues/Fees	19	3,470	3,470	3,470
Total Other Expenditures	19	3,470	3,470	3,470
Total Expenditures	\$ 1,911,652	\$ 1,922,043	\$ 1,897,175	\$ 2,109,841

Expenditure Detail

Administrative Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	147,605	151,403	151,403	163,509
Medicare	2,132	2,195	2,195	2,371
Workers Compensation	113	111	111	94
Retirement Contributions	13,518	15,140	15,140	13,971
Medical Benefits	8,004	8,069	8,069	7,785
Life/Disability Benefits	980	1,356	1,356	1,377
Total Personnel	172,352	178,274	178,274	189,107
Purchased Services				
Training/Registration	539	6,500	6,500	6,500
Mileage/Travel	852	1,000	1,000	1,000
Rentals/Leases	-	120	120	120
Total Purchased Services	1,531	7,620	7,620	7,620
Supplies/Non-Capital Equipment				
Office Supplies	-	300	300	300
Operating Supplies	91	300	300	300
Total Supplies/Non-Capital Equipment	91	600	600	600
Miscellaneous				
Dues/Fees	19	970	970	970
Total Other Expenditures	19	970	970	970
Total Expenditures	\$ 173,993	\$ 187,464	\$ 187,464	\$ 198,297

Expenditure Detail

Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	345,196	350,761	350,761	431,140
Medicare	4,825	5,086	5,086	6,252
Workers Compensation	264	257	257	247
Retirement Contributions	29,239	29,694	29,694	34,018
Medical Benefits	47,314	47,703	47,703	43,493
Life/Disability Benefits	2,403	3,153	3,153	3,751
Total Personnel	429,241	436,654	436,654	518,901
Purchased Services				
Professional Services	52,054	176,000	176,000	373,500
Technical Services	774,383	600,000	600,000	475,000
Communication Services	6,599	2,280	2,280	2,280
Training/Registration	2,270	4,500	4,500	6,000
Mileage/Travel	831	2,500	2,500	4,500
Rentals/Leases	1,348	1,200	1,200	1,200
Total Purchased Services	856,418	811,480	786,480	862,480
Supplies/Non-Capital Equipment				
Office Supplies	1,062	1,500	1,500	1,500
Operating Supplies	733	800	800	800
Total Supplies/Non-Capital Equipment	1,795	2,300	2,300	2,300
Miscellaneous				
Dues/Fees	-	2,500	2,500	2,500
Total Other Expenditures	-	2,500	2,500	2,500
Total Expenditures	\$ 1,287,454	\$ 1,252,934	\$ 1,227,934	\$ 1,386,181

Expenditure Detail

Neighborhood Services Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	281,407	308,828	308,828	329,954
Overtime	1,631	4,000	4,000	4,000
Medicare	3,909	4,478	4,478	4,784
Workers Compensation	4,269	4,300	4,300	3,959
Retirement Contributions	25,967	27,792	27,792	27,891
Medical Benefits	67,319	74,763	74,763	59,644
Life/Disability Benefits	1,933	2,784	2,784	2,731
Total Personnel	386,435	426,945	426,945	432,963
Purchased Services				
Professional Services	1,470	-	-	-
General Services	32,381	25,000	25,000	25,000
Communication Services	8,794	9,000	9,000	9,000
Training/Registration	6,450	6,000	6,000	6,000
Mileage/Travel	661	500	598	500
Rentals/Leases	1,445	1,500	1,500	1,500
Total Purchased Services	51,201	42,000	42,098	42,000
Supplies/Non-Capital Equipment				
Office Supplies	1,877	2,200	2,200	2,200
Operating Supplies	7,019	7,000	7,000	7,000
Motor Vehicle Fuels	3,673	3,500	3,534	4,200
Total Supplies/Non-Capital Equipment	12,569	12,700	12,734	13,400
Total Expenditures	\$ 450,205	\$ 481,645	\$ 481,777	\$ 525,363



Parks, Recreation & Culture

Amanda Peterson, Director of Parks, Recreation & Culture

Department Description

The City of Northglenn's Department of Parks, Recreation & Culture strives to provide a wide variety of high quality recreation services, theatre & cultural arts programs, parks, facilities, and community engagement opportunities to create community interaction, promote health and wellbeing, and enhance the quality of life for residents and participants.

2022 Achievements

- Completed the first full year of operations in the new Recreation Center, Senior Center and Theatre, meeting the overall first year revenue projections.
- Secured \$2,370,000 in grant funding to support capital improvements at Kiwanis Pool, E.B. Rains Jr. Memorial Park and Rotary Park.
- Implemented efficiencies throughout the park maintenance division by upgrading equipment.
- Implemented a multi-disciplinary approach to address inappropriate use of park spaces, working closely with the Crisis Response Unit to conduct scheduled clean ups and ensuring that park users have access to needed resources.

Goals & Objectives

- Submit grant requests for applicable projects through Adams County Open Space and other sources as appropriate (Council Goal #1)
- Continue to build program participation and recreation center attendance to meet usage and revenue projections as developed in the 2017 feasibility study.
- Continue to implement measures to ensure park cleanliness and safety, including ongoing fire mitigation efforts, repair and replacement of aging park amenities, and maintaining park spaces to a high standard throughout the year.

Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
# of park acres maintained	#8	265	265	331	331
# of ROW acres maintained	#8			257	257
# of miles of trails maintained	#8	39	39	39	39
Recreation Center attendance	#2	150,000	190,000	300,000	350,000
Number of registered program participants	#2	3,463	3,900	6,000	7,500

Parks, Recreation & Culture

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 7,879,729	89.50
Conservation Trust Fund	760,000	-
CDBG Fund	-	-
Capital Projects Fund	6,890,000	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	15,529,729	89.50

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Park Operations	\$ 2,627,125	25.00
Recreation Operations	5,252,604	64.50
Capital Improvement Projects	7,650,000	-
Total	15,529,729	89.50

EXPENDITURE & FULL TIME EQUIVALENCY			
Expenditures			FTE
\$18,000,000			100.00
\$16,000,000			90.00
\$14,000,000			80.00
\$12,000,000			70.00
\$10,000,000			60.00
\$8,000,000			50.00
\$6,000,000			40.00
\$4,000,000			30.00
\$2,000,000			20.00
\$-			10.00
	2021 Audited Amounts	2022 Year-End Forecast	2023 Adopted Budget

Expenditure Detail

Parks, Recreation & Culture Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	2,692,125	4,013,207	4,084,144	4,456,765
Seasonal/Temporary Wages	235,463	247,345	308,865	250,690
Overtime	16,910	32,550	51,146	37,050
Allowances	8,048	10,944	11,485	10,944
Medicare	41,598	61,492	63,924	68,259
Workers Compensation	30,283	45,522	45,569	37,099
Retirement Contributions	218,709	351,597	357,458	388,589
Medical Benefits	517,168	857,270	861,198	693,040
Life/Disability Benefits	14,789	36,011	36,011	41,923
Total Personnel	3,775,093	5,655,938	5,819,800	5,984,359
Purchased Services				
Professional Services	20,487	197,600	255,527	171,400
Technical Services	11,008	24,200	24,200	21,200
General Services	138,733	303,750	303,750	237,700
Property Services	91,265	316,635	76,000	190,500
Communication Services	48,330	63,580	72,758	91,280
Training/Registration	12,691	31,700	34,817	56,850
Mileage/Travel	-	150	150	150
Rentals/Leases	7,959	13,500	13,500	4,800
Total Purchased Services	330,473	951,115	780,702	773,880
Supplies/Non-Capital Equipment				
Office Supplies	2,115	1,450	2,263	3,850
Technology Supplies	2,779	4,750	6,910	8,000
Operating Supplies	376,738	482,675	503,572	569,390
Inventory Supplies	555	11,000	7,500	2,000
Non-Capital Equipment	-	39,300	20,100	8,500
Gas/Electricity	194,565	190,000	194,035	214,500
Motor Vehicle Fuels	30,549	29,500	31,335	35,400
Total Supplies/Non-Capital Equipment	607,301	758,675	765,715	841,640
Capital Outlay				
Capital Equipment	-	499,250	494,250	274,000
Capital Improvement Projects	136,004	8,020,866	107,105	7,650,000
Total Capital Outlay	136,004	8,520,116	601,355	7,924,000
Miscellaneous				
Dues/Fees	2,500	4,100	6,139	5,600
Bad Debt Expense	-	250	250	250
Total Other Expenditures	2,500	4,350	6,389	5,850
Total Expenditures	\$ 4,851,371	\$ 15,890,194	\$ 7,973,961	\$ 15,529,729

Expenditure Detail

Parks, Recreation & Culture Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	2,692,125	4,013,207	4,084,144	4,456,765
Seasonal/Temporary Wages	235,463	247,345	308,865	250,690
Overtime	16,910	32,550	51,146	37,050
Allowances	8,048	10,944	11,485	10,944
Medicare	41,598	61,492	63,924	68,259
Workers Compensation	30,283	45,522	45,569	37,099
Retirement Contributions	218,709	351,597	357,458	388,589
Medical Benefits	517,168	857,270	861,198	693,040
Life/Disability Benefits	14,789	36,011	36,011	41,923
Total Personnel	3,775,093	5,655,938	5,819,800	5,984,359
Purchased Services				
Professional Services	20,487	197,600	255,527	171,400
Technical Services	11,008	24,200	24,200	21,200
General Services	138,733	303,750	303,750	237,700
Property Services	91,265	316,635	76,000	190,500
Communication Services	48,330	63,580	72,758	91,280
Training/Registration	12,691	31,700	34,817	56,850
Mileage/Travel	-	150	150	150
Rentals/Leases	7,959	13,500	13,500	4,800
Total Purchased Services	330,473	951,115	780,702	773,880
Supplies/Non-Capital Equipment				
Office Supplies	2,115	1,450	2,263	3,850
Technology Supplies	2,779	4,750	6,910	8,000
Operating Supplies	376,738	482,675	503,572	569,390
Inventory Supplies	555	11,000	7,500	2,000
Non-Capital Equipment	-	39,300	20,100	8,500
Gas/Electricity	194,565	190,000	194,035	214,500
Motor Vehicle Fuels	30,549	29,500	31,335	35,400
Total Supplies/Non-Capital Equipment	607,301	758,675	765,715	841,640
Capital Outlay				
Capital Equipment	-	499,250	494,250	274,000
Total Capital Outlay	-	499,250	494,250	274,000
Miscellaneous				
Dues/Fees	2,500	4,100	6,139	5,600
Bad Debt Expense	-	250	250	250
Total Other Expenditures	2,500	4,350	6,389	5,850
Total Expenditures	\$ 4,715,367	\$ 7,869,328	\$ 7,866,856	\$ 7,879,729

Expenditure Detail

Park Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	984,701	1,139,382	1,210,319	1,357,175
Seasonal/Temporary Wages	83,109	37,702	80,018	33,657
Overtime	16,686	25,800	41,428	30,300
Allowances	8,048	9,744	10,285	8,544
Medicare	15,346	16,766	19,198	20,167
Workers Compensation	15,385	16,430	16,477	16,007
Retirement Contributions	88,339	99,552	105,413	117,602
Medical Benefits	195,449	286,864	290,792	275,533
Life/Disability Benefits	6,588	10,069	10,069	12,040
Total Personnel	1,413,651	1,642,309	1,783,999	1,871,025
Purchased Services				
Professional Services	16,470	175,000	175,000	22,000
Property Services	91,265	312,135	72,500	187,000
Communication Services	4,706	7,900	8,319	9,900
Training/Registration	6,092	7,000	8,739	14,000
Rentals/Leases	3,006	4,000	4,000	1,800
Total Purchased Services	121,539	506,035	268,558	234,700
Supplies/Non-Capital Equipment				
Office Supplies	554	500	500	500
Operating Supplies	191,292	197,500	211,342	234,000
Gas/Electricity	24,765	20,000	20,280	27,500
Motor Vehicle Fuels	29,336	28,000	29,835	33,600
Total Supplies/Non-Capital Equipment	245,947	246,000	261,957	295,600
Capital Outlay				
Capital Equipment	-	494,250	494,250	224,000
Total Capital Outlay	-	494,250	494,250	224,000
Miscellaneous				
Dues/Fees	351	300	1,737	1,800
Total Other Expenditures	351	300	1,737	1,800
Total Expenditures	\$ 1,781,488	\$ 2,888,894	\$ 2,810,501	\$ 2,627,125

Expenditure Detail

Recreation Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,707,424	2,873,825	2,873,825	3,099,590
Seasonal/Temporary Wages	152,354	209,643	228,847	217,033
Overtime	224	6,750	9,718	6,750
Allowances	-	1,200	1,200	2,400
Medicare	26,252	44,726	44,726	48,092
Workers Compensation	14,898	29,092	29,092	21,092
Retirement Contributions	130,370	252,045	252,045	270,987
Medical Benefits	321,719	570,406	570,406	417,507
Life/Disability Benefits	8,201	25,942	25,942	29,883
Total Personnel	2,361,442	4,013,629	4,035,801	4,113,334
Purchased Services				
Professional Services	4,017	22,600	80,527	149,400
Technical Services	11,008	24,200	24,200	21,200
General Services	138,733	303,750	303,750	237,700
Property Services	-	4,500	3,500	3,500
Communication Services	43,624	55,680	64,439	81,380
Training/Registration	6,599	24,700	26,078	42,850
Mileage/Travel	-	150	150	150
Rentals/Leases	4,953	9,500	9,500	3,000
Total Purchased Services	208,934	445,080	512,144	539,180
Supplies/Non-Capital Equipment				
Office Supplies	1,561	950	1,763	3,350
Technology Supplies	2,779	4,750	6,910	8,000
Operating Supplies	185,446	285,175	292,230	335,390
Inventory Supplies	555	11,000	7,500	2,000
Non-Capital Equipment	-	39,300	20,100	8,500
Gas/Electricity	169,800	170,000	173,755	187,000
Motor Vehicle Fuels	1,213	1,500	1,500	1,800
Total Supplies/Non-Capital Equipment	361,354	512,675	503,758	546,040
Capital Outlay				
Capital Equipment	-	5,000	-	50,000
Total Capital Outlay	-	5,000	-	50,000
Miscellaneous				
Dues/Fees	2,149	3,800	4,402	3,800
Bad Debt Expense	-	250	250	250
Total Other Expenditures	2,149	4,050	4,652	4,050
Total Expenditures	\$ 2,933,879	\$ 4,980,434	\$ 5,056,355	\$ 5,252,604

Expenditure Detail

Parks, Recreation & Culture Department - Conservation Trust Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	58,150	1,111,850	74,200	760,000
Total Capital Outlay	58,150	1,111,850	74,200	760,000
Total Expenditures	\$ 58,150	\$ 1,111,850	\$ 74,200	\$ 760,000

Expenditure Detail

Capital Improvement Projects Division - Conservation Trust Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	58,150	1,111,850	74,200	760,000
Total Capital Outlay	58,150	1,111,850	74,200	760,000
Total Expenditures	\$ 58,150	\$ 1,111,850	\$ 74,200	\$ 760,000

Expenditure Detail

Parks, Recreation & Culture Department - Capital Projects Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	77,854	6,909,016	32,905	6,890,000
Total Capital Outlay	77,854	6,909,016	32,905	6,890,000
Total Expenditures	\$ 77,854	\$ 6,909,016	\$ 32,905	\$ 6,890,000

Expenditure Detail

Capital Improvement Projects Division - Capital Projects Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	77,854	6,909,016	32,905	6,890,000
Total Capital Outlay	77,854	6,909,016	32,905	6,890,000
Total Expenditures	\$ 77,854	\$ 6,909,016	\$ 32,905	\$ 6,890,000

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. These divisions are managed by two Commanders, one in charge of Patrol and another of Support.

- The Chief of Police is responsible for administering and managing the Department, including establishing standards of service to be provided to the public.
- The Deputy Chief is primarily responsible to provide support to the Chief, provide general management, direction and oversight to the Patrol and Support Commanders, and oversee the Department budget and policy manual.
- 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.
- The Support Division is responsible for criminal investigations and department training, through the following units: Investigations, Professional Standards, Community Relations, Police Records, Training, and Property Evidence.
- Enhanced 911, dispatch and records management services are provided by contract with the Adams County Communications Center.

2022 Achievements

- Implementation of Police Department Strategic Plan (Council Goal #3)
- Integration of the Crisis Response Unit (CRU) to support the Department (Council Goal #3)
- In-car camera system implemented in all marked police cars(Council Goal #3)
- Crime Analyst hired to improve comprehensive data driven reporting (Council Goal #3)
- Implementation of new recruitment and hiring strategies (Council Goal #3)
- Full property and evidence inventory preparation for accreditation (Council Goal #3)

Goals & Objectives

- Implement next phase of Police Department Strategic Plan (Council Goal #3)
- Expand and enhance the integration of CRU into patrol services (Council Goal #3)
- Obtain accreditation for the property and evidence process (Council Goal #3)
- Implement data-driven targeted deployment identified by hotspot mapping (Council Goal #3)
- Implement third traffic officer into Traffic Unit (Council Goal #3)

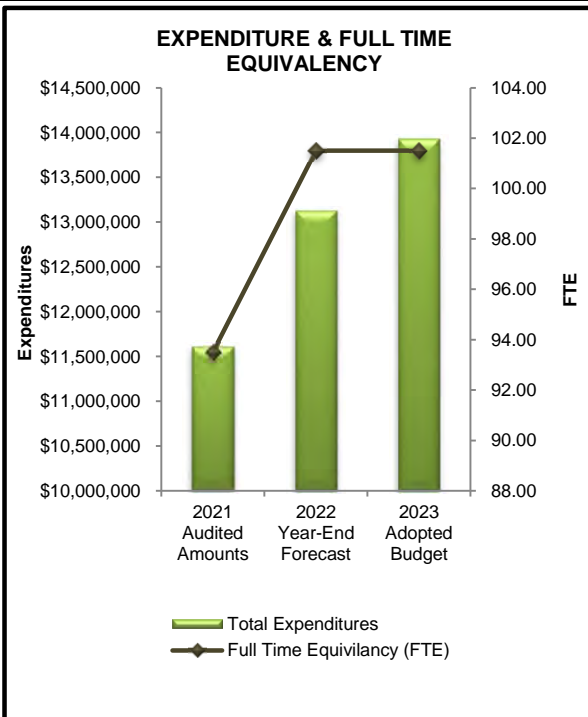
Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 Forecast
Calls for Service	#3	51,051	45,353	49,905	45,910
Incident Reports Processed	#3	7,520	6,718	6,806	6,810
# of Arrests	#3	2,493	1,746	1,863	1,900
# of Traffic Accidents Reported	#3	1,527	1,288	1,350	1,200
Municipal Summons Issued	#3	2,955	3,091	3,474	3,500

Police

2023 BUDGET SUMMARY BY FUND		
Fund(s)	Budget	FTE
General Fund	\$ 13,926,548	101.50
Conservation Trust Fund	-	-
CDBG Fund	-	-
Capital Projects Fund	-	-
Water Fund	-	-
Wastewater Fund	-	-
Stormwater Fund	-	-
Sanitation Fund	-	-
Total	13,926,548	101.50

2023 BUDGET SUMMARY BY DIVISION		
Division/Program(s)	Budget	FTE
Administration	\$ 2,610,338	8.00
Support Operations	2,390,130	26.50
Patrol Division	8,721,671	65.00
Animal Control	204,409	2.00
Total	13,926,548	101.50



EXPENDITURE SUMMARY				
	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Staff - Full Time Equivalency (FTE)*	93.50	101.50	101.50	101.50
Expenditures:				
Personnel	\$ 9,376,314	\$ 10,113,447	\$ 10,113,480	\$ 11,530,302
Purchased Services	1,548,287	1,771,458	1,777,760	1,887,430
Supplies/Non-Capital Equipment	452,250	523,950	557,723	500,013
Capital Outlay	230,791	815,281	666,000	4,256
Miscellaneous	1,716	2,900	2,632	4,547
Total Expenditures	\$ 11,609,358	\$ 13,227,036	\$ 13,117,595	\$ 13,926,548

2023 BUDGET PACKAGES		Amount
1. Personnel Market Allowance		\$ 868,326
2. Personnel Step Allowance		139,503
3. Academy/Recruitment Incentive increase		30,000
4. ACSO Terminal Guard IGA increase/enhancement		37,254
5. Flock Safety		28,500
6. On-line Crime Reporting Service		13,040
7. Transcription Service		75,000
8. Victim Services IGA increase		43,862
9. Automated License Plate Reader		4,256
10. Service/Supplies increase		19,987
		\$ 1,259,728

Expenditure Detail

Police Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	6,965,190	7,483,088	7,483,088	8,883,665
Overtime	408,380	341,000	341,033	446,000
Allowances	56,865	50,654	50,654	48,072
Medicare	104,831	108,808	108,808	128,814
Workers Compensation	125,083	125,643	125,643	129,561
Retirement Contributions	614,968	657,646	657,646	679,953
Medical Benefits	919,108	1,126,155	1,126,155	935,459
Life/Disability Benefits	181,889	220,453	220,453	278,778
Total Personnel	9,376,314	10,113,447	10,113,480	11,530,302
Purchased Services				
Professional Services	530,881	452,113	452,113	551,478
Technical Services	3,287	14,200	14,200	39,525
General Services	35,636	33,200	33,200	33,000
Property Services	5,967	11,250	11,250	8,034
Communication Services	654,164	710,146	710,146	678,723
Training/Registration	102,992	196,134	193,849	219,500
Mileage/Travel	5,857	800	9,387	15,500
Rentals/Leases	209,503	353,615	353,615	341,670
Total Purchased Services	1,548,287	1,771,458	1,777,760	1,887,430
Supplies/Non-Capital Equipment				
Office Supplies	8,212	15,000	15,000	26,075
Technology Supplies	81,399	44,700	62,863	80,277
Operating Supplies	105,994	86,755	87,897	72,107
Non-Capital Equipment	113,560	243,595	243,595	183,874
Gas/Electricity	56,197	70,000	70,000	61,000
Motor Vehicle Fuels	86,888	63,900	78,368	76,680
Total Supplies/Non-Capital Equipment	452,250	523,950	557,723	500,013
Capital Outlay				
Capital Equipment	230,791	815,281	666,000	4,256
Total Capital Outlay	230,791	815,281	666,000	4,256
Miscellaneous				
Dues/Fees	1,716	2,900	2,632	4,547
Total Other Expenditures	1,716	2,900	2,632	4,547
Total Expenditures	\$ 11,609,358	\$ 13,227,036	\$ 13,117,595	\$ 13,926,548

Expenditure Detail

Police Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	6,965,190	7,483,088	7,483,088	8,883,665
Overtime	408,380	341,000	341,033	446,000
Allowances	56,865	50,654	50,654	48,072
Medicare	104,831	108,808	108,808	128,814
Workers Compensation	125,083	125,643	125,643	129,561
Retirement Contributions	614,968	657,646	657,646	679,953
Medical Benefits	919,108	1,126,155	1,126,155	935,459
Life/Disability Benefits	181,889	220,453	220,453	278,778
Total Personnel	9,376,314	10,113,447	10,113,480	11,530,302
Purchased Services				
Professional Services	530,881	452,113	452,113	551,478
Technical Services	3,287	14,200	14,200	39,525
General Services	35,636	33,200	33,200	33,000
Property Services	5,967	11,250	11,250	8,034
Communication Services	654,164	710,146	710,146	678,723
Training/Registration	102,992	196,134	193,849	219,500
Mileage/Travel	5,857	800	9,387	15,500
Rentals/Leases	209,503	353,615	353,615	341,670
Total Purchased Services	1,548,287	1,771,458	1,777,760	1,887,430
Supplies/Non-Capital Equipment				
Office Supplies	8,212	15,000	15,000	26,075
Technology Supplies	81,399	44,700	62,863	80,277
Operating Supplies	105,994	86,755	87,897	72,107
Non-Capital Equipment	113,560	243,595	243,595	183,874
Gas/Electricity	56,197	70,000	70,000	61,000
Motor Vehicle Fuels	86,888	63,900	78,368	76,680
Total Supplies/Non-Capital Equipment	452,250	523,950	557,723	500,013
Capital Outlay				
Capital Equipment	230,791	815,281	666,000	4,256
Total Capital Outlay	230,791	815,281	666,000	4,256
Miscellaneous				
Dues/Fees	1,716	2,900	2,632	4,547
Community Incentive	-	-	-	-
Total Other Expenditures	1,716	2,900	2,632	4,547
Total Expenditures	\$ 11,609,358	\$ 13,227,036	\$ 13,117,595	\$ 13,926,548

Expenditure Detail

Administration Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	602,458	734,968	734,968	791,693
Overtime	609	1,500	1,500	1,500
Allowances	8,415	3,540	3,540	2,352
Medicare	8,476	10,708	10,708	11,480
Workers Compensation	12,628	12,622	12,622	11,575
Retirement Contributions	53,279	65,006	65,006	66,303
Medical Benefits	59,487	106,386	106,386	82,710
Life/Disability Benefits	5,542	17,431	17,431	19,334
Total Personnel	750,894	952,161	952,161	986,947
Purchased Services				
Professional Services	470,903	380,200	380,200	444,255
Technical Services	3,287	14,200	14,200	39,525
General Services	3,600	1,200	1,200	2,000
Property Services	5,967	11,250	11,250	8,034
Communication Services	653,519	708,646	708,646	678,148
Training/Registration	102,902	192,849	192,849	218,500
Mileage/Travel	5,857	800	9,387	15,500
Total Purchased Services	1,246,035	1,309,145	1,317,732	1,405,962
Supplies/Non-Capital Equipment				
Office Supplies	8,212	15,000	15,000	26,075
Technology Supplies	81,399	44,700	62,863	80,277
Operating Supplies	61,738	24,400	25,542	20,900
Non-Capital Equipment	91,443	118,902	118,902	85,730
Total Supplies/Non-Capital Equipment	242,792	203,002	222,307	212,982
Capital Outlay				
Capital Equipment	-	54,786	-	-
Total Capital Outlay	-	54,786	-	-
Miscellaneous				
Dues/Fees	1,716	2,500	2,532	4,447
Community Incentive	-	-	-	-
Total Other Expenditures	1,716	2,500	2,532	4,447
Total Expenditures	\$ 2,241,437	\$ 2,521,594	\$ 2,494,732	\$ 2,610,338

Expenditure Detail

Support Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,708,075	1,800,664	1,800,664	1,673,845
Overtime	67,894	65,000	65,000	65,000
Allowances	15,394	15,180	15,180	11,988
Medicare	24,125	25,896	25,896	24,271
Workers Compensation	21,288	22,559	22,559	16,882
Retirement Contributions	148,184	164,151	164,151	135,191
Medical Benefits	245,150	295,440	295,440	226,219
Life/Disability Benefits	32,162	41,270	41,270	37,805
Total Personnel	2,262,272	2,430,160	2,430,160	2,191,201
Purchased Services				
Professional Services	57,866	61,213	61,213	103,298
Communication Services	645	1,500	1,500	575
Training/Registration	-	2,285	-	-
Rentals/Leases	8,148	6,600	6,600	8,148
Total Purchased Services	66,659	71,598	69,313	112,021
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	-
Operating Supplies	21,683	26,955	26,955	15,708
Non-Capital Equipment	272	6,000	6,000	3,000
Gas/Electricity	56,197	70,000	70,000	61,000
Motor Vehicle Fuels	8,415	6,000	7,370	7,200
Total Supplies/Non-Capital Equipment	86,567	108,955	110,325	86,908
Capital Outlay				
Capital Equipment	-	94,495	-	-
Total Capital Outlay	-	94,495	-	-
Miscellaneous				
Dues/Fees	-	100	-	-
Total Other Expenditures	-	100	-	-
Total Expenditures	\$ 2,415,498	\$ 2,705,308	\$ 2,609,798	\$ 2,390,130

Expenditure Detail

Patrol Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	4,538,249	4,828,293	4,828,293	6,293,154
Overtime	337,320	270,000	270,000	375,000
Allowances	32,288	31,166	31,166	32,964
Medicare	70,582	70,465	70,465	91,251
Workers Compensation	89,660	89,438	89,438	100,235
Retirement Contributions	402,283	417,141	417,141	467,174
Medical Benefits	580,626	690,204	690,204	606,077
Life/Disability Benefits	143,367	160,679	160,679	220,570
Total Personnel	6,194,375	6,557,386	6,557,386	8,186,425
Purchased Services				
Professional Services	2,010	10,000	10,000	3,225
Training/Registration	-	-	-	-
Rentals/Leases	201,355	347,015	347,015	333,522
Total Purchased Services	203,365	357,015	357,015	336,747
Supplies/Non-Capital Equipment				
Operating Supplies	22,342	34,000	34,000	34,099
Non-Capital Equipment	21,705	117,693	117,693	94,144
Motor Vehicle Fuels	74,815	55,000	68,085	66,000
Total Supplies/Non-Capital Equipment	118,862	206,693	219,778	194,243
Capital Outlay				
Capital Equipment	230,791	666,000	666,000	4,256
Total Capital Outlay	230,791	666,000	666,000	4,256
Miscellaneous				
Dues/Fees	-	200	-	-
Total Other Expenditures	-	200	-	-
Total Expenditures	\$ 6,747,393	\$ 7,787,294	\$ 7,800,179	\$ 8,721,671

Expenditure Detail

Animal Control Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	116,408	119,163	119,163	124,973
Overtime	2,557	4,500	4,533	4,500
Allowances	768	768	768	768
Medicare	1,648	1,739	1,739	1,812
Workers Compensation	1,507	1,024	1,024	869
Retirement Contributions	11,222	11,348	11,348	11,285
Medical Benefits	33,845	34,125	34,125	20,453
Life/Disability Benefits	818	1,073	1,073	1,069
Total Personnel	168,773	173,740	173,773	165,729
Purchased Services				
Professional Services	102	700	700	700
General Services	32,036	32,000	32,000	31,000
Training/Registration	90	1,000	1,000	1,000
Total Purchased Services	32,228	33,700	33,700	32,700
Supplies/Non-Capital Equipment				
Operating Supplies	231	1,400	1,400	1,400
Non-Capital Equipment	140	1,000	1,000	1,000
Motor Vehicle Fuels	3,658	2,900	2,913	3,480
Total Supplies/Non-Capital Equipment	4,029	5,300	5,313	5,880
Miscellaneous				
Dues/Fees	-	100	100	100
Total Other Expenditures	-	100	100	100
Total Expenditures	\$ 205,030	\$ 212,840	\$ 212,886	\$ 204,409

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.

2022 Achievements

- Provided key support to the Civic Center Campus and Recreation Center projects (Council Goal #8)
- Paved approximately 11 miles of roads at a cost of \$4.7 million dollars (Council Goal #8)
- Completed the construction of Lift Station A and Forcemain A for the Wastewater operations (Council Goal #8)
- Initiated construction of the Solids Handling Project at the WTP, which will recycle water that has previously been sent to waste.
- Initiated construction of the Huron Street water line replacement
- Completed several small improvement projects at the WTP and WWTP, including flooring replacements, tank linings, collection system receiving station, and others.
- Coordinated the tie in of the Bunker Hill Lift Station (2021) into the new Force Main A
- Continued to provide uninterrupted service during the COVID-19 pandemic (Council Goal #1)

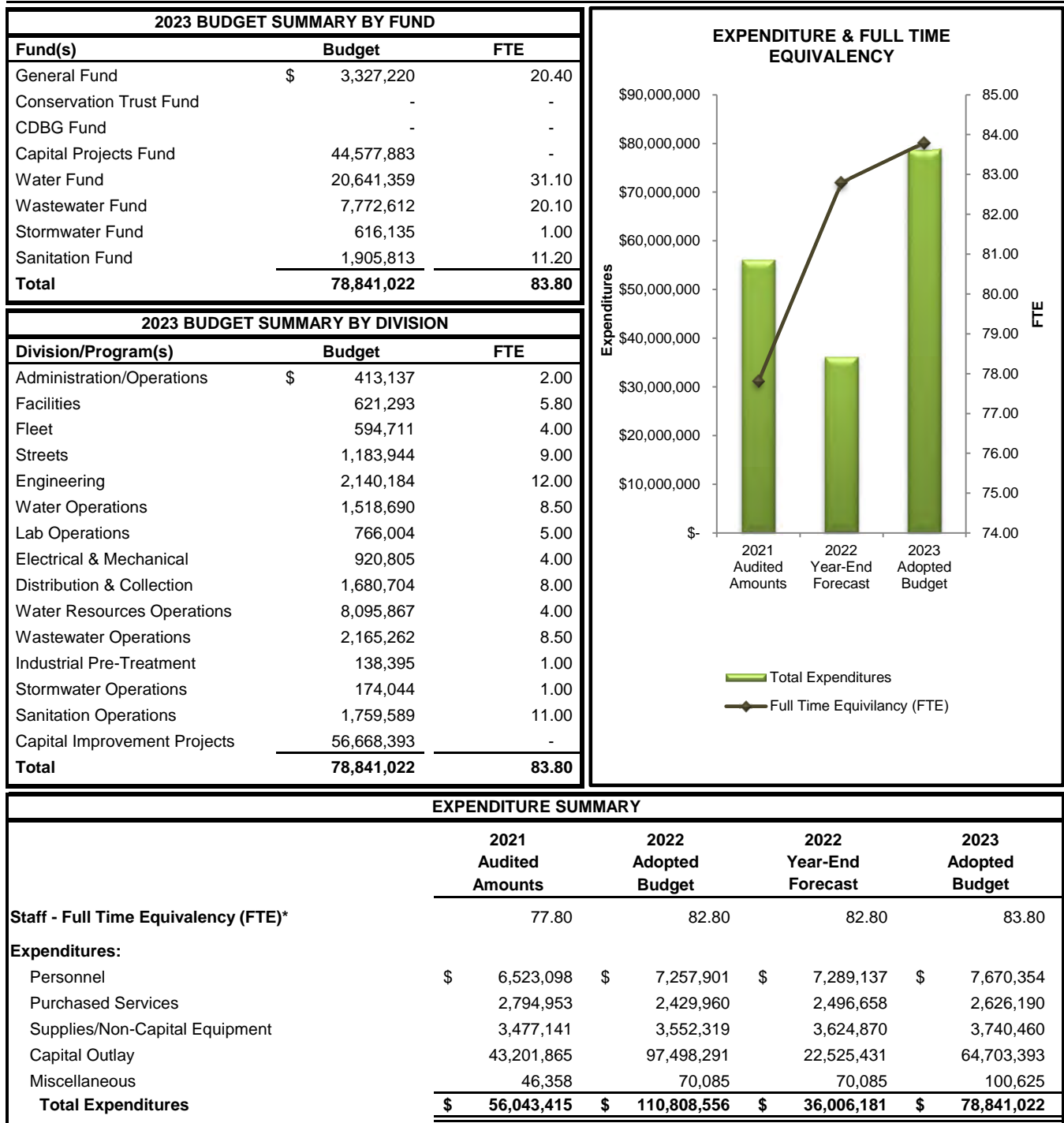
Goals & Objectives

- Continue the optimization of Lift Station A SCADA and controls to maintain a reliable sanitary sewer system
- Complete the WTP Solids Handling Improvement project and documents the water savings to show the project success in Northglenn's media.
- 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, and programs available to the community to improve quality of life (Council Goal #2)

Activity Measures

Category/Measure	Council Goal	2020	2021	2022 Forecast	2023 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	14,915	16,301	15,500	17,250
Waste Hauled to Recycling (Tons)	#7	1,709	1,938	1,940	2,100

Public Works



2023 BUDGET PACKAGES	
	Amount
1. Personnel Market Adjustment	\$ 228,034
2. Personnel Merit Allowance	57,596
3. Vehicle Replacement	260,000
4. Capital Equipment - Replacement	740,000
5. Capital Equipment - New	35,000
6. Non-Capital Equipment Replacement	3,500
7. Services/Supplies increase	450,377
8. Mixing Zone Study	35,000
9. 1.0 FTE - Environmental Technician	\$ 75,000
	\$ 1,884,507

Expenditure Detail

Public Works Department - All Funds

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	4,811,579	5,290,922	5,290,922	5,761,947
Overtime	162,087	116,200	147,276	143,000
Allowances	28,422	31,068	31,228	32,496
Medicare	67,048	75,443	75,443	83,546
Workers Compensation	81,319	90,753	90,753	82,239
Retirement Contributions	424,715	464,438	464,438	489,299
Medical Benefits	908,978	1,142,452	1,142,452	1,028,934
Life/Disability Benefits	31,824	46,625	46,625	48,893
Total Personnel	6,523,098	7,257,901	7,289,137	7,670,354
Purchased Services				
Professional Services	201,553	125,425	142,177	172,050
Technical Services	196,617	231,560	231,995	251,590
General Services	102,407	84,258	86,730	106,400
Property Services	2,182,537	1,853,247	1,792,499	1,938,900
Repair/Maintenance Services	(102)	-	109,263	-
Communication Services	64,057	62,950	61,933	75,550
Training/Registration	15,639	28,600	28,727	42,400
Mileage/Travel	401	3,500	3,500	2,850
Rentals/Leases	31,844	40,420	39,834	36,450
Total Purchased Services	2,794,953	2,429,960	2,496,658	2,626,190
Supplies/Non-Capital Equipment				
Office Supplies	16,369	18,700	18,700	27,300
Technology Supplies	2,060	2,500	2,500	6,000
Operating Supplies	637,175	633,009	645,806	753,800
Chemicals/Compounds	417,418	607,745	607,745	580,000
Maintenance Supplies	698,438	485,000	522,679	525,000
Inventory Supplies	45,584	60,000	60,000	60,000
Uniforms/Clothing	24,953	22,950	24,159	29,060
Non-Capital Equipment	129,958	191,415	191,415	207,000
Gas/Electricity	1,295,965	1,356,500	1,356,500	1,342,900
Motor Vehicle Fuels	209,221	174,500	195,366	209,400
Total Supplies/Non-Capital Equipment	3,477,141	3,552,319	3,624,870	3,740,460
Capital Outlay				
Property/Rights	-	4,850,000	4,850,000	7,000,000
Capital Equipment	245,872	2,311,085	1,537,661	1,035,000
Capital Improvement Projects	42,955,993	90,337,206	16,137,770	56,668,393
Total Capital Outlay	43,201,865	97,498,291	22,525,431	64,703,393
Miscellaneous				
Dues/Fees	23,114	25,085	25,085	55,625
Community Incentive	23,244	45,000	45,000	45,000
Total Other Expenditures	46,358	70,085	70,085	100,625
Total Expenditures	\$ 56,043,415	\$ 110,808,556	\$ 36,006,181	\$ 78,841,022

Expenditure Detail

Public Works Department - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,016,537	1,183,867	1,183,867	1,292,352
Overtime	61,259	29,600	60,676	48,000
Allowances	8,879	9,924	10,084	8,724
Medicare	13,831	16,700	16,700	18,739
Workers Compensation	20,800	22,096	22,096	21,029
Retirement Contributions	89,906	102,026	102,026	109,953
Medical Benefits	200,013	249,385	249,385	210,233
Life/Disability Benefits	6,767	10,297	10,297	10,790
Total Personnel	1,420,163	1,623,895	1,655,131	1,719,820
Purchased Services				
Professional Services	30,101	45,750	68,777	41,550
Technical Services	20,207	29,380	30,195	29,900
General Services	5,932	2,828	5,530	6,500
Property Services	134,077	154,500	156,219	173,000
Repair/Maintenance Services	(82,154)	(174,000)	(64,737)	(174,000)
Communication Services	11,959	22,950	23,233	13,500
Training/Registration	3,048	6,175	6,302	10,350
Mileage/Travel	101	700	700	350
Rentals/Leases	6,523	8,200	8,834	10,750
Total Purchased Services	129,794	96,483	235,053	111,900
Supplies/Non-Capital Equipment				
Office Supplies	5,915	8,000	8,000	15,600
Technology Supplies	2,060	2,500	2,500	6,000
Operating Supplies	370,831	314,309	327,106	406,500
Maintenance Supplies	115,793	85,000	122,679	125,000
Uniforms/Clothing	6,647	5,650	6,859	7,400
Non-Capital Equipment	-	-	-	-
Gas/Electricity	645,204	635,000	635,000	709,000
Motor Vehicle Fuels	103,534	75,000	95,866	90,000
Total Supplies/Non-Capital Equipment	1,249,984	1,125,459	1,198,010	1,359,500
Capital Outlay				
Capital Equipment	-	277,191	-	135,000
Total Capital Outlay	-	277,191	-	135,000
Miscellaneous				
Dues/Fees	982	1,600	1,600	1,000
Total Other Expenditures	982	1,600	1,600	1,000
Total Expenditures	\$ 2,800,923	\$ 3,124,628	\$ 3,089,794	\$ 3,327,220

Expenditure Detail

Administration/Operations Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	60,160	61,208	61,208	66,581
Medicare	570	887	887	965
Workers Compensation	47	45	45	38
Retirement Contributions	5,638	5,710	5,710	5,851
Medical Benefits	10,358	10,442	10,442	10,070
Life/Disability Benefits	420	555	555	565
Total Personnel	77,193	78,847	78,847	84,070
Purchased Services				
Communication Services	318	-	283	400
Total Purchased Services	318	-	283	400
Supplies/Non-Capital Equipment				
Office Supplies	5,590	8,000	8,000	15,600
Operating Supplies	133	-	-	-
Gas/Electricity	89,626	110,000	110,000	98,000
Total Supplies/Non-Capital Equipment	95,349	118,000	118,000	113,600
Total Expenditures	\$ 172,860	\$ 196,847	\$ 197,130	\$ 198,070

Expenditure Detail

Facilities Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	151,865	189,333	189,333	192,487
Overtime	6,729	3,600	10,403	4,000
Allowances	879	1,020	1,180	1,020
Medicare	1,771	2,586	2,586	2,791
Workers Compensation	3,395	3,504	3,504	2,992
Retirement Contributions	14,144	16,638	16,638	17,506
Medical Benefits	24,847	22,853	22,853	21,340
Life/Disability Benefits	968	1,607	1,607	1,585
Total Personnel	204,598	241,141	248,104	243,721
Purchased Services				
Professional Services	301	100	100	150
Technical Services	960	180	180	2,000
General Services	256	200	214	200
Property Services	37,806	46,500	46,500	50,000
Communication Services	2,429	6,500	6,500	2,600
Training/Registration	-	375	375	1,250
Rentals/Leases	4,384	4,000	4,000	7,250
Total Purchased Services	46,136	57,855	57,869	63,450
Supplies/Non-Capital Equipment				
Operating Supplies	36,170	50,000	50,000	55,000
Uniforms/Clothing	1,052	750	1,297	800
Motor Vehicle Fuels	3,873	3,500	3,744	4,200
Total Supplies/Non-Capital Equipment	41,095	54,250	55,041	60,000
Total Expenditures	\$ 291,829	\$ 353,246	\$ 361,014	\$ 367,171

Expenditure Detail

Fleet Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	227,619	236,433	236,433	237,862
Overtime	2,983	4,000	4,000	4,000
Allowances	1,088	1,224	1,224	1,224
Medicare	2,462	3,272	3,272	3,449
Workers Compensation	2,212	2,327	2,327	1,920
Retirement Contributions	20,119	20,970	20,970	20,777
Medical Benefits	49,306	63,497	63,497	61,239
Life/Disability Benefits	1,468	2,022	2,022	2,040
Total Personnel	307,257	333,745	333,745	332,511
Purchased Services				
Professional Services	383	150	23,177	300
Technical Services	4,936	10,500	11,315	11,100
Property Services	45,361	43,000	44,719	48,000
Repair/Maintenance Services	(82,154)	(174,000)	(64,737)	(174,000)
Communication Services	1,510	1,500	1,500	1,600
Training/Registration	75	1,000	1,000	1,500
Mileage/Travel	-	200	200	100
Rentals/Leases	1,770	700	1,334	2,000
Total Purchased Services	(28,119)	(116,950)	18,508	(109,400)
Supplies/Non-Capital Equipment				
Operating Supplies	125,103	90,000	90,000	130,500
Uniforms/Clothing	275	1,000	1,000	1,100
Motor Vehicle Fuels	79,191	55,000	72,776	66,000
Total Supplies/Non-Capital Equipment	204,894	146,000	163,776	197,600
Total Expenditures	\$ 484,057	\$ 362,795	\$ 516,029	\$ 420,711

Expenditure Detail

Streets Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	395,243	440,969	440,969	511,918
Overtime	51,547	22,000	46,273	40,000
Allowances	6,504	7,272	7,272	6,072
Medicare	6,516	6,239	6,239	7,423
Workers Compensation	12,535	13,191	13,191	13,316
Retirement Contributions	35,167	37,677	37,677	43,800
Medical Benefits	67,558	83,635	83,635	51,082
Life/Disability Benefits	2,645	3,812	3,812	4,233
Total Personnel	577,715	614,795	639,068	677,844
Purchased Services				
Professional Services	1,036	500	500	1,100
Technical Services	1,400	1,200	1,200	1,300
General Services	294	-	-	300
Property Services	26,154	40,000	40,000	50,000
Communication Services	6,111	6,800	6,800	6,400
Training/Registration	1,701	1,200	1,200	4,000
Rentals/Leases	311	3,500	3,500	1,500
Total Purchased Services	37,007	53,200	53,200	64,600
Supplies/Non-Capital Equipment				
Operating Supplies	146,221	145,000	145,000	145,000
Maintenance Supplies	115,793	85,000	122,679	125,000
Uniforms/Clothing	4,194	3,000	3,261	3,700
Motor Vehicle Fuels	19,101	15,000	17,515	18,000
Total Supplies/Non-Capital Equipment	285,309	248,000	288,455	291,700
Capital Outlay				
Capital Equipment	-	254,500	-	135,000
Total Capital Outlay	-	254,500	-	135,000
Miscellaneous				
Dues/Fees	100	800	800	100
Total Other Expenditures	100	800	800	100
Total Expenditures	\$ 900,131	\$ 1,171,295	\$ 981,523	\$ 1,169,244

Expenditure Detail

Engineering Division - General Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	181,650	255,924	255,924	283,504
Overtime	-	-	-	-
Allowances	408	408	408	408
Medicare	2,512	3,716	3,716	4,111
Workers Compensation	2,611	3,029	3,029	2,763
Retirement Contributions	14,838	21,031	21,031	22,019
Medical Benefits	47,944	68,958	68,958	66,502
Life/Disability Benefits	1,266	2,301	2,301	2,367
Total Personnel	253,400	355,367	355,367	381,674
Purchased Services				
Professional Services	28,381	45,000	45,000	40,000
Technical Services	12,911	17,500	17,500	15,500
General Services	5,382	2,628	5,316	6,000
Property Services	24,756	25,000	25,000	25,000
Communication Services	1,591	8,150	8,150	2,500
Training/Registration	1,272	3,600	3,727	3,600
Mileage/Travel	101	500	500	250
Total Purchased Services	74,452	102,378	105,193	92,850
Supplies/Non-Capital Equipment				
Office Supplies	-	-	-	-
Technology Supplies	2,060	2,500	2,500	6,000
Operating Supplies	63,204	29,309	42,106	76,000
Uniforms/Clothing	1,126	900	1,301	1,800
Gas/Electricity	555,578	525,000	525,000	611,000
Motor Vehicle Fuels	1,369	1,500	1,831	1,800
Total Supplies/Non-Capital Equipment	623,337	559,209	572,738	696,600
Capital Outlay				
Capital Equipment	-	22,691	-	-
Total Capital Outlay	-	22,691	-	-
Miscellaneous				
Dues/Fees	857	800	800	900
Total Other Expenditures	857	800	800	900
Total Expenditures	\$ 952,046	\$ 1,040,445	\$ 1,034,098	\$ 1,172,024

Expenditure Detail

Public Works Department - CDBG Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -

Expenditure Detail

Capital Improvement Projects Division - CDBG Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	-	-	-	-
Total Capital Outlay	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -

Expenditure Detail

Public Works Department - Capital Projects Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	23,328,484	63,608,485	6,633,377	44,577,883
Total Capital Outlay	23,328,484	63,608,485	6,633,377	44,577,883
Total Expenditures	\$ 23,328,484	\$ 63,608,485	\$ 6,633,377	\$ 44,577,883

Expenditure Detail

Capital Improvement Projects Division - Capital Projects Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	23,328,484	63,608,485	6,633,377	44,577,883
Total Capital Outlay	23,328,484	63,608,485	6,633,377	44,577,883
Total Expenditures	\$ 23,328,484	\$ 63,608,485	\$ 6,633,377	\$ 44,577,883

Expenditure Detail

Public Works Department - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,886,754	2,126,345	2,126,345	2,326,305
Overtime	41,433	30,600	30,600	31,000
Allowances	9,982	10,776	10,776	11,388
Medicare	26,522	30,423	30,423	33,730
Workers Compensation	25,981	27,514	27,514	24,177
Retirement Contributions	166,905	186,328	186,328	194,839
Medical Benefits	324,900	450,675	450,675	420,778
Life/Disability Benefits	12,641	18,810	18,810	20,058
Total Personnel	2,500,073	2,881,471	2,881,471	3,062,275
Purchased Services				
Professional Services	145,571	67,975	61,700	62,250
Technical Services	81,272	118,280	117,900	111,700
General Services	70,696	54,000	54,000	77,700
Property Services	1,355,965	782,952	720,485	710,900
Repair/Maintenance Services	21,165	60,000	60,000	60,000
Communication Services	36,606	17,850	17,850	38,700
Training/Registration	7,063	14,875	14,875	17,000
Mileage/Travel	300	1,600	1,600	1,400
Rentals/Leases	5,136	11,550	11,550	6,900
Total Purchased Services	1,723,774	1,129,082	1,059,960	1,086,550
Supplies/Non-Capital Equipment				
Office Supplies	6,041	6,500	6,500	6,500
Operating Supplies	170,500	214,000	214,000	224,100
Chemicals/Compounds	191,221	255,000	255,000	215,000
Maintenance Supplies	582,645	400,000	400,000	400,000
Uniforms/Clothing	13,061	11,550	11,550	14,690
Non-Capital Equipment	62,726	105,000	105,000	110,000
Gas/Electricity	250,622	240,000	240,000	283,000
Motor Vehicle Fuels	21,447	24,500	24,500	29,400
Total Supplies/Non-Capital Equipment	1,298,263	1,256,550	1,256,550	1,282,690
Capital Outlay				
Property/Rights	-	4,850,000	4,850,000	7,000,000
Capital Equipment	132,323	654,473	158,240	225,000
Capital Improvement Projects	659,319	13,500,819	3,427,787	7,913,119
Total Capital Outlay	791,642	19,005,292	8,436,027	15,138,119
Miscellaneous				
Dues/Fees	16,548	22,030	22,030	26,725
Community Incentive	23,244	45,000	45,000	45,000
Total Other Expenditures	39,792	67,030	67,030	71,725
Total Expenditures	\$ 6,353,544	\$ 24,339,425	\$ 13,701,038	\$ 20,641,359

Expenditure Detail

Administration/Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	60,160	61,208	61,208	66,581
Medicare	570	887	887	965
Workers Compensation	49	45	45	38
Retirement Contributions	5,638	5,710	5,710	5,851
Medical Benefits	10,358	10,442	10,442	10,070
Life/Disability Benefits	420	555	555	566
Total Personnel	77,195	78,847	78,847	84,071
Purchased Services				
Technical Services	75	200	-	-
Rentals/Leases	1,168	1,000	1,000	1,200
Total Purchased Services	7,524	7,475	1,000	1,200
Supplies/Non-Capital Equipment				
Office Supplies	5,524	5,500	5,500	5,500
Total Supplies/Non-Capital Equipment	5,524	5,500	5,500	5,500
Total Expenditures	\$ 90,243	\$ 91,822	\$ 85,347	\$ 90,771

Expenditure Detail

Facilities Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	136,725	161,644	161,644	162,631
Overtime	6,729	3,600	3,600	4,000
Allowances	879	1,020	1,020	1,020
Medicare	1,528	2,185	2,185	2,358
Workers Compensation	3,254	2,960	2,960	2,528
Retirement Contributions	12,805	14,423	14,423	15,245
Medical Benefits	24,847	32,523	32,523	21,340
Life/Disability Benefits	855	1,356	1,356	1,350
Total Personnel	187,622	219,711	219,711	210,472
Purchased Services				
Professional Services	206	100	100	150
Technical Services	-	180	-	-
Property Services	20,642	18,000	18,000	20,000
Communication Services	9,692	1,500	1,500	10,000
Training/Registration	-	3,375	3,375	1,250
Rentals/Leases	-	1,200	1,200	1,000
Total Purchased Services	30,540	24,355	24,175	32,400
Supplies/Non-Capital Equipment				
Operating Supplies	3,868	10,000	10,000	10,000
Uniforms/Clothing	750	750	750	1,250
Total Supplies/Non-Capital Equipment	4,618	10,750	10,750	11,250
Total Expenditures	\$ 222,780	\$ 254,816	\$ 254,636	\$ 254,122

Expenditure Detail

Fleet Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Repair/Maintenance Services	21,165	60,000	60,000	60,000
Total Purchased Services	21,165	60,000	60,000	60,000
Total Expenditures	\$ 21,165	\$ 60,000	\$ 60,000	\$ 60,000

Expenditure Detail

Engineering Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	328,804	357,604	357,604	385,096
Overtime	393	-	-	-
Allowances	598	804	804	1,404
Medicare	4,625	5,197	5,197	5,584
Workers Compensation	3,671	3,517	3,517	3,111
Retirement Contributions	29,032	31,512	31,512	32,084
Medical Benefits	58,933	59,044	59,044	56,763
Life/Disability Benefits	2,297	3,232	3,232	3,262
Total Personnel	432,055	460,910	460,910	487,304
Purchased Services				
Professional Services	42,855	40,000	40,000	40,000
Technical Services	10,200	12,500	12,500	13,500
General Services	251	-	-	300
Communication Services	8,866	3,250	3,250	9,000
Rentals/Leases	663	1,500	1,500	600
Total Purchased Services	62,903	57,250	57,250	63,400
Supplies/Non-Capital Equipment				
Operating Supplies	830	2,000	2,000	1,400
Uniforms/Clothing	731	900	900	900
Motor Vehicle Fuels	333	2,000	2,000	2,400
Total Supplies/Non-Capital Equipment	1,894	4,900	4,900	4,700
Capital Outlay				
Capital Equipment	-	26,397	-	-
Total Capital Outlay	-	26,397	-	-
Miscellaneous				
Dues/Fees	631	800	800	800
Total Other Expenditures	631	800	800	800
Total Expenditures	\$ 497,483	\$ 550,257	\$ 523,860	\$ 556,204

Expenditure Detail

Water Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	412,379	535,221	535,221	566,086
Overtime	19,912	12,000	12,000	12,000
Allowances	4,025	3,876	3,876	3,876
Medicare	6,192	7,759	7,759	8,208
Workers Compensation	7,345	9,382	9,382	8,103
Retirement Contributions	35,159	45,119	45,119	44,944
Medical Benefits	75,791	149,433	149,433	126,785
Life/Disability Benefits	2,701	4,777	4,777	5,148
Total Personnel	563,504	767,567	767,567	775,150
Purchased Services				
Professional Services	82,958	1,000	1,000	2,000
Technical Services	34,764	37,300	37,300	33,000
General Services	33,937	6,000	6,000	10,000
Property Services	6,260	38,485	38,485	13,500
Communication Services	6,047	7,300	7,300	7,300
Training/Registration	2,286	3,000	3,000	5,500
Rentals/Leases	576	1,000	1,000	1,100
Total Purchased Services	166,828	94,085	94,085	72,400
Supplies/Non-Capital Equipment				
Operating Supplies	31,646	25,000	25,000	39,000
Chemicals/Compounds	191,221	255,000	255,000	215,000
Uniforms/Clothing	3,159	2,450	2,450	3,440
Non-Capital Equipment	32,766	50,000	50,000	45,000
Gas/Electricity	248,897	230,000	230,000	273,000
Motor Vehicle Fuels	1,089	1,000	1,000	1,200
Total Supplies/Non-Capital Equipment	508,778	563,450	563,450	576,640
Capital Outlay				
Capital Equipment	-	25,515	25,515	87,500
Total Capital Outlay	-	25,515	25,515	87,500
Miscellaneous				
Dues/Fees	306	4,000	4,000	7,000
Total Other Expenditures	306	4,000	4,000	7,000
Total Expenditures	\$ 1,239,416	\$ 1,454,617	\$ 1,454,617	\$ 1,518,690

Expenditure Detail

Lab Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	360,180	371,884	371,884	401,731
Allowances	1,598	1,632	1,632	1,632
Medicare	5,111	5,415	5,415	5,825
Workers Compensation	5,345	5,114	5,114	4,490
Retirement Contributions	33,970	34,657	34,657	35,194
Medical Benefits	55,823	64,971	64,971	62,658
Life/Disability Benefits	2,500	3,341	3,341	3,374
Total Personnel	464,527	487,014	487,014	514,904
Purchased Services				
Professional Services	125	300	300	300
Technical Services	14,371	51,000	51,000	54,200
General Services	35,236	37,000	37,000	39,000
Property Services	25,069	3,500	3,500	6,900
Communication Services	3,493	3,300	3,300	3,300
Training/Registration	701	2,000	2,000	3,000
Mileage/Travel	-	600	600	600
Rentals/Leases	1,302	3,400	3,400	1,300
Total Purchased Services	80,297	101,100	101,100	108,600
Supplies/Non-Capital Equipment				
Operating Supplies	40,981	43,000	43,000	43,000
Uniforms/Clothing	1,566	1,600	1,600	1,900
Non-Capital Equipment	1,222	20,000	20,000	30,000
Motor Vehicle Fuels	888	1,500	1,500	1,800
Total Supplies/Non-Capital Equipment	44,778	66,100	66,100	76,700
Capital Outlay				
Capital Equipment	-	50,000	50,000	50,000
Total Capital Outlay	-	50,000	50,000	50,000
Miscellaneous				
Dues/Fees	11,407	15,000	15,000	15,800
Total Other Expenditures	11,407	15,000	15,000	15,800
Total Expenditures	\$ 601,009	\$ 719,214	\$ 719,214	\$ 766,004

Expenditure Detail

Electrical & Mechanical Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	168,768	160,616	160,616	161,225
Overtime	4,038	4,000	4,000	4,000
Allowances	1,104	1,416	1,416	1,416
Medicare	2,472	2,176	2,176	2,338
Workers Compensation	2,996	2,665	2,665	2,368
Retirement Contributions	13,633	13,332	13,332	13,584
Medical Benefits	21,249	18,502	18,502	17,853
Life/Disability Benefits	1,035	1,343	1,343	1,301
Total Personnel	215,295	204,050	204,050	204,085
Purchased Services				
Technical Services	316	10,000	10,000	1,000
General Services	374	200	200	20,000
Property Services	6,330	10,000	10,000	20,000
Communication Services	30	-	-	-
Training/Registration	1,646	1,200	1,200	1,250
Rentals/Leases	605	2,000	2,000	1,000
Total Purchased Services	9,636	23,400	23,400	43,250
Supplies/Non-Capital Equipment				
Operating Supplies	16,185	15,000	15,000	20,000
Uniforms/Clothing	2,066	1,750	1,750	1,900
Non-Capital Equipment	24,651	35,000	35,000	35,000
Motor Vehicle Fuels	3,931	4,000	4,000	4,800
Total Supplies/Non-Capital Equipment	46,833	55,750	55,750	61,700
Capital Outlay				
Capital Equipment	34,163	82,725	82,725	87,500
Total Capital Outlay	34,163	82,725	82,725	87,500
Miscellaneous				
Dues/Fees	295	150	150	295
Total Other Expenditures	295	150	150	295
Total Expenditures	\$ 306,222	\$ 366,075	\$ 366,075	\$ 396,830

Expenditure Detail

Distribution & Collection Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	164,014	216,899	216,899	233,271
Overtime	10,361	11,000	11,000	11,000
Allowances	1,370	1,620	1,620	1,632
Medicare	2,461	3,009	3,009	3,382
Workers Compensation	3,125	3,638	3,638	3,339
Retirement Contributions	14,177	18,589	18,589	20,038
Medical Benefits	36,956	72,885	72,885	64,070
Life/Disability Benefits	1,065	1,863	1,863	2,020
Total Personnel	234,782	329,503	329,503	338,752
Purchased Services				
Professional Services	764	800	800	800
Technical Services	21,546	7,100	7,100	10,000
General Services	30	400	400	400
Property Services	355,168	169,467	107,000	107,000
Communication Services	6,074	1,300	1,300	6,100
Training/Registration	275	1,350	1,350	2,000
Rentals/Leases	328	250	250	300
Total Purchased Services	384,185	180,667	118,200	126,600
Supplies/Non-Capital Equipment				
Operating Supplies	68,149	110,000	110,000	101,200
Maintenance Supplies	582,645	400,000	400,000	400,000
Uniforms/Clothing	4,314	3,600	3,600	4,000
Motor Vehicle Fuels	15,206	16,000	16,000	19,200
Total Supplies/Non-Capital Equipment	674,401	529,600	529,600	524,400
Capital Outlay				
Capital Equipment	98,160	469,836	-	-
Total Capital Outlay	98,160	469,836	-	-
Total Expenditures	\$ 1,391,528	\$ 1,509,606	\$ 977,303	\$ 989,752

Expenditure Detail

Water Resources Operations Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	255,724	261,269	261,269	349,684
Allowances	408	408	408	408
Medicare	3,563	3,795	3,795	5,070
Workers Compensation	196	193	193	200
Retirement Contributions	22,491	22,986	22,986	27,899
Medical Benefits	40,943	42,875	42,875	61,239
Life/Disability Benefits	1,768	2,343	2,343	3,037
Total Personnel	325,093	333,869	333,869	447,537
Purchased Services				
Professional Services	12,053	19,500	19,500	19,000
General Services	862	10,400	10,400	8,000
Property Services	942,496	543,500	543,500	543,500
Communication Services	2,404	1,200	1,200	3,000
Training/Registration	2,087	3,950	3,950	4,000
Mileage/Travel	300	1,000	1,000	800
Rentals/Leases	494	1,200	1,200	400
Total Purchased Services	960,696	580,750	580,750	578,700
Supplies/Non-Capital Equipment				
Office Supplies	396	1,000	1,000	1,000
Operating Supplies	8,841	9,000	9,000	9,500
Uniforms/Clothing	475	500	500	1,300
Gas/Electricity	1,725	10,000	10,000	10,000
Total Supplies/Non-Capital Equipment	11,437	20,500	20,500	21,800
Capital Outlay				
Property/Rights	-	4,850,000	4,850,000	7,000,000
Total Capital Outlay	-	4,850,000	4,850,000	7,000,000
Miscellaneous				
Dues/Fees	3,909	2,080	2,080	2,830
Community Incentive	23,244	45,000	45,000	45,000
Total Other Expenditures	27,153	47,080	47,080	47,830
Total Expenditures	\$ 1,324,379	\$ 5,832,199	\$ 5,832,199	\$ 8,095,867

Expenditure Detail

Capital Improvement Projects Division - Water Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	659,319	13,500,819	3,427,787	7,913,119
Total Capital Outlay	659,319	13,500,819	3,427,787	7,913,119
Total Expenditures	\$ 659,319	\$ 13,500,819	\$ 3,427,787	\$ 7,913,119

Expenditure Detail

Public Works Department - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	1,233,061	1,271,724	1,271,724	1,344,253
Overtime	22,510	24,000	24,000	24,000
Allowances	5,889	6,696	6,696	8,712
Medicare	16,720	17,986	17,986	19,491
Workers Compensation	16,231	17,503	17,503	15,558
Retirement Contributions	100,903	108,253	108,253	111,366
Medical Benefits	235,176	274,702	274,702	254,858
Life/Disability Benefits	7,807	11,133	11,133	11,334
Total Personnel	1,638,297	1,731,997	1,731,997	1,789,572
Purchased Services				
Professional Services	3,528	1,200	1,200	47,450
Technical Services	93,939	82,700	82,700	108,790
General Services	24,726	26,230	26,000	21,000
Property Services	404,956	545,695	545,695	673,000
Repair/Maintenance Services	1,931	4,000	4,000	4,000
Communication Services	8,909	11,950	10,650	14,150
Training/Registration	5,283	6,250	6,250	8,550
Mileage/Travel	-	500	500	500
Rentals/Leases	6,077	4,320	3,100	2,150
Total Purchased Services	549,349	682,845	680,095	879,590
Supplies/Non-Capital Equipment				
Office Supplies	3,339	3,000	3,000	4,000
Operating Supplies	69,835	80,500	80,500	93,500
Chemicals/Compounds	226,197	352,745	352,745	365,000
Uniforms/Clothing	2,251	2,450	2,450	3,100
Non-Capital Equipment	67,232	69,415	69,415	80,000
Gas/Electricity	393,812	475,000	475,000	343,900
Motor Vehicle Fuels	4,813	3,000	3,000	3,600
Total Supplies/Non-Capital Equipment	767,479	986,110	986,110	893,100
Capital Outlay				
Capital Equipment	65,762	501,566	501,566	435,000
Capital Improvement Projects	18,733,026	11,962,511	6,076,306	3,750,000
Total Capital Outlay	18,798,788	12,464,077	6,577,872	4,185,000
Miscellaneous				
Dues/Fees	4,381	305	305	25,350
Total Other Expenditures	4,381	305	305	25,350
Total Expenditures	\$ 21,758,294	\$ 15,865,334	\$ 9,976,379	\$ 7,772,612

Expenditure Detail

Administration/Operations Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	60,160	61,208	61,208	66,582
Medicare	570	887	887	965
Workers Compensation	46	45	45	38
Retirement Contributions	5,638	5,710	5,710	5,851
Medical Benefits	10,358	10,442	10,442	10,070
Life/Disability Benefits	420	555	555	566
Total Personnel	77,192	78,847	78,847	84,072
Purchased Services				
Rentals/Leases	-	1,000	-	-
Total Purchased Services	-	1,000	-	-
Supplies/Non-Capital Equipment				
Office Supplies	3,339	3,000	3,000	4,000
Total Supplies/Non-Capital Equipment	3,985	3,000	3,000	4,000
Total Expenditures	\$ 81,177	\$ 82,847	\$ 81,847	\$ 88,072

Expenditure Detail

Fleet Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Repair/Maintenance Services	1,931	4,000	4,000	4,000
Total Purchased Services	1,931	4,000	4,000	4,000
Total Expenditures	\$ 1,931	\$ 4,000	\$ 4,000	\$ 4,000

Expenditure Detail

Engineering Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	324,025	301,964	301,964	323,774
Allowances	598	804	804	1,404
Medicare	3,882	4,390	4,390	4,695
Workers Compensation	2,801	2,909	2,909	2,559
Retirement Contributions	24,590	26,504	26,504	26,853
Medical Benefits	51,898	51,952	51,952	49,923
Life/Disability Benefits	1,916	2,731	2,731	2,748
Total Personnel	409,710	391,254	391,254	411,956
Total Expenditures	\$ 409,710	\$ 391,254	\$ 391,254	\$ 411,956

Expenditure Detail

Electrical & Mechanical Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	168,768	159,616	159,616	161,225
Overtime	4,038	4,000	4,000	4,000
Allowances	1,104	1,212	1,212	1,416
Medicare	2,472	2,173	2,173	2,338
Workers Compensation	2,784	2,661	2,661	2,368
Retirement Contributions	13,633	13,332	13,332	13,584
Medical Benefits	21,249	14,671	14,671	17,853
Life/Disability Benefits	1,035	1,343	1,343	1,301
Total Personnel	215,083	199,008	199,008	204,085
Purchased Services				
Professional Services	606	200	200	650
Technical Services	316	8,000	8,000	25,590
General Services	19	-	-	20,000
Property Services	25,104	32,695	32,695	30,000
Communication Services	2,937	2,600	2,600	6,600
Training/Registration	500	1,200	1,200	1,250
Rentals/Leases	291	2,000	2,000	800
Total Purchased Services	29,773	46,695	46,695	84,890
Supplies/Non-Capital Equipment				
Operating Supplies	25,892	15,000	15,000	25,000
Non-Capital Equipment	17,504	30,000	30,000	35,000
Total Supplies/Non-Capital Equipment	43,396	45,000	45,000	60,000
Capital Outlay				
Capital Equipment	26,651	80,000	80,000	175,000
Total Capital Outlay	26,651	80,000	80,000	175,000
Total Expenditures	\$ 314,903	\$ 370,703	\$ 370,703	\$ 523,975

Expenditure Detail

Distribution & Collection Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	164,013	216,899	216,899	233,271
Overtime	10,360	10,000	10,000	10,000
Allowances	1,370	1,620	1,620	1,632
Medicare	2,461	3,009	3,009	3,382
Workers Compensation	2,904	3,638	3,638	3,339
Retirement Contributions	14,177	18,589	18,589	20,038
Medical Benefits	36,956	72,885	72,885	64,070
Life/Disability Benefits	1,065	1,863	1,863	2,020
Total Personnel	233,306	328,503	328,503	337,752
Purchased Services				
Technical Services	3,605	2,500	2,500	3,000
Property Services	31,620	111,000	111,000	111,000
Communication Services	-	1,300	-	-
Training/Registration	550	1,350	1,350	2,000
Rentals/Leases	-	220	-	-
Total Purchased Services	36,151	116,370	114,850	116,300
Supplies/Non-Capital Equipment				
Operating Supplies	4,068	12,000	12,000	15,000
Gas/Electricity	83,237	75,000	75,000	1,900
Total Supplies/Non-Capital Equipment	87,305	87,000	87,000	16,900
Capital Outlay				
Capital Equipment	39,111	343,676	343,676	220,000
Total Capital Outlay	39,111	343,676	343,676	220,000
Miscellaneous				
Total Expenditures	\$ 395,873	\$ 875,549	\$ 874,029	\$ 690,952

Expenditure Detail

Wastewater Operations Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	454,471	468,119	468,119	490,844
Overtime	8,112	10,000	10,000	10,000
Allowances	2,482	2,652	2,652	3,852
Medicare	6,489	6,594	6,594	7,117
Workers Compensation	6,754	7,122	7,122	6,273
Retirement Contributions	37,369	39,005	39,005	39,898
Medical Benefits	99,286	104,130	104,130	93,054
Life/Disability Benefits	2,982	4,067	4,067	4,124
Total Personnel	617,945	641,689	641,689	655,162
Purchased Services				
Professional Services	2,546	1,000	1,000	43,500
Technical Services	70,320	51,000	51,000	59,000
General Services	24,707	26,000	26,000	1,000
Property Services	347,627	400,000	400,000	528,000
Communication Services	4,782	6,350	6,350	6,350
Training/Registration	3,058	2,700	2,700	3,500
Rentals/Leases	5,444	1,000	1,000	1,000
Total Purchased Services	458,484	488,050	488,050	642,350
Supplies/Non-Capital Equipment				
Operating Supplies	33,966	45,000	45,000	45,000
Chemicals/Compounds	226,197	352,745	352,745	365,000
Uniforms/Clothing	2,136	2,100	2,100	2,300
Non-Capital Equipment	49,728	39,415	39,415	45,000
Gas/Electricity	310,575	400,000	400,000	342,000
Motor Vehicle Fuels	4,813	3,000	3,000	3,600
Total Supplies/Non-Capital Equipment	627,415	842,260	842,260	802,900
Capital Outlay				
Capital Equipment	-	77,890	77,890	40,000
Total Capital Outlay	-	77,890	77,890	40,000
Miscellaneous				
Dues/Fees	4,381	120	120	24,850
Total Other Expenditures	4,381	120	120	24,850
Total Expenditures	\$ 1,708,225	\$ 2,050,009	\$ 2,050,009	\$ 2,165,262

Expenditure Detail

Industrial Pre-Treatment Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	61,624	63,918	63,918	68,557
Allowances	335	408	408	408
Medicare	846	933	933	994
Workers Compensation	942	1,128	1,128	981
Retirement Contributions	5,496	5,113	5,113	5,142
Medical Benefits	15,429	20,622	20,622	19,888
Life/Disability Benefits	389	574	574	575
Total Personnel	85,061	92,696	92,696	96,545
Purchased Services				
Professional Services	-	-	-	3,000
Technical Services	19,698	21,200	21,200	21,200
General Services	-	230	-	-
Property Services	605	2,000	2,000	4,000
Communication Services	1,190	1,700	1,700	1,200
Training/Registration	1,175	1,000	1,000	1,800
Mileage/Travel	-	500	500	500
Rentals/Leases	342	100	100	350
Total Purchased Services	23,010	26,730	26,500	32,050
Supplies/Non-Capital Equipment				
Operating Supplies	5,263	8,500	8,500	8,500
Uniforms/Clothing	115	350	350	800
Total Supplies/Non-Capital Equipment	5,378	8,850	8,850	9,300
Miscellaneous				
Dues/Fees	-	185	185	500
Total Other Expenditures	-	185	185	500
Total Expenditures	\$ 113,449	\$ 128,461	\$ 128,231	\$ 138,395

Expenditure Detail

Capital Improvement Projects Division - Wastewater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	18,733,026	11,962,511	6,076,306	3,750,000
Total Capital Outlay	18,733,026	11,962,511	6,076,306	3,750,000
Total Expenditures	\$ 18,733,026	\$ 11,962,511	\$ 6,076,306	\$ 3,750,000

Expenditure Detail

Public Works Department - Stormwater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	72,228	75,358	75,358	79,099
Medicare	999	1,093	1,093	1,147
Workers Compensation	46	55	55	45
Retirement Contributions	7,223	7,536	7,536	7,521
Medical Benefits	8,004	8,069	8,069	7,785
Life/Disability Benefits	504	677	677	677
Total Personnel	89,004	92,788	92,788	96,274
Purchased Services				
Professional Services	21,685	10,000	10,000	20,000
Technical Services	1,199	1,200	1,200	1,200
General Services	1,053	1,200	1,200	1,200
Property Services	44	55,100	55,100	45,000
Communication Services	1,108	1,200	1,200	1,200
Training/Registration	245	500	500	1,000
Mileage/Travel	-	500	500	500
Rentals/Leases	301	350	350	350
Total Purchased Services	25,635	70,050	70,050	70,450
Supplies/Non-Capital Equipment				
Operating Supplies	16,886	19,700	19,700	19,700
Uniforms/Clothing	113	300	300	370
Total Supplies/Non-Capital Equipment	16,999	20,000	20,000	20,070
Capital Outlay				
Capital Improvement Projects	235,164	1,265,391	300	427,391
Total Capital Outlay	235,164	1,265,391	300	427,391
Miscellaneous				
Dues/Fees	630	650	650	1,950
Total Other Expenditures	630	650	650	1,950
Total Expenditures	\$ 367,432	\$ 1,448,879	\$ 183,788	\$ 616,135

Expenditure Detail

Streets Division - Stormwater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Supplies/Non-Capital Equipment				
Operating Supplies	12,492	14,700	14,700	14,700
Total Supplies/Non-Capital Equipment	12,492	14,700	14,700	14,700
Total Expenditures	\$ 12,492	\$ 14,700	\$ 14,700	\$ 14,700

Expenditure Detail

Stormwater Operations Division - Stormwater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	72,228	75,358	75,358	79,099
Medicare	999	1,093	1,093	1,147
Workers Compensation	46	55	55	45
Retirement Contributions	7,223	7,536	7,536	7,521
Medical Benefits	8,004	8,069	8,069	7,785
Life/Disability Benefits	504	677	677	677
Total Personnel	89,004	92,788	92,788	96,274
Purchased Services				
Professional Services	21,685	10,000	10,000	20,000
Technical Services	1,199	1,200	1,200	1,200
General Services	1,053	1,200	1,200	1,200
Property Services	44	55,100	55,100	45,000
Communication Services	1,108	1,200	1,200	1,200
Training/Registration	245	500	500	1,000
Mileage/Travel	-	500	500	500
Rentals/Leases	301	350	350	350
Total Purchased Services	25,635	70,050	70,050	70,450
Supplies/Non-Capital Equipment				
Operating Supplies	4,394	5,000	5,000	5,000
Uniforms/Clothing	113	300	300	370
Total Supplies/Non-Capital Equipment	4,507	5,300	5,300	5,370
Miscellaneous				
Dues/Fees	630	650	650	1,950
Total Other Expenditures	630	650	650	1,950
Total Expenditures	\$ 119,776	\$ 168,788	\$ 168,788	\$ 174,044

Expenditure Detail

Capital Improvement Projects Division - Stormwater Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Capital Outlay				
Capital Improvement Projects	235,164	1,265,391	300	427,391
Total Capital Outlay	235,164	1,265,391	300	427,391
Total Expenditures	\$ 235,164	\$ 1,265,391	\$ 300	\$ 427,391

Expenditure Detail

Public Works Department - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	602,999	633,628	633,628	719,938
Overtime	36,885	32,000	32,000	40,000
Allowances	3,672	3,672	3,672	3,672
Medicare	8,976	9,241	9,241	10,439
Workers Compensation	18,261	23,585	23,585	21,430
Retirement Contributions	59,778	60,295	60,295	65,620
Medical Benefits	140,885	159,621	159,621	135,280
Life/Disability Benefits	4,105	5,708	5,708	6,034
Total Personnel	875,561	927,750	927,750	1,002,413
Purchased Services				
Professional Services	668	500	500	800
Property Services	287,495	315,000	315,000	337,000
Repair/Maintenance Services	58,956	110,000	110,000	110,000
Communication Services	5,475	9,000	9,000	8,000
Training/Registration	-	800	800	5,500
Mileage/Travel	-	200	200	100
Rentals/Leases	13,807	16,000	16,000	16,300
Total Purchased Services	366,401	451,500	451,500	477,700
Supplies/Non-Capital Equipment				
Office Supplies	1,074	1,200	1,200	1,200
Operating Supplies	9,123	4,500	4,500	10,000
Inventory Supplies	45,584	60,000	60,000	60,000
Uniforms/Clothing	2,881	3,000	3,000	3,500
Non-Capital Equipment	-	17,000	17,000	17,000
Gas/Electricity	6,327	6,500	6,500	7,000
Motor Vehicle Fuels	79,427	72,000	72,000	86,400
Total Supplies/Non-Capital Equipment	144,416	164,200	164,200	185,100
Capital Outlay				
Capital Equipment	47,787	877,855	877,855	240,000
Total Capital Outlay	47,787	877,855	877,855	240,000
Miscellaneous				
Dues/Fees	573	500	500	600
Total Other Expenditures	573	500	500	600
Total Expenditures	\$ 1,434,738	\$ 2,421,805	\$ 2,421,805	\$ 1,905,813

Expenditure Detail

Administration/Operations Division - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	20,053	20,402	20,402	22,193
Medicare	190	296	296	322
Workers Compensation	13	15	15	13
Retirement Contributions	1,879	1,903	1,903	1,950
Medical Benefits	3,453	3,480	3,480	3,357
Life/Disability Benefits	140	191	191	189
Total Personnel	25,728	26,287	26,287	28,024
Supplies/Non-Capital Equipment				
Office Supplies	1,074	1,200	1,200	1,200
Gas/Electricity	6,327	6,500	6,500	7,000
Total Supplies/Non-Capital Equipment	7,401	7,700	7,700	8,200
Total Expenditures	\$ 33,129	\$ 33,987	\$ 33,987	\$ 36,224

Expenditure Detail

Fleet Division - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Purchased Services				
Repair/Maintenance Services	58,956	110,000	110,000	110,000
Total Purchased Services	58,956	110,000	110,000	110,000
Total Expenditures	\$ 58,956	\$ 110,000	\$ 110,000	\$ 110,000

Expenditure Detail

Sanitation Operations Division - Sanitation Fund

	2021 Audited Amounts	2022 Adopted Budget	2022 Year-End Forecast	2023 Adopted Budget
Personnel				
Regular Wages	582,946	613,226	613,226	697,745
Overtime	36,885	32,000	32,000	40,000
Allowances	3,672	3,672	3,672	3,672
Medicare	8,786	8,945	8,945	10,117
Workers Compensation	18,248	23,570	23,570	21,417
Retirement Contributions	57,899	58,392	58,392	63,670
Medical Benefits	137,432	156,141	156,141	131,923
Life/Disability Benefits	3,965	5,517	5,517	5,845
Total Personnel	849,833	901,463	901,463	974,389
Purchased Services				
Professional Services	668	500	500	800
Property Services	287,495	315,000	315,000	337,000
Communication Services	5,475	9,000	9,000	8,000
Training/Registration	-	800	800	5,500
Mileage/Travel	-	200	200	100
Rentals/Leases	13,807	16,000	16,000	16,300
Total Purchased Services	307,445	341,500	341,500	367,700
Supplies/Non-Capital Equipment				
Operating Supplies	9,123	4,500	4,500	10,000
Inventory Supplies	45,584	60,000	60,000	60,000
Uniforms/Clothing	2,881	3,000	3,000	3,500
Non-Capital Equipment	-	17,000	17,000	17,000
Motor Vehicle Fuels	79,427	72,000	72,000	86,400
Total Supplies/Non-Capital Equipment	137,015	156,500	156,500	176,900
Capital Outlay				
Capital Equipment	47,787	877,855	877,855	240,000
Total Capital Outlay	47,787	877,855	877,855	240,000
Miscellaneous				
Dues/Fees	573	500	500	600
Total Other Expenditures	573	500	500	600
Total Expenditures	\$ 1,342,653	\$ 2,277,818	\$ 2,277,818	\$ 1,759,589





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 2023 budget includes over \$71M 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 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

	2022 Budget	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total
Beginning Fund Balance	\$ 888,066	\$ 1,546,706	\$ 1,264,506	\$ 1,426,702	\$ 1,748,482	\$ 2,080,037	
Revenue Projections							
Lottery Proceeds	\$ 424,000	\$ 469,800	\$ 479,196	\$ 488,780	\$ 498,556	\$ 508,527	\$ 2,444,858
Investment Earnings	14,700	8,000	8,000	8,000	8,000	8,000	40,000
Total	\$ 438,700	\$ 477,800	\$ 487,196	\$ 496,780	\$ 506,556	\$ 516,527	\$ 2,484,858
Capital Expenditures							
Greenway Trail Replacement	\$ 131,850	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 400,000
Sensory Playground Repair	250,000	-	-	-	-	-	-
Jaycee Ballfield Improvement	220,000	-	-	-	-	-	-
Bocce Ball Court	10,000	-	-	-	-	-	-
Playground Equipment Replacement	-	250,000	250,000	100,000	100,000	100,000	800,000
Kiwanis Pool Repairs	500,000	-	-	-	-	-	-
Ballfield Improvements	-	100,000	-	-	-	-	100,000
Pavilion/Shelter Replacement	-	220,000	-	-	-	-	220,000
Skatepark Maintenance	-	75,000	-	-	-	-	75,000
Winburn Ponds Aeration	-	10,000	-	-	-	-	10,000
Comprehensive Park & Trail Signage	-	30,000	-	-	-	-	30,000
Total	\$ 1,111,850	\$ 760,000	\$ 325,000	\$ 175,000	\$ 175,000	\$ 200,000	\$ 1,635,000
Unassigned Fund Balance	\$ 214,916	\$ 1,264,506	\$ 1,426,702	\$ 1,748,482	\$ 2,080,037	\$ 2,396,564	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Greenway Trail Replacement
Project Dates: **Begin:** Ongoing **Finish:** Ongoing
Comprehensive Project Cost: \$400,000 (5 year total)
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

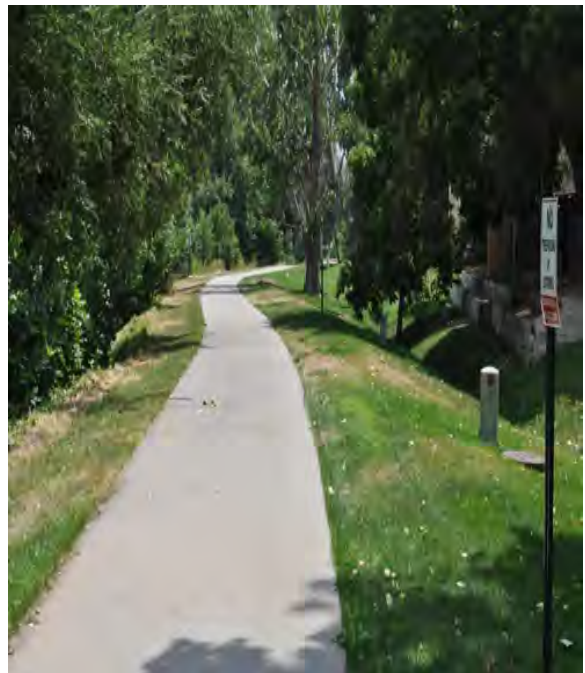
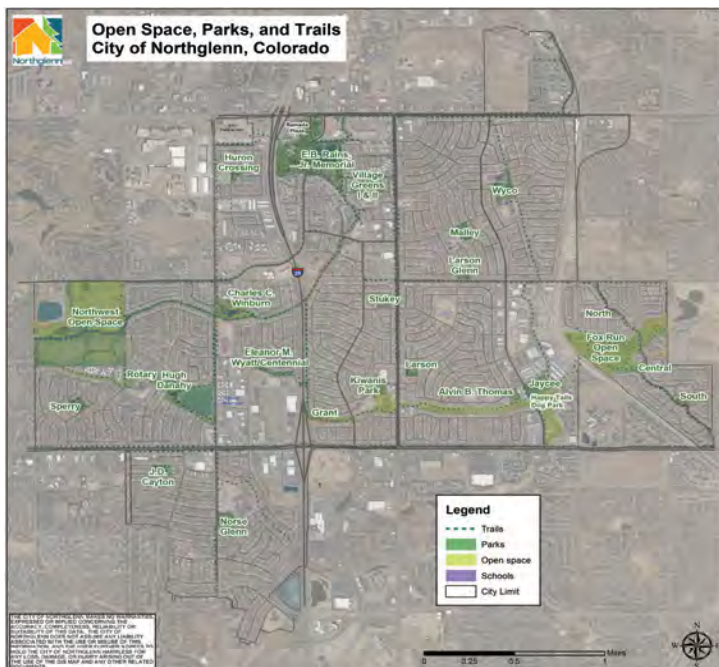
Description/Justification:

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:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	75,000	75,000	75,000	75,000	100,000	\$ 400,000
						-
						-
						-
						-
Total Revenue	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 400,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	75,000	75,000	75,000	75,000	100,000	400,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 100,000	\$ 400,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Playground Equipment Replacement

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

Comprehensive Project Cost: \$800,000 (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 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. The current assessment has identified to replace the Alvin B. Thomas playground and shelter (replaced in 2011) in 2023 and to replace Danahy playground and shelter in 2024. Sperry Park playground in 2026, Huron Crossings and Larson Park in 2027. To replace the shelters and the playgrounds in the next two years allows the city to renovate the parks and shelters at the same time. After the completion of these two projects the budget drops back down to \$100,000 annually per year to be allocated for design and build of smaller neighborhood playgrounds, including public input.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	250,000	250,000	100,000	100,000	100,000	\$ 800,000
						-
						-
						-
						-
Total Revenue	\$ 250,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 800,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment	250,000	250,000	100,000	100,000	100,000	800,000
Other -						-
Other -						-
Total Expenditures	\$ 250,000	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 800,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Ballfield Improvements
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$100,000 (5 year total)
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

Northglenn ballfields are regularly maintained to provide for their continued safe and comfortable usage, however, the backstops at Malley Park and Rotary Park have reached the end of their useful life and need to be removed and replaced.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	100,000	-	-	-	-	\$ 100,000
						-
						-
						-
Total Revenue	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	100,000	-	-	-	-	100,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Pavilion/Shelter Replacement
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$220,000 (5 year total)
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes **Operational Impact Category:** N/A
☒ No

Description/Justification:

Alvin Thomas playground is scheduled to be replace in 2023 & Danahy Park playground in 2024. The pavilions/shelters at each park are in much need of a replacement and the goal is to replace the shelters and the playgrounds at the same time.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	220,000	-	-	-	-	\$ 220,000
						-
						-
						-
						-
Total Revenue	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	220,000	-	-	-	-	220,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 220,000	\$ -	\$ -	\$ -	\$ -	\$ 220,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Skatepark Maintenance
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$75,000 (5 year total)
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

One of the principal benefits of building a concrete skatepark is that it is built to last and once the park is completed the costs are generally very minimal. However, adhering to some basic principles of repairs and maintenance can prolong the integrity of the skatepark and keep it safe. After nearly 15 years of use, there is a need for repairs to the skateable surface.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	75,000	-	-	-	-	\$ 75,000
						-
						-
						-
						-
Total Revenue	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	75,000	-	-	-	-	75,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Winburn Ponds Aeration
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$10,000 (5 year total)
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

Winburn Ponds are in much need of an upgraded aeration system. This will enhance water quality, improve aesthetics, and provide dissolved oxygen for aquatic habitat.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	10,000	-	-	-	-	\$ 10,000
						-
						-
						-
Total Revenue	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment	10,000					10,000
Other -						-
Other -						-
Total Expenditures	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Comprehensive Park & Trail Signage

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

Comprehensive Project Cost: \$30,000 (5 year total)

Project Rationale: Maintenance Program

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

Description/Justification:

The goal of this project is to develop wayfinding and update the park signage throughout the City. Using the branding elements and the design standards developed through the Gateway Enhancement Project, the city will hire a design team to develop additional sign types to be located through the City to provide pedestrian and bicycle directional information and park identification/information.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Conservation Trust Fund	30,000	-	-	-	-	\$ 30,000
						-
						-
						-
Total Revenue	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	3,000					3,000
Construction						-
Materials	27,000	-	-	-	-	27,000
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000



CAPITAL IMPROVEMENT PROGRAM SUMMARY
Capital Projects Fund

	2022 Budget	Carry over	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total	Funding Source
Beginning Fund Balance	\$ 31,498,264		\$ 61,761,790	\$ 25,408,167	\$ 28,012,348	\$ 30,453,279	\$ 33,482,710		
Revenue Projections									
Property Tax 4.000 Mills	1,866,000		1,821,000	1,857,000	1,894,000	1,932,000	1,971,000	\$ 9,475,000	
Sales/Use Tax 1/2%	3,758,000		3,522,000	3,610,000	3,700,000	3,793,000	3,888,000	18,513,000	
4% Marijuana Sales Tax	1,141,000		1,141,000	1,130,000	1,119,000	1,108,000	1,097,000	5,595,000	
ADCOO	399,000		399,000	403,000	407,000	411,000	415,000	2,035,000	
ADCOT	1,249,000		1,249,000	1,261,000	1,274,000	1,287,000	1,300,000	6,371,000	
County Grant	2,385,000		3,595,000	-	-	-	-	3,595,000	
Federal Grant	9,033,258		6,991,079	-	-	-	-	6,991,079	
Investment Earnings	532,000		532,000	508,000	560,000	609,000	670,000	2,879,000	
Contributions	1,500,000		-	-	-	-	-	-	
Transfer from General Fund - City Hall	13,500,000		-	-	-	-	-	-	
Transfer from General Fund - Streets	3,200,000		-	-	-	-	-	-	
Total	\$ 38,563,258		\$ 19,250,079	\$ 8,769,000	\$ 8,954,000	\$ 9,140,000	\$ 9,341,000	\$ 55,454,079	
Expenditures Summary									
ADCOO Funded Projects	\$ 1,995,000	\$ 1,970,000	\$ 25,000	\$ 75,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 2,145,000	ADCOO
ADCOT Funded Projects	5,396,421	200,000	1,850,000	1,700,000	1,950,000	1,700,000	1,950,000	9,350,000	ADCOT
1/2% Sales/Use Tax Funded Projects	17,399,377	14,427,608	4,468,519	2,468,269	2,466,019	2,466,769	2,465,269	28,762,453	1/2%
4.000 Mill Levy Funded Projects	3,636,149	3,616,149	650,000	-	-	-	-	4,266,149	4 Mills
4% Marijuana Sales Tax Funded Projects	4,000,000	3,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	8,000,000	MJ
Grant Funded Projects	11,476,079	9,586,079	1,000,000	-	-	-	-	10,586,079	Grant
Debt Proceeds	200,000	-	-	-	-	-	-	-	- Debt Proceeds
General Fund Projects	12,765,787	10,618,047	3,192,300	921,550	1,072,050	918,800	1,071,800	17,794,547	General
Total	\$ 56,868,813	\$ 43,417,883	\$ 12,185,819	\$ 6,164,819	\$ 6,513,069	\$ 6,110,569	\$ 6,512,069	\$ 80,904,228	
Restrictions, Commitments, & Assignments									
Property Tax 4.000 Mills	\$ (976,179)		\$ 2,884,322	\$ 4,741,322	\$ 6,635,322	\$ 8,567,322	\$ 10,538,322		
Sales/Use Tax 1/2%	16,999,117		2,477,603	3,619,334	4,853,315	6,179,546	7,602,277		
4% Marijuana Sales Tax	1,838,659		1,750,687	1,880,687	1,999,687	2,107,687	2,204,687		
ADCOO	(597,743)		370,196	698,196	1,080,196	1,466,196	1,856,196		
ADCOT	535,976		(881,817)	(1,320,817)	(1,996,817)	(2,409,817)	(3,059,817)		
COP Proceeds	905,344		905,344	905,344	905,344	905,344	905,344		
Unassigned Fund Balance	(3,009,345)		17,901,832	17,488,282	16,976,232	16,666,432	16,264,632		
Total	\$ 15,695,829		\$ 25,408,167	\$ 28,012,348	\$ 30,453,279	\$ 33,482,710	\$ 36,311,641		

CAPITAL IMPROVEMENT PROGRAM SUMMARY
Capital Projects Fund

	2022 Budget	Carry over	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total	Funding Source
Capital Expenditures Listing									
Civic Campus COP	\$ 2,669,800	\$ -	\$ 2,667,300	\$ 2,671,550	\$ 2,672,050	\$ 2,668,800	\$ 2,671,800	\$ 13,351,500	1/2%, MJ, GENERAL
Justice Center COP	1,466,769	-	1,468,519	1,468,269	1,466,019	1,466,769	1,465,269	7,334,845	1/2%
Citywide Fence Maintenance	100,000	100,000	-	-	-	-	-	100,000	ADCOO, GENERAL
Sensory Playground Repair	375,000	375,000	-	-	-	-	-	375,000	GRANT
Emergency Park Repairs	25,000	-	25,000	25,000	25,000	25,000	25,000	125,000	ADCOO
Jaycee Ballfield Improvement	170,000	170,000	-	-	-	-	-	170,000	GRANT
Parks Storage Facility	715,000	-	715,000	-	-	-	-	715,000	GENERAL
NW Open Space Bridge Crossing	37,060	-	100,000	-	-	-	-	100,000	GENERAL
Tennis Court Repair & Construction	550,000	550,000	-	-	-	-	-	550,000	ADCOO
Justice Center West Park	1,500,000	1,500,000	-	-	-	-	-	1,500,000	GRANT
Playground Equipment Replacement	350,000	350,000	-	-	-	-	-	350,000	ADCOO, GRANT
EB Rains Park Renovations	750,000	750,000	-	-	-	-	-	750,000	ADCOO
EB Rains Fence	150,000	150,000	-	-	-	-	-	150,000	ADCOO
Kiwanis Pool Repairs	500,000	500,000	1,000,000	-	-	-	-	1,500,000	ADCOO, GRANT
Croke Reservoir Improvements	120,000	120,000	-	-	-	-	-	120,000	ADCOO
Traffic Signal Cabinet Wraps	-	-	-	50,000	-	-	-	50,000	ADCOO
Residential Street Overlay	4,550,099	-	950,000	950,000	950,000	950,000	950,000	4,750,000	ADCOT
Traffic Signal Replacement	100,032	-	300,000	400,000	400,000	400,000	400,000	1,900,000	ADCOT, GENERAL
Concrete Program	111,320	-	100,000	100,000	100,000	100,000	100,000	500,000	ADCOT
120th Widening	3,636,149	3,616,149	-	-	-	-	-	3,616,149	4 MILLS
120th Widening	6,006,821	5,906,821	-	-	-	-	-	5,906,821	GRANT
School Zone Safety Assessment	102,339	66,459	485,000	50,000	200,000	50,000	200,000	1,051,459	GENERAL
Civic Center Master Plan	200,000	-	-	-	-	-	-	-	DEBT PROCEEDS
Parking Lot Repairs	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000	GENERAL
Temporary Traffic Calming	484,970	-	500,000	250,000	500,000	250,000	500,000	2,000,000	ADCOT
Community Ctr Dr Bridge Repair	675,150	675,150	-	-	-	-	-	675,150	ADCOT, GENERAL
Civic Center Phase 2	24,941,492	24,591,492	-	-	-	-	-	24,591,492	1/2%, MJ, GENERAL
Connect Northglenn Striping	760,000	760,000	-	-	-	-	-	760,000	ADCOT, GRANT
Traffic Signal System Upgrade	1,200,000	-	-	-	-	-	-	-	GENERAL, GRANT
Major Arterial Rehabilitation	-	-	650,000	-	-	-	-	650,000	4 MILLS
104th Ave	830,000	-	-	-	-	-	-	-	GRANT
RTD Path Lighting	200,000	-	50,000	-	-	-	-	50,000	GENERAL
Facilities Building - M&O	200,000	45,000	2,000,000	-	-	-	-	2,045,000	1/2%
Bridge Rail Replacement	400,000	300,000	-	-	-	-	-	300,000	GENERAL
Entryway Signs	50,000	-	500,000	-	-	-	-	500,000	GENERAL
Civic Center Phase 2 - Site Work	2,741,812	2,691,812	-	-	-	-	-	2,691,812	GENERAL
Citywide Street Lighting	-	-	125,000	-	-	-	-	125,000	GENERAL
I-25 Pedestrian Bridge Assessment	-	-	50,000	-	-	-	-	50,000	GENERAL
Transportation Master Plan	-	-	300,000	-	-	-	-	300,000	GENERAL
Total	\$ 56,868,813	\$ 43,417,883	\$ 12,185,819	\$ 6,164,819	\$ 6,513,069	\$ 6,110,569	\$ 6,512,069	\$ 80,904,228	

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:	2023	2024	2025	2026	2027	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:	2023	2024	2025	2026	2027	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: Parks Storage Facility
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$715,000 (5 year total)
Project Rationale: Emergency Facility Maintenance
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

Parks and events staff have been utilizing portions of the basement of the existing City Hall facility for storage. Parks has used the old Police Department sally port to stow mowers and other equipment that are used to maintain the park and Civic Center site. For logistical purposes, it is preferable for them to store that equipment in the area since it is used on a daily basis, rather than having to store it over at the Maintenance & Operations Facility and trailer it in. Events staff has utilized space in the facility for storage of equipment used with the various special events hosted by the City.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
General	715,000	-	-	-	-	\$ 715,000
						-
						-
						-
						-
Total Revenue	\$ 715,000	\$ -	\$ -	\$ -	\$ -	\$ 715,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	71,500					71,500
Construction	643,500	-	-	-	-	643,500
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 715,000	\$ -	\$ -	\$ -	\$ -	\$ 715,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Northwest Open Space Bridge Crossing

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

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

Project Rationale: Emergency Facility Maintenance

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

Description/Justification:

In 2022 internal staff began clearing out an area west of the existing parking lot at NW Openspace. Funding was approved to build a fenced area that has become the recycling center and an additional area for Public Works. In addition millings from previous years road project were spread around to create an additional parking area. Internal staff will continue to work in the area in 2022 and 2023.

In 2022 a consultant was hired to complete a bridge abutment design for a crossing on the west side closer to the soccer fields. We have a bridge deck that was used previously and we are going to repurpose to create the crossing and trail to the park. This project will be for the construction costs associated with the abutment construction and deck placement.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
General	100,000	-	-	-	-	\$ 100,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	10,000					10,000
Construction	90,000	-	-	-	-	90,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Traffic Signal Cabinet Wraps
Project Dates: **Begin:** Jan-2024 **Finish:** Dec-2024
Comprehensive Project Cost \$50,000
Project Rationale: Facility Improvement

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

Description/Justification:

There are approximately 46 traffic signal cabinets throughout the city, varying from one cabinet per location to multiple cabinets. Traffic cabinet wraps can be used to create a sense of place by incorporating local park and trail wayfinding and walkability measures, and can beautify an otherwise utilitarian structure. Utilizing wraps to apply art or graphic design to a surface allows for an ease of replacement that doesn't exist when an original painting is created directly on the surface. By digitizing the artwork it can be reprinted (and even resized) in the case of vandalism, aging, or anything else that necessitates replacement of the traffic signal cabinet. A single artist or artist team could be commissioned to create a series of designs that would have a cohesive look, or to convey messaging that is consistent with the vision, mission, values, and goals of City Council and their various boards & commissions. Additional project costs would be sought from grant sources.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Open Space Tax (ADCOO)		50,000				\$ 50,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		50,000				50,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: City Fence Repair/Renovation

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$100,000

Project Rationale: Safety and Functionality

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

Description/Justification:

The City owns approximately 12,500 linear feet of 6-foot tall ROW fencing and 18,000 linear feet of 8-foot tall fencing. These wooden fences are generally over 20 years old and regularly require cleaning, restaining, and sealing. The last full section of fence to be replaced or repaired was in 2018, and increasing deterioration has really only been addressed on an emergency basis. This request will establish a dedicated funding source for those ad-hoc public requests and get the City prepared for a rotating replacement/repair schedule based off of the 2022 assessment.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	100,000					\$ 100,000
						-
						-
						-
Total Revenue	# \$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials	100,000					100,000
Equipment						-
Other -						-
Other -						-
Total Expenditures	# \$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: East E.B. Rains Jr. Memorial Park Fencing

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost \$150,000.00

Project Rationale: Safety and Functionality

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

Description/Justification:

Approximately 400 linear feet of fencing along the east side of the park adjacent to the skatepark, enclosing the alley facing the Village Green residences on Lincoln Street south of east 117th Avenue, has been identified as a potential safety concern. Pending the receipt of enough property owner and tenant interest, the fencing and alley could be modified to meet safety and access needs. The project would include the removal of existing residential fences, construction of a new city-owned fence and easements for future maintenance.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Open Space Tax (ADCOO)	150,000					\$ 150,000
						-
						-
						-
						-
Total Revenue	\$ 150,000		\$ -	\$ -	\$ -	\$ 150,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	150,000					150,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Playground Equipment Replacement

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$350,000 (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 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. The current assessment has identified the three Fox Run playgrounds (some play equipment replaced in 2013), the Huron Crossing playground (replaced in 2009), and the Alvin B. Thomas playground (replaced in 2011) as most in need of attention due to high use and deterioration; \$100,000 per playground would be allocated for design and build, including public input.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Open Space Tax (ADCOO)	100,000	-	-	-	-	\$ 100,000
Grant - ARPA	250,000	-	-	-	-	250,000
						-
						-
						-
Total Revenue	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction						-
Materials						-
Equipment	350,000	-	-	-	-	350,000
Other -						-
Other -						-
Total Expenditures	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Croke Reservoir Improvements

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$120,000

Project Rationale: Facility Improvement

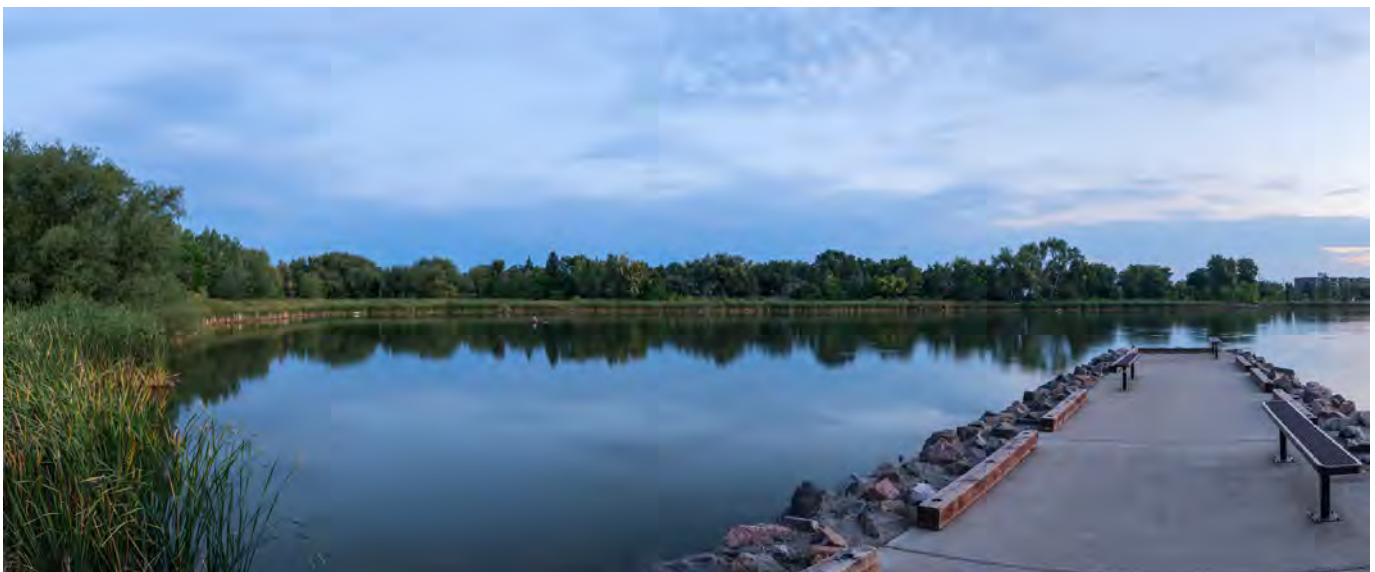
Future Operational Impact: ☒ Yes ☐ No **Operational Impact Category:** Positive

Description/Justification:

A needs study of Croke Reservoir was conducted by a subcommittee formed by Council, with assistance from Regis University graduate students and city staff. Issues of access, safety, and environmental protection were analyzed. Fencing, signage, and a second fishing area were recommended and formally supported by unanimous vote of the Parks and Recreation Advisory Board. The project was brought forth to a Council study session and presented as a well-documented and researched endeavor with diverse public input. The request is for base improvements, with enhanced improvements to be sought from grant sources.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Open Space Tax (ADCOO)	120,000					\$ 120,000
						-
						-
						-
						-
Total Revenue	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	120,000					120,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Kiwanis Pool Repairs
Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023
Comprehensive Project Cost: \$1,500,000.00
Project Rationale: Emergency Facility Maintenance
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

A new splash pad, buildings, and associated work at the Kiwanis Outdoor Pool was completed in 2020, and was a major achievement for this public amenity. Much of the equipment in the mechanical room is still in need of replacement, as it was installed over 50 years ago and has well exceeded its expected life. The decking around the pool is settling and needs to be replaced, and the condition of the piping underneath is unknown. The project is high priority due to safety, and will include a new boiler, replacement of the deck and piping, filters and chemical injection system. Any additional project costs will be sought from grant sources.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Open Space Tax (ADCOO)	500,000					\$ 500,000
Grant	1,000,000					1,000,000
						-
						-
						-
Total Revenue	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	150,000					150,000
Construction	1,350,000					1,350,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Residential Street Maintenance
Project Dates: **Begin:** Ongoing **Finish:** Ongoing
Comprehensive Project Cost: \$4,750,000 (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.

	2023	2024	2025	2026	2027	5 - Year Total
Transportation Tax (ADCOT)	950,000	950,000	950,000	950,000	950,000	\$ 4,750,000
						-
						-
						-
						-
Total Revenue	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 4,750,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	950,000	950,000	950,000	950,000	950,000	4,750,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ 4,750,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Traffic Signal Program

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

Comprehensive Project Cost: \$1,900,000 (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. Staff has identified a series of traffic signal poles with significant structural deficiencies. An assessment will be performed in 2022 to look at all traffic signal poles in the City and provide recommendations on necessary improvements.

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:	2023	2024	2025	2026	2027	5 - Year Total
Transportation Tax (ADCOT)	300,000	400,000	400,000	400,000	400,000	\$ 1,900,000
						-
						-
						-
						-
Total Revenue	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,900,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	300,000	400,000	400,000	400,000	400,000	1,900,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 300,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,900,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Concrete Maintenance
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:
 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:	2023	2024	2025	2026	2027	5 - Year Total
Transportation Tax (ADCOT)	100,000	100,000	100,000	100,000	100,000	\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000

Expenditures:	2023	2024	2025	2026	2027	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: School Zone Safety

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

Comprehensive Project Cost: \$1,051,459 (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:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	551,459	50,000	200,000	50,000	200,000	\$ 1,051,459
						-
						-
						-
						-
Total Revenue	\$ 551,459	\$ 50,000	\$ 200,000	\$ 50,000	\$ 200,000	\$ 1,051,459

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies		50,000		50,000		\$ 100,000
Design						-
Construction	551,459		200,000		200,000	951,459
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 551,459	\$ 50,000	\$ 200,000	\$ 50,000	\$ 200,000	\$ 1,051,459

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: City Parking Lots - Paving, Concrete and Striping

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

Comprehensive Project Cost: \$1,200,000 (5 year total)

Project Rationale: Maintenance Program

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

Description/Justification:

Program to replace deteriorating parking areas in City facilities. Work will include mill & overlay of asphalt pavement; replacement of concrete curb & gutter; and parking lot striping.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	400,000	200,000	200,000	200,000	200,000	\$ 1,200,000
						-
						-
						-
						-
Total Revenue	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	400,000	200,000	200,000	200,000	200,000	1,200,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 400,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,200,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Civic Center Master Plan Phase 2 - City Hall and Private Development

Project Dates: **Begin:** Jan-2021 **Finish:** Dec-2024

Comprehensive Project Cost: \$36,585,000

Project Rationale: Upgrade Civic Facilities and Provide Private Development Opportunities

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

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. City Hall design and construction will be completed by the end of 2024, at an estimated cost of \$33.8M. Additional site work funding of \$2.7M has been set aside to prepare the site for private development. The City is continuing to evaluate private development opportunities.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
1/2% Sales Tax	14,382,608					\$ 14,382,608
4% Special Marijuana Tax	3,000,000					3,000,000
Capital Projects Fund (General)	9,900,696					9,900,696
						-
						-
Total Revenue	\$ 27,283,304	\$ -	\$ -	\$ -	\$ -	\$ 27,283,304

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	2,700,000					2,700,000
Construction	21,891,492					21,891,492
Materials						-
Equipment						-
Other - Site Work	2,691,812					2,691,812
Other -						-
Total Expenditures	\$ 27,283,304	\$ -	\$ -	\$ -	\$ -	\$ 27,283,304



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Traffic Calming
Project Dates: **Begin:** Ongoing **Finish:** Ongoing
Comprehensive Project Cost: \$2,000,000 (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:	2023	2024	2025	2026	2027	5 - Year Total
Transportation Tax (ADCOT)	500,000	250,000	500,000	250,000	500,000	\$ 2,000,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ 250,000	\$ 500,000	\$ 250,000	\$ 500,000	\$ 2,000,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	500,000	250,000	500,000	250,000	500,000	2,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ 250,000	\$ 500,000	\$ 250,000	\$ 500,000	\$ 2,000,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Connect Northglenn Striping

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$760,000

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:	2023	2024	2025	2026	2027	5 - Year Total
Transportation Tax (ADCOT)	200,000					\$ 200,000
Grant (CDOT)	560,000					560,000
						-
						-
						-
Total Revenue	\$ 760,000	\$ -	\$ -	\$ -	\$ -	\$ 760,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	760,000					760,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 760,000	\$ -	\$ -	\$ -	\$ -	\$ 760,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Arterial Rehabilitation
Project Dates: **Begin:** Jan-2023 **Finish:** Dec-2023
Comprehensive Project Cost: \$650,000 (5 year total)
Project Rationale: Roadway Rehabilitation
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

Resurfacing of arterial roadways has been identified as a priority need. 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. 112th Avenue has been identified as a priority in 2023.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
4.000 Mill Levy	650,000	-	-	-	-	\$ 650,000
						-
						-
						-
Total Revenue	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	650,000	-	-	-	-	650,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ 650,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: RTD Path Lighting (112th to Station)

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$50,000

Project Rationale: Maintenance Program

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

Description/Justification:

Installation of trail lighting along 112th Avenue leading to the N-Line station will provide safety to the trail for use at all hours.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	50,000					\$ 50,000
						-
						-
						-
Total Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000					50,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Facilities Building - M&O

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$2,045,000 (2 year total)

Project Rationale: Aging Infrastructure/Regulatory Need/Health and Safety/Level of Service Impact

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

Description/Justification:

Design and construction for a new pre-engineered metal building that would be located on the existing Public Works site to the north of the existing Maintenance and Operations Administrative Building. The new building would include offices (Facilities, Streets, and Traffic Control staff), sign shop fabrication room and storage, a lunchroom, restrooms, break and meeting room areas, traffic control shop and fabrication shop. The existing building was constructed in 1954 and has exceeded it's reasonable life and does not meet current building codes .outside of emergency repairs made to the facility that were a direct result to the age of infrastructure. Bringing the existing building up to current code is not feasible.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
1/2% Sales Tax	2,045,000					\$ 2,045,000
						-
						-
						-
						-
Total Revenue	\$ 2,045,000	\$ -	\$ -	\$ -	\$ -	\$ 2,045,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	245,000					245,000
Construction	1,800,000					1,800,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 2,045,000	\$ -	\$ -	\$ -	\$ -	\$ 2,045,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Bridge Rail Replacement
Project Dates: **Begin:** Jan-2022 **Finish:** Sep-2023
Comprehensive Project Cost: \$400,000
Project Rationale: Regulatory Mandate
Future Operational Impact: ☒ Yes ☐ No **Operational Impact Category:** Negligible

Description/Justification:

The City of Northglenn received a CDOT 2020 Bridge Inspection Report showing several of the City's bridges in need of upgrades to hand rails in order to meet current CDOT/AASTHO standards. This required update is listed as high priority maintenance activity on the inspection report. This project will bring all City bridges into compliance with current CDOT/AASTHO standards. CDOT's next inspection will occur in 2022.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	300,000					\$ 300,000
						-
						-
						-
Total Revenue	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	300,000					300,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Comprehensive Entryway Signage

Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023

Comprehensive Project Cost: \$550,000

Project Rationale: Replacement and Repair

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

Description/Justification:

City entryway signage has not been updated to display the new logo adopted several years ago. This project would take a comprehensive look at all of the entryway signage citywide and provide a design to ensure cohesion and consistency throughout the city. Previous work has already been done which will be reviewed as part of this project. Identification of the complete cost for construction would be determined during the design phase.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	500,000					\$ 500,000
						-
						-
						-
						-
Total Revenue	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Expenditures:	2023	2024	2025	2026	2027	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: Citywide Street Lighting Analysis

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

Comprehensive Project Cost: \$125,000

Project Rationale: Transportation Safety

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

Description/Justification:

Perform a citywide street lighting deficiency analysis and streetlight audit.

Based on findings work with Xcel Energy to develop on ongoing capital program to install streetlighting in deficient neighborhoods.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	125,000					\$ 125,000
						-
						-
						-
Total Revenue	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies	125,000					\$ 125,000
Design						-
Construction						-
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: I-25 Pedestrian Bridge Assessment

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

Comprehensive Project Cost: \$50,000

Project Rationale: Transportation Safety

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

Description/Justification:

Develop a unifying document to project short-term needs and long-term goals, integrating the following documents: Complete Streets Policy, Connect Northglenn, Pavement Condition Index and School Zone Safety Assessments. The document will guide the city on new development, coordinate infrastructure improvements and respond to future growth.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	50,000					\$ 50,000
						-
						-
						-
Total Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies	50,000					\$ 50,000
Design						-
Construction						-
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Transportation Master Plan

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

Comprehensive Project Cost: \$300,000

Project Rationale: Transportation Safety

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

Description/Justification:

Develop a unifying document to project short-term needs and long-term goals, integrating the following documents: Complete Streets Policy, Connect Northglenn, Pavement Condition Index and School Zone Safety Assessments. The document will guide the city on new development, coordinate infrastructure improvements and respond to future growth.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Capital Projects Fund (General)	300,000					\$ 300,000
						-
						-
						-
						-
Total Revenue	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies	300,000					\$ 300,000
Design						-
Construction						-
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Water Fund

	2022 Budget	Carry over	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total
Beginning Fund Balance	\$ 24,412,891		\$ 30,860,343	\$ 27,032,086	\$ 32,448,786	\$ 37,888,486	\$ 39,603,186	
Revenue								
Sales/Use Tax	\$ 3,521,000		\$ 3,522,000	\$ 3,592,000	\$ 3,592,000	\$ -	\$ -	\$ 10,706,000
Food Tax	1,360,000		1,272,000	1,272,000	1,272,000	1,272,000	1,272,000	6,360,000
Water Use Charges	8,217,000		9,279,000	9,279,000	9,279,000	9,279,000	9,279,000	46,395,000
Construction Water Sales	18,000		26,000	26,000	26,000	26,000	26,000	130,000
Tap Connection Fees	147,000		120,900	120,900	120,900	120,900	120,900	604,500
Investment Earnings	387,177		251,000	541,000	649,000	758,000	792,000	2,991,000
Federal Grant	4,350,000		4,100,000	-	-	-	-	4,100,000
Miscellaneous	168,400		131,800	131,800	131,800	131,800	131,800	659,000
Total	\$ 18,168,577		\$ 18,702,700	\$ 14,962,700	\$ 15,070,700	\$ 11,587,700	\$ 11,621,700	\$ 71,945,500
Expenditures								
Operating	\$ 7,254,008		\$ 7,617,838	\$ 7,846,000	\$ 8,081,000	\$ 8,323,000	\$ 8,573,000	\$ 40,440,838
Water Rights	4,850,000		7,000,000	1,000,000	1,000,000	1,000,000	1,000,000	11,000,000
Debt Service	1,010,464		-	-	-	-	-	-
Waterline Rehabilitation	318,130	200,000	100,000	100,000	100,000	100,000	100,000	700,000
Standley Lake Pipeline	150,000		200,000	200,000	200,000	200,000	200,000	1,000,000
North Low Zone Tank Painting	316,455		-	-	-	-	-	-
Lab Information Management	5,205		-	-	-	-	-	-
WTP Waste Handling Improvements	7,000,000	2,500,000	-	-	-	-	-	2,500,000
Filter to Waste Automation	412,910		-	-	-	-	-	-
Bull Reservoir Pump Replacement	863,119	363,119	-	-	-	-	-	363,119
Automated Filter Backwash	1,100,000	1,100,000	-	-	-	-	-	1,100,000
Huron St Line Replacement	3,250,000	3,000,000	-	-	-	-	-	3,000,000
FHL Flume @ Webster Lake	85,000	50,000	-	-	-	-	-	50,000
WTP Rehabilitation	-		400,000	400,000	250,000	250,000	250,000	1,550,000
Total	\$ 26,615,291		\$ 22,530,957	\$ 9,546,000	\$ 9,631,000	\$ 9,873,000	\$ 10,123,000	\$ 61,703,957
Restrictions, Commitments, & Assignments								
3% TABOR Reserve Restriction	\$ 440,000		\$ 458,000	\$ 469,000	\$ 472,000	\$ 367,000	\$ 368,000	
Debt Service Reserve Restriction	964,059		2,117,763	3,389,763	4,661,763	5,933,763	7,205,763	
Water Right Purchase Restriction	12,335,788		10,380,075	12,972,075	15,564,075	14,564,075	13,564,075	
Capital/Infrastructure Commitment	1,000,000		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Operating Reserve Commitment	1,813,502		1,904,460	1,961,500	2,020,250	2,080,750	2,143,250	
Unassigned Fund Balance	(587,172)		11,171,789	12,656,448	14,170,398	15,657,598	16,820,798	
Total	\$ 15,966,177		\$ 27,032,086	\$ 32,448,786	\$ 37,888,486	\$ 39,603,186	\$ 41,101,886	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Water Line Replacement

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

Comprehensive Project Cost: \$700,000 (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:	2023	2024	2025	2026	2027	5 - Year Total
Water Fund	300,000	100,000	100,000	100,000	100,000	\$ 700,000
						-
						-
						-
						-
Total Revenue	\$ 300,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	300,000	100,000	100,000	100,000	100,000	700,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 300,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 700,000



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Standley Lake Pipeline

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

Comprehensive Project Cost: \$1,000,000 (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:	2023	2024	2025	2026	2027	5 - Year Total
Water Fund	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:	2023	2024	2025	2026	2027	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: Huron Street Line Replacement
Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023
Comprehensive Project Cost: \$3,500,000
Project Rationale: Maintenance Program
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

Description/Justification:

The City has experienced multiple breaks in the existing asbestos concrete water main line section in Huron Street between 97th Avenue and 104th Avenue. In order to provide continuous water service to the community, the failing line must be replaced, along with a failed 60" stormwater line that crosses Huron Street at approximately 103rd Avenue. The project will include replacement of lines, associated structures and valves, backfilling/recompaction of voids in the roadway, restoration of the roadway, gutters and any landscape that is demolished to remove and replace the lines.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Grant - ARPA (Water)	3,000,000					\$ 3,000,000
Grant - ARPA (Stormwater)						-
						-
						-
						-
Total Revenue	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	3,000,000					3,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Automated Filter Backwash
Project Dates: **Begin:** Jan-2022 **Finish:** Dec-2023
Comprehensive Project Cost: \$1,100,000
Project Rationale: Facility Improvement
Future Operational Impact: ☒ Yes ☐ No **Operational Impact Category:** Positive

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:	2023	2024	2025	2026	2027	5 - Year Total
Grant - ARPA	1,100,000					\$ 1,100,000
						-
						-
						-
						-
Total Revenue	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,100,000

Expenditures:	2023	2024	2025	2026	2027	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-2023

Comprehensive Project Cost: \$85,000

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:	2023	2024	2025	2026	2027	5 - Year Total
Water Fund	50,000					\$ 50,000
						-
						-
						-
						-
Total Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000					50,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Water Treatment Facility Rehab
Project Dates: **Begin:** Ongoing **Finish:** Ongoing
Comprehensive Project Cost: \$1,550,000
Project Rationale: Facility Improvement
Future Operational Impact: ☒ Yes ☐ No **Operational Impact Category:** Negligible

Description/Justification:

The water treatment facility rehab project includes repair and replacement of aging infrastructure within the confines of the treatment facility itself. The facility was commissioned in 1981 and much of the equipment and infrastructure has exceeded its expected life. The City must maintain this critical piece of infrastructure.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Water Fund	400,000	400,000	250,000	250,000	250,000	\$ 1,550,000
						-
						-
						-
						-
Total Revenue	\$ 400,000	\$ 400,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,550,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	400,000	400,000	250,000	250,000	250,000	1,550,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 400,000	\$ 400,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,550,000



CAPITAL IMPROVEMENT PROGRAM SUMMARY
Wastewater Fund

	2022 Budget	Carry over	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total
Beginning Fund Balance								
Capital/Infrastructure Commitment	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Operating Reserve Commitment	\$ 644,774		\$ 849,627	\$ 896,903	\$ 1,025,766	\$ 1,046,281	\$ 1,067,207	
Revenue Bond Proceeds	\$ 10,467,481		\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	
Unassigned Fund Balance	\$ 2,249,537		\$ 5,037,271	\$ 4,709,218	\$ 4,729,447	\$ 3,951,041	\$ (31,324,235)	
Beginning Fund Balance	\$ 14,361,792		\$ 9,386,898	\$ 6,606,121	\$ 6,755,213	\$ 5,997,322	\$ (29,257,028)	
Revenue Projections								
Sewer Charges	\$ 5,352,000		\$ 5,708,000	\$ 6,007,670	\$ 6,323,073	\$ 6,655,034	\$ 7,004,423	\$ 31,698,200
Tap Connection Fees	200,000		51,735	51,735	51,735	51,735	51,735	258,675
Investment Earnings	76,787		73,000	132,000	135,000	120,000	120,000	580,000
Federal Grants	250,000		500,000	250,000	-	-	-	750,000
	\$ 5,878,787		\$ 6,332,735	\$ 6,441,405	\$ 6,509,808	\$ 6,826,769	\$ 7,176,158	\$ 33,286,875
Expenditures								
Operating	\$ 3,809,147		\$ 4,022,612	\$ 4,103,064	\$ 4,185,126	\$ 4,268,828	\$ 4,354,205	\$ 20,933,834
Debt Service	1,307,542		1,340,900	1,689,249	1,632,573	1,362,291	1,630,381	7,655,394
Collection System Rehabilitation	761,594	250,000	250,000	250,000	200,000	200,000	200,000	1,350,000
Lift Station A & Force Main Replacement	9,980,917		-	-	-	-	-	-
Lift Station Flow Meters	420,000		-	-	-	-	-	-
Clarifier Rehabilitation	500,000	500,000	-	-	-	-	-	500,000
Collection System Waste Receiving Station	200,000		-	-	-	-	-	-
WWTP Rate Study	100,000		-	-	-	-	-	-
Lift Station B Replacement	-		-	-	1,000,000	6,000,000	-	7,000,000
WWTF Rehabilitation	-		250,000	250,000	250,000	250,000	250,000	1,250,000
Primary Clarifiers & Digesters	-		-	-	-	30,000,000	-	30,000,000
WWTF Odor Mitigation	-		2,500,000	-	-	-	-	2,500,000
Total	\$ 17,079,200		\$ 9,113,512	\$ 6,292,313	\$ 7,267,699	\$ 42,081,119	\$ 6,434,586	\$ 71,189,228
Restrictions, Commitments, & Assignments								
Capital/Infrastructure Commitment	\$ 1,000,000		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	
Operating Reserve Commitment	739,876		896,903	1,025,766	1,046,281	1,067,207	1,088,551	
Unassigned Fund Balance	1,421,503		4,709,218	4,729,447	3,951,041	(31,324,235)	(30,604,007)	
Total	\$ 3,161,379		\$ 6,606,121	\$ 6,755,213	\$ 5,997,322	\$ (29,257,028)	\$ (28,515,455)	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Collection System Rehab

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

Comprehensive Project Cost: \$1,350,000 (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

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Wastewater Fund	250,000	-	200,000	200,000	200,000	\$ 850,000
Grant - ARPA	250,000	250,000	-			500,000
						-
						-
Total Revenue	\$ 500,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,350,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	500,000	250,000	200,000	200,000	200,000	1,350,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 500,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,350,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Odor Mitigation

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

Comprehensive Project Cost: \$2,500,000 (5 year total)

Project Rationale: Maintenance Program

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

Description/Justification:

Improvements to the Wastewater Treatment Facility to add ferric injection and bio filters the headworks building for assistance with odor mitigation.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Wastewater Fund	2,500,000					\$ 2,500,000
			-			-
						-
						-
Total Revenue	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design	250,000					250,000
Construction	2,250,000					2,250,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Wastewater Treatment Facility Rehabilitation

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

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

Project Rationale: Maintenance Program

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

Description/Justification:

The wastewater treatment facility rehab project includes repair and replacement of aging infrastructure within the confines of the treatment facility itself. The facility was commissioned in 1981 and much of the equipment and infrastructure has exceeded its expected life. The City must maintain this critical piece of infrastructure.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Wastewater Fund	250,000	250,000	250,000	250,000	250,000	\$ 1,250,000
			-			-
						-
						-
Total Revenue	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000

Expenditures:	2023	2024	2025	2026	2027	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: Lift Station B Replacement

Project Dates: **Begin:** Jan-2025 **Finish:** Dec-2026

Comprehensive Project Cost: \$7,000,000 (2 year total)

Project Rationale: Facility Improvement

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

Description/Justification:
This project will replace the failing and aging lift station that is beyond it's useful life.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Wastewater Fund			1,000,000	6,000,000		\$ 7,000,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 1,000,000	\$ 6,000,000	\$ -	\$ 7,000,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design			1,000,000			1,000,000
Construction				6,000,000		6,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 1,000,000	\$ 6,000,000	\$ -	\$ 7,000,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: WWTP Primary Clarifiers & Digesters
Project Dates: **Begin:** Jan-2026 **Finish:** Dec-2026
Comprehensive Project Cost: \$30,000,000
Project Rationale: Facility Improvement
Future Operational Impact: ☒ Yes ☐ No **Operational Impact Category:** Positive

Description/Justification:

Adding primary clarifiers and digesters will increase our rated capacity to accomodate the buildout of the Karl's Farm development, and allow for the decommissioning of the biosolids lagoons to help eliminate the main source of odor at the facility.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Wastewater Fund				30,000,000		\$ 30,000,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ -	\$ 30,000,000	\$ -	\$ 30,000,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design				2,000,000		2,000,000
Construction				28,000,000		28,000,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ -	\$ 30,000,000	\$ -	\$ 30,000,000

CAPITAL IMPROVEMENT PROGRAM SUMMARY

Stormwater Fund

	2022 Budget	2023 Budget	2024 Estimate	2025 Estimate	2026 Estimate	2027 Estimate	5-Year Total
Beginning Fund Balance	\$ 1,476,366	\$ 1,913,717	\$ 1,774,382	\$ 1,747,182	\$ 627,982	\$ (8,218)	
Revenue Projections							
Stormwater Charges	\$ 469,000	\$ 463,800	\$ 463,800	\$ 463,800	\$ 463,800	\$ 463,800	\$ 2,319,000
Investment Earnings	24,875	13,000	18,000	17,000	6,000	6,000	60,000
Federal Grant	250,000	-	-	-	-	-	-
Total	\$ 743,875	\$ 476,800	\$ 481,800	\$ 480,800	\$ 469,800	\$ 469,800	\$ 2,379,000
Expenditures							
Operating	\$ 183,488	\$ 188,744	\$ 194,000	\$ 200,000	\$ 206,000	\$ 212,000	\$ 1,000,744
Storm Drainage System Improvements	1,015,391	377,391	100,000	100,000	100,000	100,000	777,391
Huron St Line Replacement	250,000	-	-	-	-	-	-
Acoma Street Storm Sewer Repair	-	50,000	-	-	-	-	50,000
GHC Conveyance Improvements @ Irma	-	-	-	-	800,000	-	800,000
Melody Drive Storm Sewer Repairs	-	-	215,000	-	-	-	215,000
Washington Street/Kiwanis Park Detention Improvements	-	-	-	1,300,000	-	-	1,300,000
Total	\$ 1,448,879	\$ 616,135	\$ 509,000	\$ 1,600,000	\$ 1,106,000	\$ 312,000	\$ 4,143,135
Unassigned Fund Balance	\$ 771,362	\$ 1,774,382	\$ 1,747,182	\$ 627,982	\$ (8,218)	\$ 149,582	

5-YEAR CAPITAL IMPROVEMENT PROGRAM

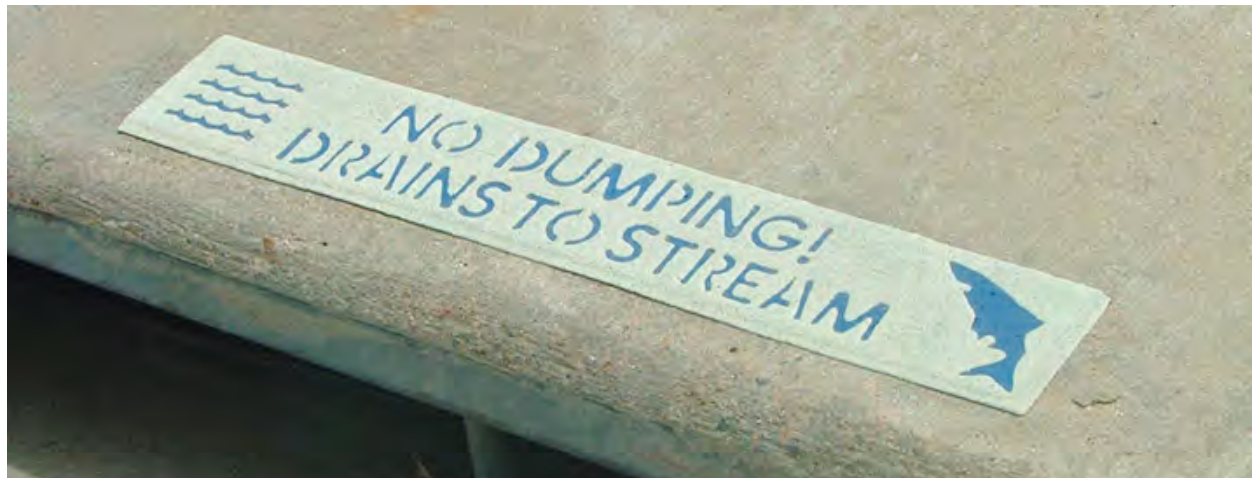
Project Name: Storm Drainage Improvements
Project Dates: **Begin:** Ongoing **Finish:** Ongoing
Comprehensive Project Cost: \$771,391 (5 year total)
Project Rationale: Necessary Improvements & Preventative Maintenance
Future Operational Impact: ☐ Yes ☒ No **Operational Impact Category:** N/A

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 storm water infrastructure. Additional services may include construction observation/inspection and quality control.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Stormwater Fund	377,391	100,000	100,000	100,000	100,000	\$ 777,391
						-
						-
						-
						-
Total Revenue	\$ 377,391	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 777,391

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	377,391	100,000	100,000	100,000	100,000	777,391
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 377,391	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 777,391



5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Acoma Drive Storm Sewer Repair

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

Comprehensive Project Cost: \$50,000

Project Rationale: Replacement of Storm Sewer Line

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

Description/Justification:

Removal and replacement of cracked storm line that runs between Kennedy Drive and Verna Lane on Acoma Drive. The project will include the addition of a manhole, and backfilling/recompaction of all voids under the street.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Stormwater Fund	50,000					\$ 50,000
						-
						-
						-
Total Revenue	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction	50,000					50,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Irma Drive Conveyance Improvements

Project Dates: **Begin:** Jan-2026 **Finish:** Dec-2026

Comprehensive Project Cost: \$800,000

Project Rationale: Storm Drain Conveyance Improvements

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

Description/Justification:

To be completed with Mile High Flood District, reconfiguration of storm water conveyance from surrounding neighborhoods to Grange Hall Creek need to be updated due to increased flows, and to protect Lift Station A infrastructure.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Stormwater Fund				800,000		800,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ 800,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction				800,000		800,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ -	\$ 800,000	\$ -	\$ 800,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Melody Dr. Storm Sewer Repair

Project Dates: **Begin:** Jan-2024 **Finish:** Dec-2024

Comprehensive Project Cost: \$215,000

Project Rationale: Replacement of failed storm sewer line

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

Description/Justification:

Removal and replacement of eroded storm line that runs along Melody Drive from Kennedy Drive to 106th Avenue. The project will include the addition of a manhole, and backfilling/recompaction of all voids under the street.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Stormwater Fund		215,000				215,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ 215,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction		215,000				215,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ 215,000	\$ -	\$ -	\$ -	\$ 215,000

5-YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name: Washington Street & Kiwanis Park Detention Improvements

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

Comprehensive Project Cost: \$1,300,000

Project Rationale: Drainage Improvements

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

Description/Justification:

To be completed with Mile High Flood District, this project will enlarge and improve drainage to Grange Hall Creek in the area of Washington Street and Kiwanis Park.

Source of Funding:	2023	2024	2025	2026	2027	5 - Year Total
Stormwater Fund			1,300,000			1,300,000
						-
						-
						-
						-
Total Revenue	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 1,300,000

Expenditures:	2023	2024	2025	2026	2027	5 - Year Total
Plans/Studies						\$ -
Design						-
Construction			1,300,000			1,300,000
Materials						-
Equipment						-
Other -						-
Other -						-
Total Expenditures	\$ -	\$ -	\$ 1,300,000	\$ -	\$ -	\$ 1,300,000







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

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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

Appropriation	A legal authorization by city council for an expenditure for a specific purpose within a specific time frame.
Budget	An annual financial plan showing an estimate of proposed expenditures and the proposed means of financing them over a specific time period.
Capital Improvement Program (CIP)	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.
Capital Outlay	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.
Contingency	Funds appropriated to cover unforeseen events that may occur during the fiscal year.
Debt	An obligation that results when money is borrowed.
Depreciation	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.
Enterprise Fund or Proprietary Fund	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).
Expenditures	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.
Expenses	Outflows decreasing net total assets. Represents the total cost of operations from delivering goods or rendering services during a period.
Fiscal Year	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.
Fund	A fund is a fiscal and accounting entity with a self-balancing set of accounts.

Fund Balance	The equity of a governmental fund. Fund balance represents monies that remain unspent after all budgeted expenditures have been made.
GAAP	Generally Accepted Accounting Principals
GASB	Governmental Accounting Standards Board
Intangible Asset	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.
Levy	(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.
Long-Term Debt	A long bond with a maturity of 10 years or more.
Machinery and Equipment	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.
One-Time Revenue/Expenditure	Revenue or expenditures which are unlikely to recur on a regular or recurring basis.
Operating Budget	A comprehensive financial plan of the city's current expenditures and the means of financing them.
Operating Revenue/Expenditure	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.
Program	Group activities or operations to attain specific purpose or objective.
Useful Life – Of an asset	<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"> ▪ Physical wear and tear ▪ Past experience with similar assets ▪ The asset's present condition ▪ The factory's maintenance policy, and ▪ Technological/Industry trends (e.g. obsolescence) ▪ Regulatory obsolescence may shorten the service life of some capital assets used in connection with highly regulated activities

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-150
Series of 2022

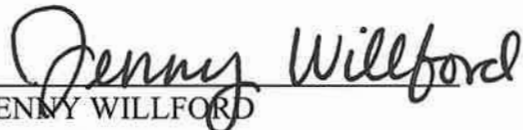
22-149
Series of 2022

A RESOLUTION ADOPTING THE CITY OF NORTHGLENN 2023 PAY PLAN AND 2023 PERSONNEL SUMMARY

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

Section 1. The City of Northglenn 2023 Pay Plan, attached hereto as Exhibit 1, and the 2023 Personnel Summary, attached hereto as Exhibit 2, are hereby adopted, effective December 17, 2022. The 2023 Pay Plan and 2023 Personnel Summary supersede and replace all pay plans and personnel summaries which have previously been adopted.


DATED at Northglenn, Colorado, this 24th day of October, 2022.


JENNY WILLFORD
Mayor Pro Tem

ATTEST:


JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:


COREY Y. HOFFMANN
City Attorney

City of Northglenn - Proposed Classification Listing - 2023								
Position	Dept	Grade	Min	Mid	Max	Min	Mid	Max
Cashier	Parks & Rec	100	\$31,304	\$36,000	\$40,696	\$15.05	\$17.31	\$19.57
Day Camp Aide	Parks & Rec	100	\$31,304	\$36,000	\$40,696	\$15.05	\$17.31	\$19.57
Pedal Boat Attendant	Parks & Rec	100	\$31,304	\$36,000	\$40,696	\$15.05	\$17.31	\$19.57
Scorekeeper	Parks & Rec	100	\$31,304	\$36,000	\$40,696	\$15.05	\$17.31	\$19.57
Slide Attendant	Parks & Rec	100	\$31,304	\$36,000	\$40,696	\$15.05	\$17.31	\$19.57
Aquatics Instructor - Non Certified	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Drop in Sports Supervisor	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Fitness Instructor - Non Certified	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Guest Relations Specialist	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Lifeguard	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Preschool Aide	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Seasonal Trainee	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Youth Sports Supervisor	Parks & Rec	110	\$34,435	\$39,600	\$44,765	\$16.56	\$19.04	\$21.52
Administrative Clerk	Multiple	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Custodian	Multiple	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Day Camp Leader	Parks & Rec	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Environmental Technician	PW - Water	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Lifeguard/Swim Instructor	Parks & Rec	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Seasonal Laborer	Parks & Rec	120	\$37,878	\$43,560	\$49,242	\$18.21	\$20.94	\$23.67
Administrative Specialist	Multiple	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Day Camp Director	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Head Lifeguard	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Municipal Services Worker I - Sanitation	PW - Sanitation	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Municipal Services Worker I - Streets	PW - Streets	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Municipal Services Worker I - Utilities	PW - Utilities	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Parks Maintenance Worker I	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Preschool Instructor	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Recreation Assistant	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Seasonal Park Ranger	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Special Events Assistant	Communications	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Theatre Instructor (Tech)	Parks & Rec	130	\$41,666	\$47,916	\$54,166	\$20.03	\$23.04	\$26.04
Aquatics Instructor - Certified	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Arborist Technician	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
FISS Customer Service Representative	Finance	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Fitness Instructor - Certified	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Horticulture Technician	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Municipal Services Worker II - Sanitation	PW - Sanitation	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Municipal Services Worker II - Streets	PW - Streets	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Municipal Services Worker II - Utilities	PW - Utilities	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Parks Maintenance Worker II	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Parks Ranger	Parks & Rec	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Police Records Specialist	Police - Non-Sworn	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Sales Tax Specialist	Finance	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Utility Plant Operator D	PW - Wastewater	140	\$45,833	\$52,708	\$59,583	\$22.04	\$25.34	\$28.65
Administrative Assistant	Multiple	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Accounting Specialist	Finance	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Arborist Technician Sr	Parks & Rec	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Court Clerk	City Manager - Mun Court	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Fleet Mechanic I	PW - Fleet	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Horticulture Technician Sr	Parks & Rec	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Lab Technician	PW - Lab Operations	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Lead Police Records Specialist	Police - Non-Sworn	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Maint Tech I	PW - Facilities	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Meter Technician	PW - Distribution Collection	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Municipal Services Worker III - Sanitation	PW - Sanitation	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Municipal Services Worker III - Streets	PW - Streets	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Municipal Services Worker III - Utilities	PW - Utilities	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Parks Maintenance Worker III	Parks & Rec	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Planning Technician	Planning	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Signs Coordinator/Designer	PW - Streets	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Tech Support Specialist I	Information Technology	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Theatre Ass't Technical Director	Parks & Rec	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Utility Locate Maintenance Worker	PW - Utilities	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Utility Plant Operator C	PW - Wastewater	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Utility Technician	PW - Elec, Mech, Dist, Colletion	150	\$50,416	\$57,978	\$65,541	\$24.24	\$27.87	\$31.51
Administrative Technician	Multiple	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Animal Control Officer	Police - Non-Sworn	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Central Records Coordinator	City Clerk	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Community Resource Navigator	City Manager - Crisis Response	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Community Services Coordinator	City Manager - Mun Court	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Digital Specialist (Technician)	Police - Non-Sworn	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Fleet Mechanic II	PW - Fleet	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77

Heavy Equipment Operator	PW - Streets	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Maintenance Technician II	PW - Facilities	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Municipal Services Worker IV - Utilities	PW - Utilities	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Neighborhood Services Officer	Planning	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Parks Coordinator	Parks & Rec	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Planner I	Planning	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Probation Officer	Court	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Property Evidence Custodian	Police - Non-Sworn	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Recreation Coordinator	Parks & Rec	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Tech Support Specialist II	Information Technology	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Theatre Technical Director	Parks & Rec	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Traffic Operations Technician	PW - Engineering	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Utility Plant Operator B	PW - Wastewater	160	\$53,147	\$63,776	\$74,406	\$25.55	\$30.66	\$35.77
Accountant I	Finance	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Community Outreach Coordinator	Communications	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Construction Inspector	PW - Engineering	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Crisis Response Co-Responder	City Manager - Crisis Response	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Economic Development Coordinator	City Manager - Econ Dev	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Industrial Pretreatment Specialist	PW - Industrial Pre-Tx	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Lead Facilities Maintenance Technician	PW - Facilities	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Lead Municipal Services Worker	PW - Sanitation	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Maintenance Technician III	PW - Elec, Mech, Dist, Collection	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Municipal Services Worker Lead - Sanitation	PW - Sanitation	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Municipal Services Worker Lead - Streets	PW - Streets	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Municipal Services Worker Lead - Utilities	PW - Utilities	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Optimization Specialist - Lab	PW - Water	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Public Communications Specialist	Communications	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Recreation Coordinator II	Parks & Rec	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Sales Tax Auditor I	Finance	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Special Events Coordinator	Communications	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Specialized Fitness Instructor	Parks & Rec	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Utility Plant Operator A	PW - Wastewater	170	\$58,462	\$70,154	\$81,846	\$28.11	\$33.73	\$39.35
Accountant II	Finance	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Agenda and Licensing Coordinator	City Clerk	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
HR Business Partner	Human Resources	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Lead Operator	PW -	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Planner II	Planning	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Sales Tax Auditor II	Finance	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Special Events Specialist	Communications	180	\$64,308	\$77,169	\$90,031	\$30.92	\$37.10	\$43.28
Crime Analyst	Police - Non-Sworn	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Deputy City Clerk	City Clerk	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Executive Assistant	City Manager/PD	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Facility Maintenance Supervisor	PW - Facilities	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Fleet Services Supervisor	PW - Fleet	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
GIS Specialist (Developer)	PW - Engineering	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Lab Analyst	PW - Lab Operations	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Master Electrician	PW - Facilities	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Municipal Services Supervisor - Sanitation	PW - Sanitation	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Municipal Services Supervisor - Streets	PW - Streets	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Municipal Services Supervisor - Utilities	PW - Distribution Collection	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Neighborhood Services Supervisor	Planning	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Parks Supervisor	Parks & Rec	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Project Manager	Parks & Rec	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Records Supervisor	Police - Non-Sworn	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Recreation Programs Supervisor	Parks & Rec	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Revenue Supervisor	Finance	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Special Events Supervisor	Communications	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Sr. Public Communications Specialist	Communications	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Stormwater Coordinator	PW - Stormwater	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Sustainability Coordinator	Planning	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Water Quality Coordinator	PW - Lab Operations	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Water Resources Analyst	PW - Water	190	\$70,738	\$84,886	\$99,034	\$34.01	\$40.81	\$47.61
Chief Plant Operator	PW - WW and Water	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Civil Engineer I	PW - Engineering	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Criminalist	Police - Non-Sworn	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Crisis Response Program Manager	City Manager - Crisis Response	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Economic Development Specialist	City Manager - Econ Dev	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Electrical/Mechanical Supervisor	PW - Elec, Mech, Dist, Collection	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
IT Resource Coordinator	Information Technology	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Lab Supervisor	PW - Lab Operations	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
PIO/Marketing/Social Media Specialist	Police - Non-Sworn	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Risk Manager	Human Resources	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Senior Planner	Planning	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Sr HR Business Partner	Human Resources	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Sr. Deputy City Clerk	City Clerk	200	\$77,812	\$93,375	\$108,937	\$37.41	\$44.89	\$52.37
Civil Engineer II	PW - Engineering	210	\$85,594	\$102,712	\$119,831	\$41.15	\$49.38	\$57.61

Criminal Information Systems Coordinator	Information Technology	210	\$85,594	\$102,712	\$119,831	\$41.15	\$49.38	\$57.61
Municipal Court Supervisor	City Manager - Mun Court	210	\$85,594	\$102,712	\$119,831	\$41.15	\$49.38	\$57.61
Sales Tax Manager	Finance	210	\$85,594	\$102,712	\$119,831	\$41.15	\$49.38	\$57.61
Senior DEI/HR Business Partner	Human Resources	210	\$85,594	\$102,712	\$119,831	\$41.15	\$49.38	\$57.61
Water Resources Administrator	PW - Water	220	\$94,153	\$112,983	\$131,814	\$45.27	\$54.32	\$63.37
Accounting Manager	Finance	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Environmental Manager	PW - Water	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Ops Manager - Maintenance & Operations	PW - Water	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Ops Manager - Utilities	PW - Utilities	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Planning Manager	Planning	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Recreation Manager	Parks & Rec	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Senior Engineer	PW - Engineering	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Senior Network Administrator	Information Technology	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Software Engineer	Information Technology	230	\$99,425	\$124,282	\$149,138	\$47.80	\$59.75	\$71.70
Police Lieutenant	Police - Sworn	240	\$109,368	\$136,710	\$164,052	\$52.58	\$65.73	\$78.87
City Clerk	City Clerk	250	\$120,305	\$150,381	\$180,457	\$57.84	\$72.30	\$86.76
Director of Communications	Communications	250	\$120,305	\$150,381	\$180,457	\$57.84	\$72.30	\$86.76
Director of Economic Development	City Manager - Econ Dev	250	\$120,305	\$150,381	\$180,457	\$57.84	\$72.30	\$86.76
Engineering Manager	PW - Engineering	250	\$120,305	\$150,381	\$180,457	\$57.84	\$72.30	\$86.76
Police Commander	Police - Sworn	250	\$120,305	\$150,381	\$180,457	\$57.84	\$72.30	\$86.76
Deputy Police Chief	Police - Sworn	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Finance	Finance	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Human Resources/Chief Diversity Officer	Human Resources	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Parks, Recreation, and Culture	Parks & Rec	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Planning and Development	Planning	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Technology	Information Technology	260	\$132,335	\$165,419	\$198,503	\$63.62	\$79.53	\$95.43
Director of Public Works	PW -	270	\$145,569	\$181,961	\$218,353	\$69.99	\$87.48	\$104.98
Police Chief	Police - Sworn	270	\$145,569	\$181,961	\$218,353	\$69.99	\$87.48	\$104.98
Deputy City Manager	City Manager	280	\$160,126	\$200,157	\$240,188	\$76.98	\$96.23	\$115.48
City Manager	City Manager	300	\$193,752	\$242,190	\$290,628	\$93.15	\$116.44	\$139.73

City of Northglenn								
Step Plan for Sworn, Non-Exempt Police								
<u>Position</u>								
Police Cadet		31.16						
		<u>Entry</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	
		72,010	77,050	82,444	88,215	94,390	100,997	
Police Officer		34.62	37.04	39.64	42.41	45.38	48.56	
			7.00%	7.00%	7.00%	7.00%	7.00%	
		<u>Entry</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>		
		107,058	113,481	120,290	127,507	135,158		
Police Sergeant		51.47	54.56	57.83	61.30	64.98		
			6.00%	6.00%	6.00%	6.00%		

2023 Personnel Summary

EXHIBIT 2

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
<u>City Manager</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	1.00	1.00	1.00	1.00
Community Services Coordinator	0.30	0.30	0.30	0.30
Court Clerk	4.00	4.00	4.00	4.00
Crisis Response Unit Manager	1.00	1.00	1.00	1.00
Crisis Response Unit Co-Responder	2.50	2.50	2.50	2.50
Deputy City Manager	-	-	-	1.00
Economic Development Coordinator	-	1.00	1.00	1.00
Economic Development Director	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00
Executive Assistant 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	0.25	0.25	1.00
Public Communications Specialist	2.00	1.00	1.00	1.00
Sr. Public Communications Specialist	-	1.00	1.00	1.00
Special Events Assistant	-	0.50	0.50	0.50
Special Events Specialist	1.00	1.00	1.00	2.00
Special Events Supervisor	1.00	1.00	1.00	-
Total	21.50	22.85	22.85	23.60
<u>City Clerk</u>				
City Clerk	1.00	1.00	1.00	1.00
Admin (I,II,III)	1.00	1.00	1.00	1.00
Agenda & Licensing Coordinator	-	-	1.00	1.00
Central Records Coordinator	1.00	1.00	1.00	1.00
Sr. Deputy City Clerk/Licensing Specialist	1.00	1.00	1.00	1.00
Total	4.00	4.00	5.00	5.00
<u>Human Resources</u>				
Director of Human Resources/Chief Diversity Officer	1.00	1.00	1.00	1.00
Human Resources Business Partner	1.00	1.00	1.00	1.00
Risk Manager	1.00	1.00	1.00	1.00
Sr. DE&I Human Resources Business Partner	-	-	-	1.00
Sr. Human Resources Business Partner	2.00	2.00	2.00	2.00
Total	5.00	5.00	5.00	6.00
<u>Technology</u>				
Director of Technology	1.00	1.00	1.00	1.00
Criminal Information Systems Coordinator	1.00	1.00	1.00	1.00
Information Technology 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
Total	6.00	6.00	6.00	6.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
<u>Finance</u>				
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
Total	11.60	11.60	11.60	11.60
<u>Planning & Development</u>				
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	4.00	4.00	4.00
Neighborhood Services Supervisor	1.00	1.00	1.00	1.00
Planner (Technician, I, II)	1.00	1.00	1.00	1.00
Planning Manager	1.00	1.00	1.00	1.00
Sr. Planner	2.00	2.00	2.00	2.00
Sustainability Coordinator	-	-	-	1.00
Total	12.00	11.00	11.00	12.00
<u>Parks, Recreation, & Culture</u>				
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
Arborist Technician	-	-	-	1.00
Arborist Technician Sr.	-	-	-	1.00
Custodian	2.80	6.48	6.48	4.48
Day Camp Aide	0.10	1.20	1.20	1.20
Day Camp Assistant Director	0.20	0.46	0.46	0.46
Drop-In Sports Supervisor	1.60	3.10	3.10	3.10
Fitness (Certified/Special) Instructor	1.02	3.65	3.65	3.65
Guest Relations Specialist	4.03	7.75	7.75	7.75
Head Swim Coach	-	1.00	1.00	1.00
Horticulture Technician Sr.	-	-	-	1.00
Lifeguard (LGI, WSI, Slide Attendant)	6.39	12.39	12.39	12.39
Parks Maintenance Coordinator	2.00	2.00	2.00	2.00
Parks Maintenance Worker (I,II,III)	14.00	17.00	17.00	14.00
Parks Ranger	-	1.00	1.00	1.50
Parks Supervisor	1.00	1.00	1.00	1.00
Preschool Aide	0.39	-	-	-
Preschool Instructor	1.50	1.50	1.50	2.50
Project Manager - Parks & Recreation	1.00	1.00	1.00	1.00
Recreation Assistant	0.50	2.00	2.00	2.00
Recreation Coordinator (I, II)	8.05	11.00	11.00	11.00
Recreation Manager	-	2.00	2.00	2.00
Recreation Programs Supervisor	3.00	3.00	3.00	3.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
Seasonal Cashier	0.51	0.51	0.51	0.51
Seasonal Head Lifeguard	0.41	0.41	0.41	0.41
Seasonal Laborer	0.08	0.08	0.08	0.08
Seasonal Lifeguard	1.98	1.98	1.98	1.98
Seasonal Park Ranger	0.58	0.58	0.58	0.58
Seasonal Pedal Boat	1.08	1.08	1.08	1.08
Seasonal Specialist	0.61	0.61	0.61	0.61
Seasonal Trainee	0.31	0.31	0.31	0.31
Seasonal Youth Sports Instructor	0.40	0.40	0.40	0.40
Specialized Fitness Instructor	-	2.00	2.00	2.00
Technical Assistant	-	1.00	1.00	1.00
Theatre Technician	1.00	1.00	1.00	1.00
Weight Training Instructor	0.30	-	-	-
Total	57.35	90.00	90.00	89.50
<u>Police</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	1.00	1.00	1.00	1.00
Criminalist	1.00	1.00	1.00	1.00
Custodian	1.00	2.00	2.00	2.00
Deputy Chief	-	1.00	1.00	1.00
Digital Technician	-	1.00	1.00	1.00
Division Commander	4.00	2.00	2.00	2.00
Lead Police Records Specialist	1.00	1.00	1.00	1.00
Lieutenant	-	3.00	3.00	3.00
Police Officer	59.00	63.00	63.00	63.00
Police Records Specialist	9.00	9.00	9.00	9.00
Property/Evidence Custodian	1.50	1.50	1.50	1.50
Public Information Officer	-	1.00	1.00	1.00
Records Unit Supervisor	1.00	1.00	1.00	1.00
Sergeant	9.00	8.00	8.00	8.00
Total	93.50	101.50	101.50	101.50
<u>Public Works</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, Sr.)	6.00	7.00	7.00	7.00
Construction Inspector	1.00	1.00	1.00	1.00
Custodian	0.80	0.80	0.80	0.80
Electrical/Mechanical Supervisor	1.00	1.00	1.00	-
Environmental Manager	1.00	1.00	1.00	1.00
Environmental Technician	-	-	-	1.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00
Fleet Services Technician	2.00	2.00	2.00	2.00
Geographic Information Systems Specialist	1.00	1.00	1.00	1.00

2023 Personnel Summary

Department/Position	2021 Audited Amount	2022 Adopted Budget	2022 Year End Estimate	2023 Budget
Heavy Equipment Operator	1.00	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
Maintenance Supervisor	1.00	1.00	1.00	1.00
Maintenance Technician (I, II)	4.00	4.00	4.00	5.00
Maintenance Technician III	3.00	3.00	3.00	3.00
Master Electrician	-	-	-	1.00
Meter Technician	1.00	1.00	1.00	1.00
MSW/Collection & Distribution (I, II, III, Lead)	6.00	6.00	6.00	6.00
MSW/Sanitation (I, II, III, Lead)	7.00	9.00	9.00	9.00
MSW/Streets (I, II, III, Lead)	7.00	8.00	8.00	8.00
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	1.00
Utility Plant Operator (A, B, C, D)	11.00	12.00	12.00	12.00
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
Total	77.80	82.80	82.80	83.80
City-Wide Total	288.75	334.75	335.75	339.00

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-151
Series of 2022

22-150
Series of 2022

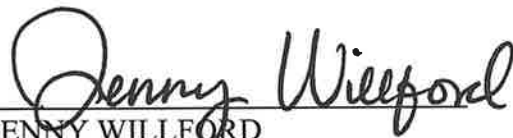
A RESOLUTION ESTABLISHING THE MILL LEVY OF THE CITY OF NORTHGLENN, COLORADO FOR THE FISCAL YEAR 2022, COLLECTABLE IN 2023, FOR MUNICIPAL PURPOSES

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

Section 1. For the fiscal year 2022, 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 24th day of October, 2022.


JENNY WILLFORD
Mayor Pro Tem

ATTEST:


JOHANNA SMALL, CMC
City Clerk

APPROVED AS TO FORM:


COREY Y. HOFFMANN
City Attorney

SPONSORED BY: MAYOR LEIGHTY

COUNCIL MEMBER'S RESOLUTION

RESOLUTION NO.

No. CR-152
Series of 2022

22-151
Series of 2022

A RESOLUTION ADOPTING THE 2023 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 2023 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 2023:

<u>Fund</u>	<u>2023 Appropriation</u>
General Fund	\$ 35,251,174
Conservation Trust Fund	\$ 760,000
CDBG Fund	\$ -
Capital Projects Fund	\$ 55,603,702
Water Fund	\$ 22,530,957
Wastewater Fund	\$ 9,113,512
Stormwater Fund	\$ 616,135
Sanitation Fund	\$ 1,931,626
Total	\$ 125,807,106

Section 2. The adoption of the 2023 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 24th day of October, 2022.


JENNY WILLFORD
Mayor Pro Tem

ATTEST:

APPROVED AS TO FORM:


JOHANNA SMALL, CMC
City Clerk


COREY Y. HOFFMANN
City Attorney

Glossary of Terms

Acronyms

<i>ACFR</i>	Annual Comprehensive 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.

Annual Financial Report (AFR)

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 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 4.0% 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 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.