



CITY OF

ARVADA, COLORADO

2012

ADOPTED BUDGET



Table of Contents

Budget Message 1-9

Revenue and Expenditure Overview..... 11-21

Department Areas

 Arvada Center for the Arts and Humanities 23-26

 City Management and Public Representation 27-30

 Community Development 31-34

 Economic Development 35-38

 Finance 39-42

 Human Resources..... 43-46

 Information Technology..... 47-50

 Judicial..... 51-54

 Legal..... 55-58

 Parks, Golf and Hospitality Services..... 59-64

 Public Safety..... 65-70

 Public Works and Utilities..... 71-78

 Capital Improvement Program 79-98

Additional Information

 Five Year Financial Models – Assumptions (Included in final version)

 Pay Plan Schedules..... (Included in final version)

 2011-2012 Revised Budget Adoption Resolution..... (Included in final version)

 2012 Appropriation Ordinance..... (Included in final version)

 Mill Levy Ordinance (Included in final version)

 Resolution Adopting 2012 Pay Plan..... (Included in final version)

 2012 Capital Improvement Adoption Resolution..... (Included in final version)

Cover Design Provided By: Steve Milke
Special Thanks To: Lisa Yagi, Assistant Director of Finance
 Bryan Archer, Controller
 Arlene Martinez, Executive Secretary



City Officials

Bob Frie
Mayor
(Term expires 2011)

Don Allard
Councilmember – At-Large
(Term expires 2013)

Marc Williams
Councilmember – At-Large
(Term expires 2011)

Rachel Zenzinger
Councilmember – District 1
(Term expires 2013)

Mark McGoff
Councilmember - District 2
(Term expires 2011)

Shelley Cook
Councilmember - District 3
(Term expires 2013)

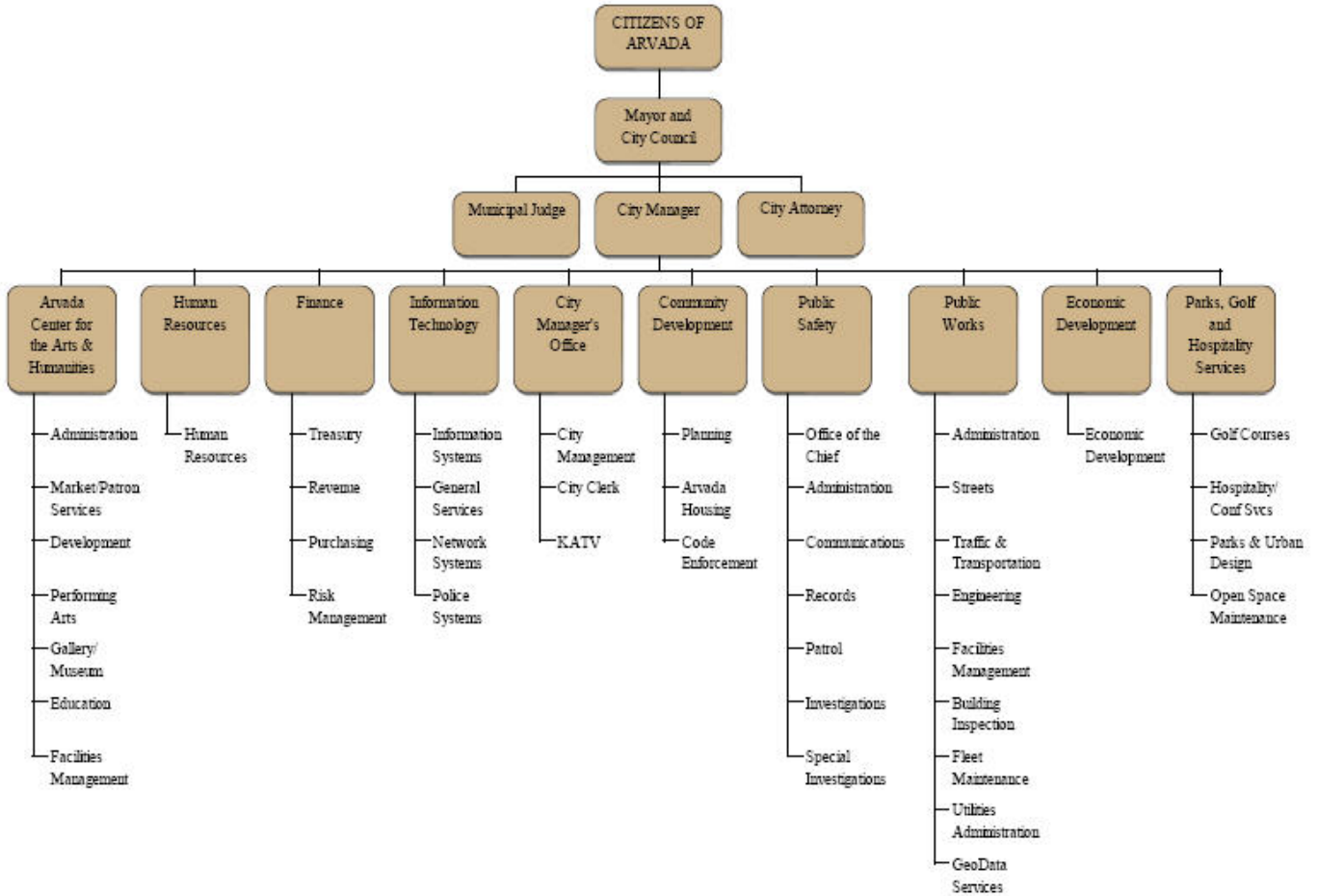
Bob Dyer
Mayor Pro Tem
Councilmember - District 4
(Term expires 2011)

City Manager and Key Staff

Mark G. Deven	City Manager
William Ray	Deputy City Manager
George Boyle	Municipal Judge
Christopher K. Daly	City Attorney
Michael Elms	Director of Community Development
Hazel Hartbarger	Director of Arvada Economic Development Association
Michele Hovet	Director of Information Technology
Robert Manwaring	Director of Public Works
Jo Mattoon	Director of Human Resources
Maureen Phair	Executive Director of Arvada Urban Renewal Authority
Gordon Reusink	Director of Parks, Golf and Hospitality Services
Victoria A. Runkle	Director of Finance
Gene Sobczak	Executive Director of Arvada Center
James Sullivan	Director of Utilities
Don Wick	Chief of Police
Chris Koch	City Clerk
Vicky Reier	Assistant to the City Manager



CITY OF ARVADA
2012 ADOPTED BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Arvada
Colorado**

For the Biennium Beginning

January 1, 2011

Linda C. Davidson Jeffrey R. Egan

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Arvada for its Biennial budget for the fiscal years 2011-2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



CITY OF ARVADA

OFFICE OF THE CITY MANAGER

FACSIMILE: 720-898-7515 ▲ TDD: 720-898-7869

PHONE: 720-898-7500

September 1, 2011

Members of City Council
City of Arvada
8101 Ralston Road
Arvada, Colorado 80002

Members of City Council:

By virtue of this transmittal, I am presenting the city manager's recommended 2012 Budget. This proposed budget builds on the work of this council, and your predecessors, who have been so dedicated to providing a high quality of life for Arvada residents. However, this budget is also presented against the background of a national, regional and local economy that struggles to maintain equilibrium under challenging circumstances. The near collapse of the U.S. and international finance system in 2008 continues to reverberate through the economy with implications for Arvada which continue to threaten our best efforts regarding jobs, economic development, municipal service levels, infrastructure conditions, neighborhood stability and vibrancy, and preservation of our housing stock. We are consistently challenged to remain competitive as a great place to live, work, and play (and should we say to be, "the community of choice") in the metropolitan area by the consequences of being a first ring suburb with our aging infrastructure and changing demographics. In sharp contrast to this fiscal environment, Arvada's best defenses are, without doubt, that it is blessed with an extraordinary skilled and dedicated staff, citizen volunteers who "have always been there" for this community and the fortunate circumstances of location and aesthetics. Problematically, and urgently, none of this can be taken for granted. Each of these assets must be nurtured and maintained. Each is presently fragile, due to our demographic trends and our first and second generation infrastructure. We are at a pivotal point in Arvada's history. The policy and fiscal decisions made by this and the next council will determine whether Arvada is positioned to take advantage of the economic recovery, when it is finally realized, and the opportunities which will present themselves with the realities of the Gold Line and the parkway. It is past time to rethink and recast a strategic vision and comprehensive plan for Arvada.

The proposed 2012 budget is \$197,043,269. Of this total, \$99,208,748 is dedicated to providing basic services in the General, Debt, Parks, Arvada Center and Police Tax Increment Funds. These funds pay for police, streets, parks, buildings, code enforcement, arts, finance, information management and many other services for our citizens. We further dedicate an additional \$23,635,900 to general capital expenditures. Of this total, \$8,243,300 is comprised of available 2010-2011 cash surpluses and an additional \$3,189,541 is specified by our Charter requirement to dedicate 60% of the first cent of sales tax to capital improvements and maintenance. The balance is from other previously approved appropriations. The next largest expenditure is \$41,924,219 for the operations of our three utilities: water, wastewater and storm water. We provide \$6,116,229 for golf and hospitality services. These activities are effectively required to operate as private businesses and have little to no general tax support. We also have a variety of internal businesses which operate as enterprises. We require that each department pay for their rent, computer replacement, fleet maintenance and replacement and insurance needs. We place these transfer in their appropriate separate funds in order to measure the revenue and costs of their

activities; the total for the internal services funds is \$12,133,199. Finally, the city operates a host of “other” activities. (Some examples of “other” include: Neighborhood Revitalization, Grants, Lands Dedicated, Drainage, Economic Development, Housing and Community Development.) These funds total \$14,024,974.

The budget as presented recommends no reductions in service. No increase is proposed for stormwater rates. There are modest increases in water and wastewater services, reflecting the rise in costs being passed on from Denver Water and Metro Wastewater Reclamation District, respectively. In order to finance significant infrastructure needs, each of these agencies will be steadily raising rates, and affecting our rate, for years to come.

This set of recommendations is founded on the city’s operational and capital needs, and on the council’s previously adopted 2011-2012 targets. In the latter point of emphasis, each of the targets of that budget document is listed below, with both the successes of the 2011 budget and expected budgeting outcomes for 2012. There are additional recommendations, and these are listed in the supplement following the letter, in which all changes are noted. The following are those major policy decisions and initiatives.

Revitalize and Engage Our Neighborhoods

In 2011, the city launched this program with \$95,000. During the year, we provided \$48,508 in neighborhood grants throughout the community. A total of 27 “Know Your Neighbor” grants (\$100 each) and 8 neighborhood improvements grants have been awarded. In addition, the Memorial Park neighborhood was selected by council as a pilot project for our revitalization initiative. Staff has devoted considerable time to developing a collaboration with the residents and, in turn, they with each other. In 2012, we propose to expand this vital community-building program with an appropriation of \$200,000. Parks and trails are an essential part of our neighborhoods. The area’s “main street,” Olde Wadsworth, will be renovated this fall and will be a significant physical enhancement for the community’s aesthetics, walkability and “bike-ability.” Coincidental to this focused effort, dramatic improvements were made in parks throughout the city.

Playgrounds at these parks will all be renovated between 2011-2012:

West Woods	Homestead
Yankee Doodle	Sunrise
Leyden Creek	Columbine
Michael Northey	Lew Walsh
Bridgeside	Ladybug
Davis Lane	Club Crest

In addition to playgrounds, the Parks Department will make improvements at a variety of parks including:

Hills at Standley Lake	Van Bibber Trail Underpass
Sunrise Ridge	Four Acre Park
Spring Mesa	Thundercloud Park
Ralston Creek Trail	Club Crest Park

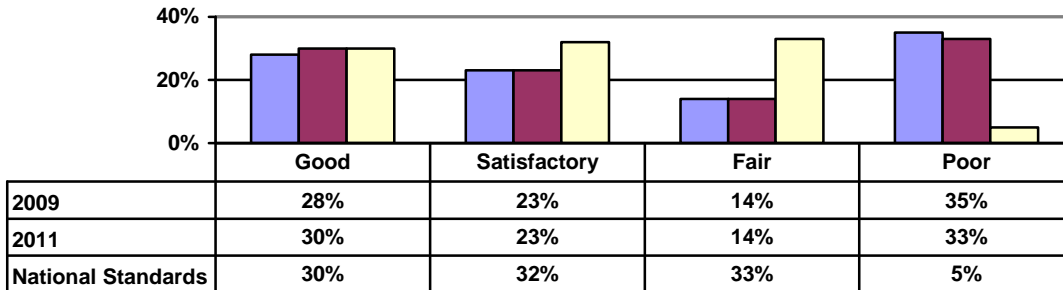
(Please see the Capital Improvements Plan for a list of all projects.)

The skateboard park by Apex will be completed by December 2011. This regional facility was financed through a combination of local funds, grants and private fund raisers. We are also expanding the use of our parks and open space through urban agriculture (Majestic View, 82nd and Alkire areas.)

There are three additional requests in the budget that address the revitalization of our neighborhoods. Each is recommended to be funded from our cash surpluses.

- The proposed budget recommends \$150,000 to update and expand our Historic Survey. Our current survey is 14 years old. A new survey will aid in identifying new properties, establishing priorities, tax credits and grant possibilities in the Olde Town area. The council was briefed on this topic at a study session in May 2011 and recommended that we needed to go forward with this study to prepare for the changes to the area. If the preservation of the character of our Olde Town neighborhood is still a priority, then this survey will be key to that effort as the Gold Line nears completion.
- The implementation of the traffic calming study for \$250,000 is also recommended for traffic calming from which will also further our commitment to improving our neighborhoods for their residents' peace and tranquility. We will begin with meetings to determine where traffic calming will be helpful and consider longer term financial support for the program.
- \$2,000,000 for additional street maintenance.

This last proposal bears closer examination and justification. In the past few years, the city has dedicated additional funds for street repairs and rehabilitation. As the following graphic illustrates, we have made progress – but not nearly enough.



As illustrated above, we have been able to halt the continued deterioration of our streets and local roads, and we have made some minor gains. We began this effort from a place where our streets are woefully behind in both the satisfactory and fair condition. While we have fewer streets in poor condition than we did in 2009, we are far from the national standards and, more importantly, far from any reasonable community standard for Arvada.

Therefore, the 2012 proposed budget recommends we allocate an additional \$2 million to street repairs and rehabilitation. This is in addition to the base budget of \$3,549,153 that the division will have for contracts in 2012. This budget includes ongoing funding for annual maintenance (\$1.5 million total: \$800,000 to streets; \$500,000 to parks; \$200,000 to neighborhood revitalization) which was initiated this year.

However, my previous commitment of \$900,000 (\$700,000 for streets; \$200,000 for parks) is not to be found in this budget. After three years of deep recession, and with a painfully slow economic recovery, the city's fiscal position no longer permits that \$900,000 "promise," a commitment which was specifically tied to the economy and our year end surpluses. In fairness and candor for our present situation, the street division needs a total budget of \$5 million annually to restore the balance and maintain the streets. To increase from our current level of \$3,549,153 to the \$5 million ongoing funding that the Streets Division recommends will require a discussion of priorities and expectations. As proposed here, a one-time infusion of \$2 million will do much to move miles of poor street surface from fair to good and satisfactory.

Maintain our Capacity to Provide for the Public's Health, Safety, and Welfare

Each year we analyze the internal service funds to determine the correct level of funding for those critical internal operations which support our community and field operations. We are proposing no changes in the Proposed 2012 Budget in these areas.

Singularly, the most important resource to the successful fulfillment of the services in this focus area is our human resource, the staff. Throughout 2011 we have discussed the city's total cost of compensation philosophy in terms of employee pay. In November, the staff will present you with a new pay plan which will be responsive to your articulated philosophy, financially responsible, and affordable with respect to the realities of our economy and this budget.

Finally, I am proposing a change in our fund balance requirement. The council's current policy is to maintain 19 percent. The 2012 budget recommends this level be adjusted to 17 percent for several reasons. As a matter of best practice, the Government Finance Officers Association (GFOA) recommends organizations have two months of reserves in place or, 16.67 percent. Second, the city is quite fortunate to have significant cash reserves in other funds that can quickly be accessed, if necessary, in case of an emergency. The Risk Management, Vehicle Maintenance and Replacement and Computer Replacement Funds collectively hold \$23,600,000 in cash above and beyond the \$15,413,972 currently identified on the General, Arvada Center and Parks Funds. In addition, the capital improvements budget has some \$52,000,000 in cash available to be diverted from programmed projects if required. And, as a practical fiscal reality, if there were a catastrophic event, the city could access funds far in excess of the current or proposed reserve levels demonstrated in this budget. The difference between 19 percent and 17 percent is \$1,000,000. This begins to make a real difference in the long-term.

This budget requests an additional \$75,000 from the General Fund to add to the city's support of non-profits which provide basic services. Last year, 18 agencies applied for funding with total requests of \$280,000. Only \$135,000 was available to allocate. We continue to be in the worst recession since the Great Depression. All agencies report that funding from other sources is lower than it was in 2009, but the demand for services is nearly double; particularly for agencies providing basic necessities such as food, shelter, and medical care. Also, while we still have some federal grant dollars to use for these purposes, we expect these dollars to be eliminated by the next budget or sooner. This would translate into \$135,000 from the General Fund and, in 2012, we are budgeting \$60,000 more from federal grants.

These agencies are our community partners. They have consistently presented us with the ability to leverage small contributions into significant community benefit. If they are not successful, then our citizens in need, our most vulnerable populations, will suffer and the consequences will ultimately arrive at the doors of City Hall, anyway. With continuing reduction in federal and

state contributions to human services, to the county and non-profit, this small city contribution will return great value.

Secure Our Water Supply

As you are well aware, we are committed to the financial support in the completion of the Denver Water Board's Northern Supply System Expansion. The project provides a once-in-a-generation opportunity, ensuring that there will be sufficient water available for the ultimate build-out of the city by mid-century. There will also be a significant financial obligation in the future for our water fund — \$84,000,000, of which \$51,300,000 is reserved now.

Concurrently, our utilities department has worked diligently to limit the full impact of rate increases passed along by the Denver Water Board and the Metro Wastewater Reclamation District (unconfirmed 5% and 8% confirmed, respectively.) First, we lowered the transfers that the Water and Wastewater Funds pay the General Fund for internal services. These changes will save \$325,000 and \$100,000 for the Water and Wastewater Funds, respectively. The Wastewater Fund also eliminated three positions during 2011, resulting in over \$200,000 in annual savings to our rate payers.

In the wake of our best attempts to balance the cost of service and the pass-through rates, the 2012 rate increases are proposed at 4.5% for water, and at 5.5% for wastewater.

The latter increase is entirely due to the increase that Metro Wastewater Reclamation District is imposing to meet the federal clean water act compliance and growth demands in wastewater treatment for the region.

In stark contrast, the stormwater utility has no rate increase proposed.

Build the Beltway

The 2011 budget has over \$2 million appropriated and reserved for the purpose of building this critical transportation facility. I am not requesting additional funding at this point.

Increase Local and Regional Business Development

Economic development continues to be a major focal point for the city manager's office, AEDA, and, in fact, all of our departments. We will soon have three revitalized and thriving shopping areas at our eastern edge, with the renovation of one major store and the assurance that another one will remain. Our investments reinforce our commitment to the 80th Avenue corridor as the keystone for commercial and neighborhood revitalization in eastern Arvada; the financial and social health of the entire community is dependent on the success of our efforts. With the help of graduate students from the University of Colorado at Denver, the city now has a conceptual design for Wadsworth corridor improvements. However, it will be the work of the city staff — community development and AEDA — in partnership with the city council which will provide the muscle and flesh for a successful effort. One small but significant manifestation of our refocusing is the completed construction of an electronic marquee for the Arvada Center.

The city completed and adopted a new sign code in 2011. This new code intends to provide new alternatives for businesses to attract the attention of consumers. A major shopping center partnership is considering an entirely new sign program to identify its re-emerging center to I-70 travelers and to market retail opportunities in our city.

The 2012 budget includes the final \$500,000 appropriation for the business incentive and retention programs proposed and implemented by AEDA. This is the last of three annual payments of \$500,000. The programs were fully implemented in mid-2011 and, by the end of the year, we will have clear sense of the impacts of our investments in AEDA, and how we and they have intervened in “the market” to bend private investment toward our retail shopping areas.

Another major improvement identified under this target is to “Invest in Fences.” We all agree that the fences along many of our arterials are aged and inconsistently maintained by their owners, resulting in a much diminished impression of our community. At the council’s August 6 meeting, there was a proposal to establish a policy and seed money to try to make a difference in the appearance of the Wadsworth Corridor fences. The budget recommends \$475,000 be set aside as a potential city contribution to help our neighbors with the costs of more permanent and more aesthetic fences; however, this is most likely a capital initiative which will require a longer term plan for funding. Depending upon the fence material composition, the costs can range from \$50 a lineal foot (wood with brick columns) to \$400 a lineal foot (masonry fence). Our recommendation is that the initial \$475,000 allocation be dedicated from the \$9.3 million set aside for Wadsworth Corridor.

Also among our most important major initiatives is the next phase of the Ralston Road Corridor and Complex of projects. The Garrison Street improvements — a new bridge for flood relief, major park improvements along Ralston Creek, and a new park associated with our revitalized Arvada K-8 school — will all be completed by this time next year. It is critical to focus our attention to the transportation challenges of the area. The council was briefed on the concepts that have had citizen input in late summer of this year. This budget includes \$600,000, again from our cash surplus, to contract for preliminary engineering for the entire corridor. This study will help determine if the overall implementation of a modern multimodal street cross-section can be accomplished in segments as property becomes available.

Any study of the Wadsworth Corridor and the Arvada Center will recognize and demand a new entry for the Arvada Center at 69th. Preliminary engineering, costing \$100,000, will develop a conceptual design so that we can begin the negotiations with the Colorado Department of Transportation for this intersection. I am recommending that this cost be funded by a portion of the \$9.3 million and that, eventually, the improvement be funded from the same source.

The final significant neighborhood project recommended in this Target area is to spend \$30,000 on a Master Plan for the 28 acres of undeveloped land west of the Lake Arbor community park. A master planning process would include a citizen participation process and provide a long term plan for a mostly non-productive city “asset,” which has the potential to add much greater value to its neighborhood.

Increase Mass Transit Options for Arvada Citizens by Capitalizing on Emerging Opportunities

We have made dramatic progress on this target in 2011. Building on our heartwarming and wildly successful Gold Line groundbreaking, this budget seeks to fund the city council’s commendable and bold initiatives to make sure that our rail stations are special urban spaces. On August 6, the council recommended that over \$4.1 million be dedicated to improvements needed for the Gold Line. This funding includes \$2,000,000 to create a safe, full-motion intersection on 56th Avenue for our park-n-ride garage, for bus access, and to maximize our T.O.C. (Transit Oriented Community — RTD’s newest turn of the phrase) development opportunities. Funding

for this particular intersection should come from the \$9.3 million set aside for the Wadsworth Corridor. Additional funding for the Gold Line is related to the plaza and station enhancements.

Other major projects

We have a variety of other major needs. The table in the supplement to this letter highlights the recommended expenditures of our one-time monies and the sources for those projects. Some of the other highlights include: construction of missing sidewalks throughout the city (\$250,000); update of Stenger/Lutz Complex Master Plan (\$100,000); design for Gibbs West Park as our outdoor festivals venue (Harvest, Kite, 4th of July...\$100,000); construction of restrooms at Long Lake Ranch (\$711,500); final design for Indiana and 72nd Avenue (\$150,000); and environmental assessment and final design for Union Pacific Railroad and 72nd Avenue grade separation (\$850,000).

It would be an error of omission if I did not emphasize to you at some point that it is the day-to-day work of our departments and our employees which makes the difference – positive or negative – in our relationship with our community. If our work is less than excellent, our information not credible, our stewardship of the corporation and taxpayer dollar not trustworthy, then we should not expect community support for major initiatives. Our employees' work is at the very center of our standing with our community. As you know and have heard from experts, this is an energetic staff, highly capable of multi-tasking, but you also know that it is lean. Our high performance is powered by your confirmed support of the staff, especially through "technology accelerators" which help us maximize our effectiveness and our efficiency. Your funding of our recommendations here will help tremendously.

Future Challenges

While this recommended budget addresses many issues, there are several which remain. The first and most critical concern relates to our police department's work environment. The department needs space. Their working conditions are unacceptable. They are working in 35 percent of the space that any of our neighboring communities provide for their safety personnel. A modern and contemporary model of community-oriented policing, combined with the Arvada Police Department's need for space and our dramatic capital needs community-wide, converge to make a compelling argument for a present-day two substation solution, which would coincidentally and paradoxically be the least-cost solution to the APD's space problem. One station would be located in the northeast area and the second would be located in the western edge of our geographic area. The police department, in partnership with facilities and finance, is developing a variety of options for your consideration during 2012. This issue needs a resolution sooner rather than later; indeed, as soon as possible.

The next challenge is space in general. We continue to keep an eye open for homes for sale along Balsam Street which, in turn, can provide space for our work units. The staff should be applauded for their incredible efforts in working together. Nonetheless, as you visit other cities, both regionally and nationally, you will not see many municipalities whose central offices — City Hall — are more physically disjointed. Our campus plan, adopted in 2005, was expensive and is now obsolete. Our debt service will be completely retired in 2018. This event and opportunity arrive during a 10-year capital planning horizon, and space should be considered among our critical needs.

As soon as the end of this year, we may be addressing some major economic development opportunities. While the city has dedicated over \$5,000,000 to maximize the development value

of our transit centers and increase their quality, we have more work on the near horizon. Parking inventory and parking management, particularly in and around Olde Town, requires our immediate attention. While we have identified some land and money for a parking facility, the building will surely require some city investment. Separately, the successful redevelopment of the Ralston Fields area (Triangle) and the Wadsworth Corridor will compel the creative participation of the city. The city has invested over \$19 million for a new bridge, park and several new amenities. Now the city will have to be helpful in supporting incentives for the private sector to provide this commercial neighborhood with new shopping and retail opportunities. If we are successful in these investments, then the return to the community should be substantial and transparent to our residents, taxpayers, and property owners.

Summary

The City of Arvada has so many great assets and advantages. It is a place of great neighborhoods, an exceptional system of parks, trails and open space, involved citizenry, and the overall positive perception of personal safety. We have great schools, great partnerships with the school district, our non-profits, Apex, AFD, our boards and commissions, and our volunteers. And, the city has an excellent reputation for being an active member of the regional community.

We will continue to be severely tested to maintain our reputation, our competitive position, and our ability to continue to provide the level of services people have come to expect. Arvada has been tested in the past. We have not always been the best stewards of our strategic place in the metro region. Our central core, Olde Town Arvada, was once not the prosperous location it is now. The area known as City Center, where the big box retail stores are located, suffered some difficult years before the right mix of retail was identified and located here. But now we are presented with a new generation of opportunities and challenges: ensuring the Gold Line T.O.C. realizes its full potential; integrating the changes that will bring both to our retail and citizens in the Olde Town area as well as the other two station locations; building the parkway; creating a thriving environment in the Ralston Road and Wadsworth Corridors that builds on present and future investment; and working to make certain the city remains a spirited and cohesive community.

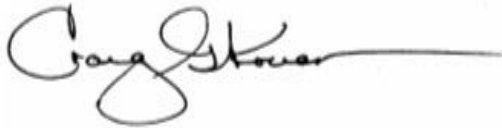
Through all of this and moving forward, we have had a skillful and dedicated staff, involved and committed citizens, and thoughtful and energetic council members. Our success will depend on all working together to continue to build a great Arvada. You have three critically important and integrated policy duties. You must fairly allocate limited resources and develop land uses that support the opportunity for both residents and businesses to be successful. The latter generates the resources for the services and you must properly fund the operations of the City to serve our community qualitatively. Historically, this city has been blessed with having council members who have the vision to carry the city through more than a century of change. Arvada will dramatically change in the next decade. The national and international economic environment, demographic change, the Gold Line, the parkway, regional growth, fiscal pressures, and citizen expectations will impact public policy and our community in the next decade, perhaps more than any other since the location of Rocky Flats to our northwest.

This is, as always, a balanced budget. Balancing the budget is not a difficult task; indeed, the City Charter requires it. But, balancing our priorities with a sense of fairness and equity, and measuring operations, administration, infrastructure, human services, and maintenance – each of which is in competition with the others – is a Solomonic test of good intentions and public policy-making. No set of decisions nor public document states more clearly to our community and our

critics the will and intent of the city council. While I commend this budget to you for your study and ultimate approval, I also exhort you to make the very assertive and positive statement about your belief in the future of Arvada that it intends.

This is the last of my 21 annual budget submittals to the Arvada City Council and, in great part, if you are inclined to adopt and implement it, it should have a lasting impact which could be measured favorably with the establishment of AURA and implementation of the third cent of sales tax. You will be the final arbiters of that vision.

Respectfully, and with great regard, submitted,

A handwritten signature in black ink, appearing to read "Craig G. Kocian", followed by a long horizontal line extending to the right.

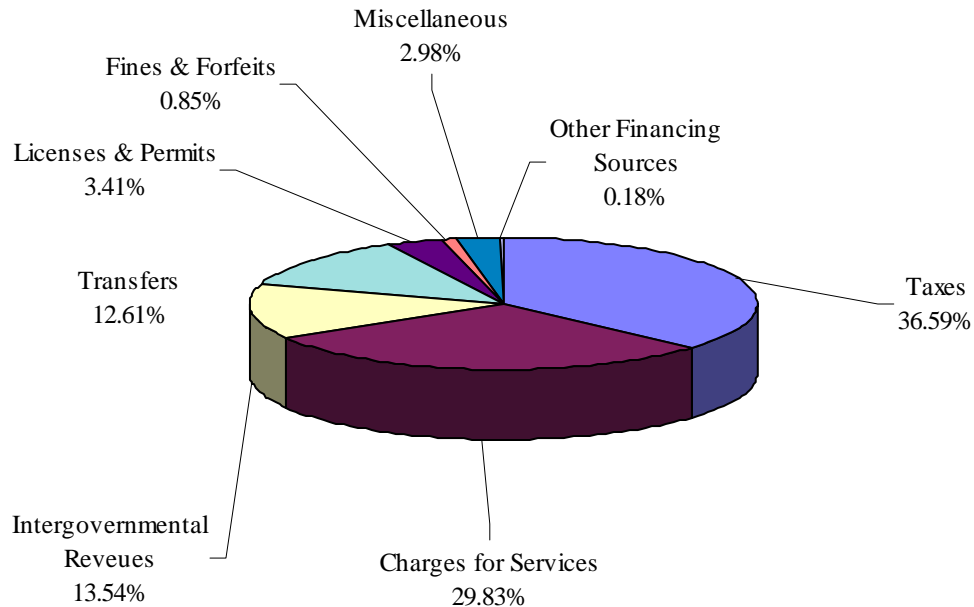
Craig G. Kocian
City Manager

This Page Intentionally Left Blank



Revenues

2012 Operating Revenue by Source



The City receives revenue from a variety of sources. The majority of City revenues are either direct charges for services, or taxes. Total revenue for the City is projected at \$162,057,769 for 2011 and \$164,013,623 for 2012. The following section provides additional information regarding projected revenue sources and is subtitled by major category.

- **Taxes** – Sales and use taxes account for the majority of the City's tax revenues. The City has a sales tax rate of 3.46%. The City earmarks 60% of the first cent of sales and use tax for capital improvements, debt service and administration. Another .46% is dedicated for expanded police operations. The remaining 2.4% pays for general City operations.

Grocery stores and utility companies collect approximately 28% of the City's general sales tax. Therefore, this revenue source is very stable from year to year and relatively insensitive to positive or negative economic fluctuations. The City does anticipate its general net sales tax revenues to grow at 2% in 2012 as the economy stabilizes and starts a slow recovery.

Property tax is based on a mill levy of 4.31 per \$1,000 of assessed valuation. The City's mill levy has not increased since 1992. The assessed valuation has grown from \$546 million in 1996 to \$1.12 billion in 2010. This is a total growth of 103% or a year-over-year average growth of 7.3%.

Building use tax revenue has historically been budgeted based upon 450 new residential units. With the uncertainty of the economy, this number has been reduced to 225 new units.

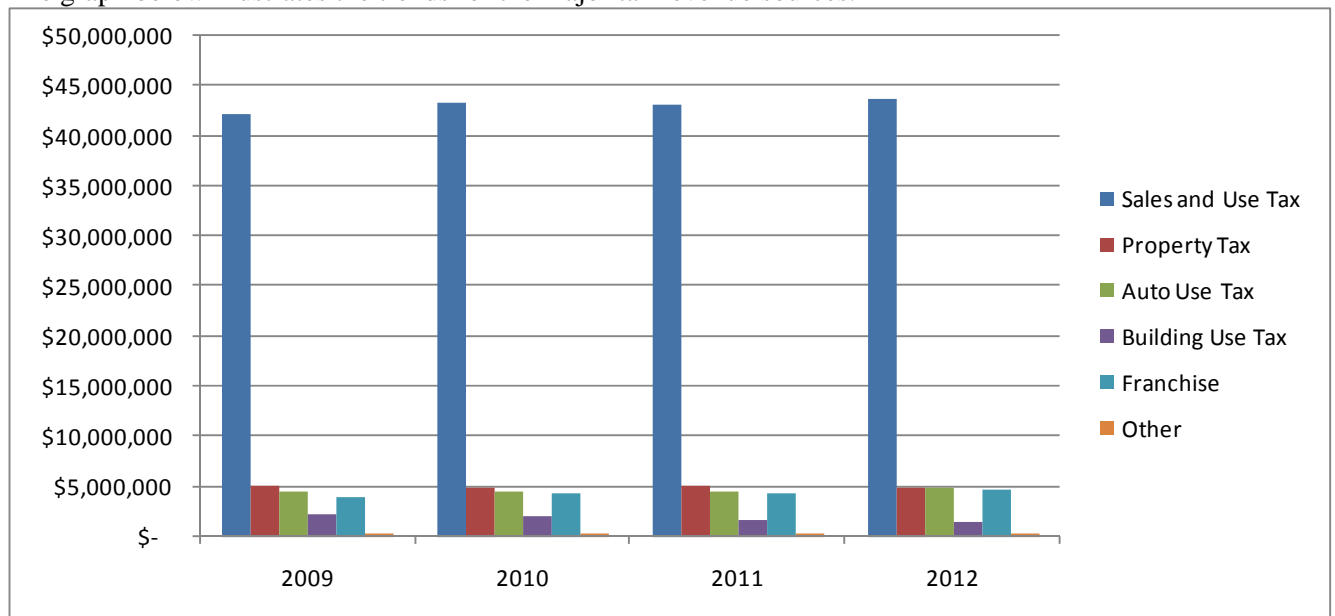


CITY OF ARVADA
2012 ADOPTED BUDGET

The table below depicts the amount and type of taxes projected for the two budget years.

	Actual 2009	Actual 2010	Revised Budget 2011	Budget 2012
Sales and Use Tax	\$ 42,292,231	\$ 43,320,293	\$ 43,243,583	\$ 43,666,796
Property Tax	5,120,561	4,960,681	5,163,266	4,872,531
Auto Use Tax	4,532,110	4,593,311	4,590,850	4,881,500
Building Use Tax	2,355,711	1,999,800	1,643,286	1,557,700
Franchise	4,060,501	4,327,453	4,400,000	4,659,000
Other	349,772	345,945	376,075	379,597
Total Taxes	\$58,710,886	\$59,547,483	\$59,417,060	\$60,017,124
\$ Change		836,597	-130,423	600,064
% Change		1.42%	-0.22%	1.01%

The graph below illustrates the trends for the major tax revenue sources.



- Charges for Services** – The City attempts to charge customers directly for the entire cost of services provided. This revenue category primarily consists of water, sewer and stormwater charges. The City's policy is to increase these rates slightly each year to keep pace with the cost of operations and to adhere to federally mandated programs rather than to increase rates a large amount in any one year. The City's budget was prepared assuming a 4.5% increase in water rates, a 5.5% increase in wastewater rates, and a 0% increase in stormwater rates. The City expects demand for services at both the Arvada Center and the golf courses to remain fairly level. General services represent transfers from the Enterprise funds for reimbursement of city support services.



CITY OF
ARVADA
2012 ADOPTED BUDGET

The table below depicts the amount and type of Charges for Services for the two budget years and the prior two years actuals.

	Actual 2009	Actual 2010	Revised Budget 2011	Budget 2012
General Services	\$6,979,563	\$8,776,621	\$8,795,473	\$5,516,674
Arvada Center	4,904,894	4,536,880	5,567,957	5,488,197
Parks	44,681	58,853	64,784	41,468
Subtotal Governmental Funds	11,929,138	13,372,354	14,428,214	11,046,339
% Change		12.10%	7.90%	-23.44%
Water	14,942,573	17,070,197	17,668,716	18,365,413
Wastewater	9,751,877	9,902,518	10,536,379	11,159,096
Stormwater	3,116,463	3,090,695	3,059,027	3,119,747
Golf	3,895,457	3,880,574	3,568,979	3,640,372
Food Service	1,551,437	1,509,291	1,568,609	1,598,530
Subtotal Enterprise Funds	33,257,807	35,453,275	36,401,710	37,883,158
% Change		6.60%	2.68%	4.07%
Total Charges for Services	\$45,186,945	\$48,825,629	\$50,829,924	\$48,929,497
\$ Change		3,638,684	2,004,295	-1,900,427
% Change		8.05%	4.11%	-3.74%

- **Intergovernmental Revenues** – Primary sources of intergovernmental revenue include Jefferson County Open Space funds, Federal Department of Housing and Urban Development monies, Jefferson County Road and Bridge revenues, State of Colorado Highway Users Tax Fund revenues, and amounts received from the Denver metropolitan area Scientific and Cultural Facilities District. Interfund charges represent funds received by one fund for services rendered to another.

Jefferson County collects a county sales tax of 0.1% which is used exclusively for the preservation and development of the area's open space. Jefferson County Open Space Advisory Committee collects these revenues and passes through the City's attributable share. The Advisory Committee also controls a portion of the tax collected which it distributes in the form of grants for land acquisition and development. The City predicts its attributable share of the tax to increase 3% per year.

The City's budget assumes that Federal funding for the Arvada Housing Authority will be fairly stable. Federal funding for Community Development Block Grant is budgeted to remain at the same level as 2011. The programs funded by these Federal revenue sources are entirely self-supporting.

The City anticipates revenues from Jefferson County Road and Bridge to remain stable in 2012 after a large reduction in 2011. These numbers are based on county estimates. The City anticipates revenues from the State of Colorado Highway Users Tax Fund to also remain stable.

All counties in the metropolitan Denver area collect a 0.1% sales tax to be used exclusively for the promotion of the scientific and cultural development in the area. The revenue is collected and distributed by the Scientific and Cultural Facilities District (SCFD). District-wide, this tax generates over \$32 million annually. Entities must meet certain criteria to become eligible for distribution of SCFD funds. SCFD allocates these funds based on the entity's paid attendance and operating income. The Arvada Center for the Arts and Humanities qualifies for approximately \$1,000,000 of these funds each year.



CITY OF
ARVADA
2012 ADOPTED BUDGET

The table below depicts the amount and type of intergovernmental revenues projected for the two budget years.

	Actual 2009	Actual 2010	Revised Budget 2011	Budget 2012
Interfund Transfer	\$9,148,636	\$9,484,507	\$8,563,198	\$8,151,502
CDBG Fund	527,260	1,279,811	638,000	638,000
Housing Authority	3,724,689	3,761,524	3,900,000	3,900,000
Highway Users	3,340,063	3,791,075	3,966,000	3,940,000
Road and Bridge	1,251,677	970,358	775,000	798,250
Open Space	3,018,670	4,001,617	3,140,636	3,203,449
Scientific and Cultural	911,636	923,361	931,290	1,039,797
Other	2,804,062	2,146,265	1,749,485	536,355
Total Intergovernmental	\$24,726,693	\$26,358,518	\$23,663,609	\$22,207,353
\$ Change		1,631,825	-2,694,909	-1,456,256
% Change		6.60%	-10.22%	-6.15%

- **Transfers** – This category represents operating and capital transfers made from one fund to another. The following funds receive operating and/or capital transfers in from other funds:

	Revised Budget 2011	Budget 2012
Arvada Center	\$3,149,913	\$3,610,392
Arvada Economic Development	702,000	1,226,000
Bond Fund	1,400,381	1,398,731
Buildings	111,731	112,849
CDBG	45,000	45,000
CIP	7,151,472	10,505,777
Debt Service	155,312	-
General Fund	40,191	41,397
Golf Course Fund	213,082	219,474
Housing	26,000	26,000
Neighborhood Revitalization	-	200,000
Parks Fund	2,840,273	2,808,044
Wastewater	65,238	67,195
Water	404,930	416,027
Total Transfers	\$16,305,523	\$20,676,886

The in-kind transfer of services to the Arvada Center is \$1,967,270 in 2011 and 2012.

- **Licenses and Permits** – The largest revenues in this category are water and sewer taps, building permits, automobile fees, contractor license fees, inspections and plan review fees. The City expects these revenues



CITY OF
ARVADA
2012 ADOPTED BUDGET

to grow in 2011 and 2012 with a few new housing developments in the planning stages. Estimated revenue for 2011 is \$5,520,033 and 2012 is \$5,595,270.

- **Fines and Forfeits** – These revenues consist primarily of court fines and fees. In the future, the City expects these revenues to grow slightly. The City anticipates collecting \$1,648,000 for 2011 and \$1,348,000 for 2012.
- **Miscellaneous** – These revenues include interest on investments, gifts, donations and other miscellaneous revenues. The City earns interest on all of its idle cash, including its checking account. The revised 2011-2012 budget was prepared assuming interest revenue of \$2,111,737 in 2011 and \$2,397,116 in 2012 and assuming that interest rates will remain relatively low in the next two years.

The City's investment policy emphasizes investment safety and limits the city's investments to:

- Fully insured and/or collateralized certificates of deposits issued by Colorado banks or savings and loans
- Direct obligations of the United States Government
- Obligations of certain U.S. Government agencies
- Repurchase agreements and commercial paper

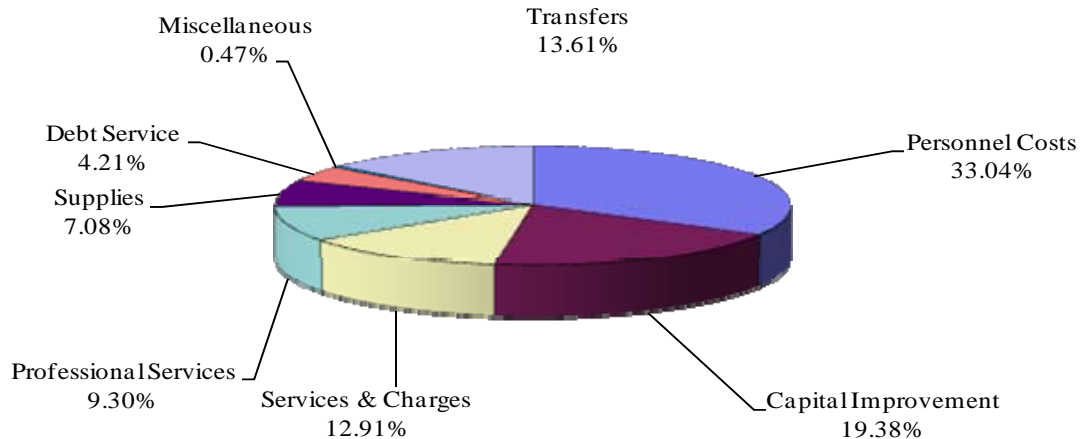
The City anticipates that revenue from other sources will be \$2,273,920 in 2011 and \$2,495,775 in 2012.

- **Other Financing Sources** – This revenue represents expected proceeds of \$287,963 in 2011 and \$296,602 in 2012 from the sale of surplus vehicles and equipment.



Expenditures

2012 Expenditures by Category



The City of Arvada budgeted expenditures for all funds totaling \$182,053,061 in 2011 and \$192,109,969 in 2012. The following section provides additional information regarding budgeted expenditures by category.

- Personnel Costs** – Personnel costs represent the largest expenditure category and account for 32% of all expenditures in 2012. Salaries and wages for both full-time and part-time employees account for more than 75% of total personnel costs. Employee benefits (retirement, health and dental insurance, worker’s compensation and unemployment insurance) represent 22% and overtime and other costs account for the remaining 3%. The table below shows details of personnel costs for the two budget years.

	Actual 2009	Actual 2010	Revised Budget 2011	Budget 2012
Salaries and Wages	\$42,930,131	\$42,506,869	\$43,760,872	\$44,679,957
Temporary Wages	3,391,076	3,093,468	3,106,365	3,242,004
Benefits	12,213,916	12,095,431	12,921,229	13,749,031
Overtime and Other	1,715,443	1,585,736	2,140,533	1,794,978
Total Personnel Costs	\$60,250,566	\$59,281,504	\$61,928,999	\$63,465,970
\$ Change		-969,062	2,647,495	1,536,971
% Change		-1.61%	4.47%	2.48%

A schedule of all positions and the pay plan will be provided at a later date, but usually can be found in the “Additional Information” section of this document.

- Capital Improvement Projects** – Expenditures in this category represent funds used to complete major capital improvement projects and other capital-related expenditures. Expenditures are estimated at



CITY OF ARVADA

2012 ADOPTED BUDGET

\$31,479,743 in 2011 and \$37,224,978 in 2012. This does include capital improvement expenditures for the Enterprise funds. Detail for capital improvement projects can be found in the “Capital Improvements” section of this document.

- **Services and Charges** – This category includes expenditures for a variety of operations. The Housing Authority and the Community Development Block grant programs account for a majority of the expenditures. Charges to divisions for their share of the insurance costs including workers’ compensation, general and property liability and auto liability insurance are included in this category. The cost of electricity, gas and water to operate the City’s buildings, parks and open space are included in utilities. Other operating expenditures in this category include charges for water obtained from Denver Water, water treatment expenses, snow and ice removal materials and training. The remaining expenditures in this category include expenditures for copiers, printing, dues and subscriptions, advertising and licenses. The table below includes the details for services and charges for the two budget years and the prior two years actuals.

	Actual 2009	Actual 2010	Revised Budget 2011	Budget 2012
Housing Program	\$3,408,481	\$3,407,761	\$3,544,424	\$3,596,809
Insurance	1,729,608	1,386,816	1,742,349	1,789,695
CDBG Program	264,191	324,095	384,064	389,049
Utilities	6,422,982	7,338,636	7,974,747	8,577,407
Program Expense	2,017,866	3,109,289	2,107,572	3,046,774
Training	532,603	523,943	825,094	918,690
Contract Services	1,136,794	889,415	1,132,621	1,110,181
Other	5,525,676	5,242,410	5,829,900	5,375,107
Total Services and Charges	\$21,038,201	\$22,222,365	\$23,540,771	\$24,803,712
\$ Change		1,184,164	1,318,406	1,262,941
% Change		5.63%	5.93%	5.36%

- **Professional Services and Contracts** – Expenditures in this category are budgeted at \$19,569,683 in 2011 and \$17,865,538 in 2012. The majority of the expenditures relate to charges incurred for sewer disposal, the street overlay program and payment for equity actors at the Arvada Center for the Arts and Humanities.
- **Supplies and Expense** – Expenditures in this category are budgeted at \$14,144,364 in 2011 and \$13,598,729 in 2012. The majority of these expenditures represent the allocations from all divisions of the City for their share of computer replacement, vehicle replacement, vehicle maintenance and building maintenance and inventory purchases for resale.
- **Debt Service** – This category accounts for the payment of principal and interest on the City’s outstanding revenue bonds, including debt recorded in the Water fund and the Series 2005 COP. Expenditures are budgeted at \$8,245,531 in 2011 and \$8,094,674 in 2012.
- **Miscellaneous** – This category includes expenditures for repair and maintenance, inventory and purchases of equipment such as vehicles and computers. Expenditures are budgeted at \$865,142 for 2011 and \$904,380 for 2012.
- **Transfers** – This category includes the operating and capital transfers made between the funds. Transfers are budgeted at \$22,116,396 in 2011 and \$26,152,431 in 2012.



CITY OF
ARVADA
2012 ADOPTED BUDGET

This Page Intentionally Left Blank



CITY OF ARVADA
2012 ADOPTED BUDGET

All Funds Summary

The following chart summarizes the revenues, expenditures and funds available for all budgeted City funds.

Funds	Beginning Funds Available	2011 Revised Revenues	2011 Revised Expenditures	2011 Funds Available	2012 Budgeted Revenues	2012 Budgeted Expenditures	2012 Funds Available
General Fund	\$ 21,057,773	\$ 64,340,051	\$ 68,566,185	\$ 16,831,639	\$ 63,883,931	\$ 66,500,632	\$ 14,214,938
Special Revenue Funds:							
Neighborhood Revitalization	179,282	122,500	220,000	81,782	225,000	225,000	81,782
Grants Fund	3,232,410	585,840	643,425	3,174,825	586,355	600,000	3,161,180
Lands Dedicated	4,538,715	195,000	1,965,185	2,768,530	135,000	1,591,236	1,312,294
Drainage	1,956,942	20,000	-	1,976,942	-	1,956,941	20,001
Arvada Center	259,009	10,275,581	10,275,581	259,009	10,843,836	10,843,836	259,009
Community Development	7,094,011	813,895	932,637	6,975,269	817,237	960,451	6,832,055
Arvada Housing Authority	429,736	3,949,924	3,882,158	497,502	3,950,642	3,941,197	506,947
Parks	3,168,335	7,011,188	6,840,418	3,339,105	7,091,518	7,289,653	3,140,970
Police Seizure	243,780	28,500	25,000	247,280	28,500	25,000	250,780
Economic Development	1,061,007	705,000	701,591	1,064,416	1,229,000	725,149	1,568,267
Police Tax Increment Fund .21	5,917,039	2,966,272	3,212,512	5,670,799	3,117,683	3,259,880	5,528,602
Police Tax Increment Fund .25	5,543,815	3,573,201	3,455,925	5,661,091	3,680,012	3,600,097	5,741,006
Total Special Revenue Funds:	33,624,081	30,246,901	32,154,432	31,716,550	31,704,783	35,018,440	28,402,893
Debt Service Funds:							
COP Series 2005 Debt Service	114,230	1,400,381	1,400,381	114,230	1,398,731	1,408,731	104,230
Debt Service Fund	384,797	4,190,743	4,185,743	389,797	4,039,119	4,039,119	389,797
Total Debt Service Funds	499,027	5,591,124	5,586,124	504,027	5,437,850	5,447,850	494,027
Capital Projects Funds:							
Capital Projects Fund	43,300,346	11,140,906	12,651,634	41,789,618	10,505,777	21,194,400	31,100,995
Construction Fund	4,276,817	-	-	4,276,817	-	4,000,000	276,817
Special Assessment	2,004,542	-	-	2,004,542	-	-	2,004,542
Total Capital Projects Funds	49,581,705	11,140,906	12,651,634	48,070,977	10,505,777	25,194,400	33,382,354
Enterprise Funds:							
Water Fund	59,600,000	22,034,772	23,770,675	57,864,097	23,262,981	24,233,665	56,893,413
Wastewater Fund	10,232,000	10,961,069	10,990,075	10,202,994	11,709,170	11,399,220	10,512,944
Golf Course Fund	(146,000)	3,791,633	3,787,390	(141,757)	3,869,604	3,874,445	(146,598)
Stormwater Fund	10,797,000	3,165,086	9,016,908	4,945,178	3,186,015	6,291,334	1,839,859
Food Service Fund	929,000	1,636,349	1,814,039	751,310	1,666,763	2,241,784	176,289
Total Enterprise Funds	81,412,000	41,588,909	49,379,087	73,621,822	43,694,533	48,040,448	69,275,907
Internal Service Funds:							
Insurance Fund	4,606,000	2,747,159	2,896,435	4,456,724	2,376,582	2,519,896	4,313,410
Computers	8,862,000	1,886,318	4,188,216	6,560,102	1,857,153	3,753,215	4,664,040
Print Shop	57,000	412,669	367,530	102,139	425,049	389,265	137,923
Vehicles	8,101,000	3,584,650	5,469,800	6,215,850	3,607,765	4,366,176	5,457,439
Buildings	1,796,000	519,082	793,618	1,521,464	520,200	879,647	1,162,017
Total Internal Service Funds:	23,422,000	9,149,878	13,715,599	18,856,279	8,786,749	11,908,199	15,734,829
Total All Budgeted Funds	\$ 209,596,586	\$ 162,057,769	\$ 182,053,061	\$ 189,601,294	\$ 164,013,623	\$ 192,109,969	\$ 161,504,948



CITY OF
ARVADA
2012 ADOPTED BUDGET

Revenue Trend Analysis
2009 and 2010 Actuals, 2011 Revised Budget, and 2012 Proposed Budget

	2009 Actual	2010 Actual	2011 Revised Budget	2012 Proposed Budget
General Fund	\$ 65,880,268	\$ 66,273,623	\$ 64,340,051	\$ 63,883,931
Neighborhood Revitalization	162,045	75,762	122,500	225,000
Grants	558,938	510,666	585,840	586,355
Lands Dedicated	66,425	43,686	195,000	135,000
Drainage	28,268	18,836	20,000	-
Arvada Center	9,864,879	9,739,991	10,275,581	10,843,836
Community Development	768,048	1,427,724	813,895	817,237
Arvada Housing Authority	3,771,393	3,821,188	3,949,924	3,950,642
Parks	7,157,495	8,248,181	7,011,188	7,091,518
Police Seizure	109,285	2,473	28,500	28,500
COP Series 2005 Debt Service	1,406,538	1,406,849	1,400,381	1,398,731
Police Tax Increment .21	3,191,559	3,389,617	2,966,272	3,117,683
Police Tax Increment .25	3,608,029	3,628,173	3,573,201	3,680,012
Debt Service	24,960,743	4,355,809	4,190,743	4,039,119
Capital Projects	10,871,685	25,555,326	11,140,906	10,505,777
Construction	6,557	3,640	-	-
Special Assessments	153,802	184,205	-	-
Water	18,050,724	20,485,672	22,034,772	23,262,981
Wastewater	10,036,662	10,175,552	10,961,069	11,709,170
Golf Courses	6,015,427	4,046,796	3,791,633	3,869,604
Stormwater	3,351,569	3,359,553	3,165,086	3,186,015
Food Services	1,656,915	1,588,682	1,636,349	1,666,763
Insurance	2,688,740	2,930,480	2,747,159	2,376,582
Computers	2,630,485	2,827,724	1,886,318	1,857,153
Print Shop	322,529	302,530	412,669	425,049
Vehicles	4,291,648	4,206,593	3,584,650	3,607,765
Buildings	554,437	535,957	519,082	520,200
AEDA	767,026	1,235,887	705,000	1,229,000
Total All Budgeted Funds	\$ 182,932,119	\$ 180,381,175	\$ 162,057,769	\$ 164,013,623



CITY OF ARVADA
2012 ADOPTED BUDGET

Expenditure Trend Analysis
2009 and 2010 Actuals, 2011 Revised Budget, and 2012 Proposed Budget

	2009 Actual	2010 Actual	2011 Revised Budget	2012 Proposed Budget
General Fund	\$ 62,775,623	\$ 77,954,932	\$ 68,566,185	\$ 66,500,632
Neighborhood Revitalization	1,141,718	86,934	220,000	225,000
Grants	390,000	396,000	643,425	600,000
Lands Dedicated	127,037	-	1,965,185	1,591,236
Drainage	12,000	-	-	1,956,941
Arvada Center	10,340,773	9,784,956	10,275,581	10,843,836
Community Development	619,386	1,852,233	932,637	960,451
Arvada Housing Authority	3,718,581	3,726,171	3,882,158	3,941,197
Parks	7,054,944	7,588,470	6,840,418	7,289,653
Police Seizure	4,607	25,000	25,000	25,000
COP Series 2005 Debt Service	1,398,325	1,400,225	1,400,381	1,408,731
Police Tax Increment .21	2,915,831	2,923,574	3,212,512	3,259,880
Police Tax Increment .25	3,003,768	3,054,744	3,455,925	3,600,097
Debt Service	25,231,301	4,346,326	4,185,743	4,039,119
Capital Projects	6,421,168	9,984,459	12,651,634	21,194,400
Construction	-	609,097	-	4,000,000
Special Assessments	9	-	-	-
Water	25,423,921	21,285,766	23,770,675	24,233,665
Wastewater	9,197,211	9,424,462	10,990,075	11,399,220
Golf Courses	4,122,245	3,987,856	3,787,390	3,874,445
Stormwater	3,033,546	4,576,698	9,016,908	6,291,334
Food Services	1,677,898	1,645,404	1,814,039	2,241,784
Insurance	4,786,545	4,424,613	2,896,435	2,519,896
Computers	1,306,923	1,807,255	4,188,216	3,753,215
Print Shop	301,085	295,022	367,530	389,265
Vehicles	4,361,739	4,785,575	5,469,800	4,366,176
Buildings	1,032,227	518,509	793,618	879,647
AEDA	769,458	706,602	701,591	725,149
Total All Budgeted Funds	\$ 181,167,869	\$ 177,190,883	\$ 182,053,061	\$ 192,109,969



CITY OF
ARVADA
2012 ADOPTED BUDGET

This Page Intentionally Left Blank



CITY OF ARVADA

ARVADA CENTER FOR THE ARTS AND HUMANITIES

PURPOSE: Making the arts an integral part of people’s lives and encouraging learning, innovation, and creativity through high quality arts experiences.

BUDGET CHANGES – 2011 and 2012:

- None

PROGRAMS:

Administration

- ◆ General Administration
- ◆ Business Office
- ◆ Volunteer Program
- ◆ Arvada Council for the Arts and Humanities
- ◆ IT & Online Services
- ◆ Database Management and Direct Mail Coordination

Facilities Management

- ◆ Facilities Management
- ◆ Facility Scheduling and Coordination
- ◆ Security and Safety

Development

- ◆ Individual Giving
 - ◆ Arvada Center Memberships
 - ◆ Philanthropic Support
 - ◆ Planned Gifts/Endowment
- ◆ Events
 - ◆ Fundraisers, such as the Wine and Arts Classic
 - ◆ Donor Recognition and Cultivation Events
- ◆ Institutional Giving
 - ◆ City of Arvada General Fund
 - ◆ Scientific and Cultural Facilities District (SCFD)
 - ◆ Grants, Government and Foundation
 - ◆ Sponsorships, Corporate
 - ◆ Naming Opportunities, Corporate and Foundation
- ◆ Publicity and Promotions

Gallery/Museum

- ◆ Gallery Exhibitions and Educational Programs
- ◆ Arvada History Museum
- ◆ Music with a View
- ◆ Fine Art Market Show and Sale
- ◆ Holiday Craft Fair
- ◆ Ceramics Program

Marketing & Patron Services

- ◆ Sales and Market Research
- ◆ Advertising
- ◆ Audience Development
- ◆ Publications and Materials
- ◆ Sales
- ◆ Ticketing and Registration
- ◆ Customer Service
- ◆ Front Desk Operations
- ◆ House Management
- ◆ Volunteer Usher Program

Education

- ◆ Education Programs for Children and Adults
- ◆ Arts Day Program
- ◆ Dance Program
- ◆ Youth Orchestras
- ◆ Camps
- ◆ Accessibility

Performing Arts

- ◆ Broadway Theater
- ◆ Children’s Theater
- ◆ Music
- ◆ Dance
- ◆ Family Events
- ◆ Cowboy Poetry Gathering



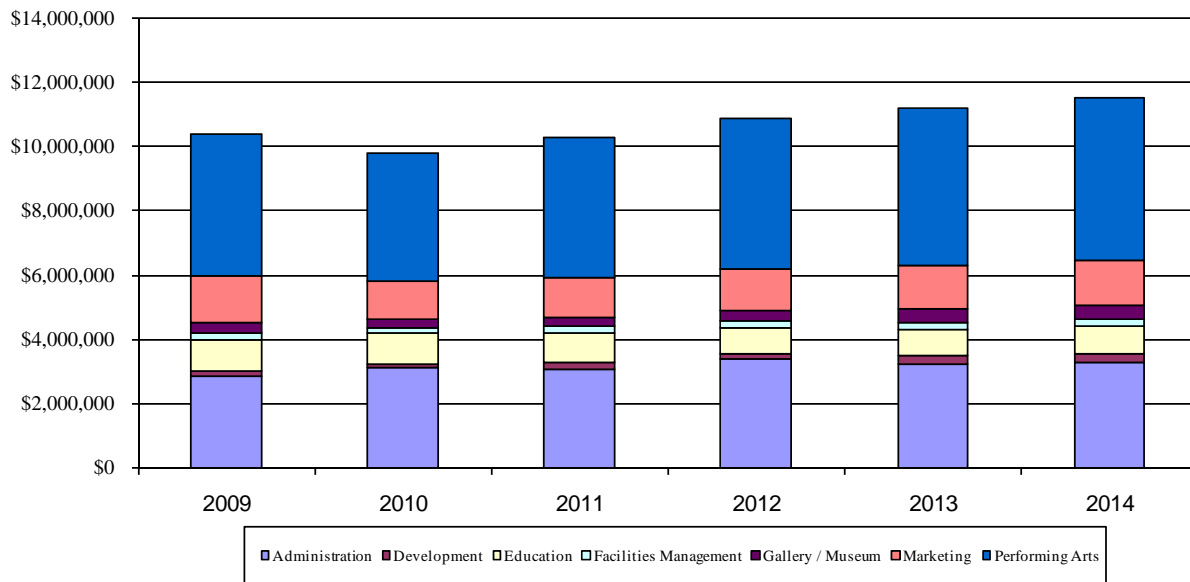
CITY OF ARVADA

ARVADA CENTER FOR THE ARTS AND HUMANITIES

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Administration	\$ 2,824,688	\$ 3,082,097	\$ 3,059,961	\$ 3,367,129
Development	162,663	142,424	179,872	162,516
Education	995,699	942,528	916,706	816,088
Facilities Management	216,303	189,205	255,624	178,011
Gallery / Museum	273,573	255,936	233,623	344,121
Marketing	1,470,454	1,167,620	1,266,633	1,311,663
Performing Arts	4,397,393	4,005,146	4,363,162	4,664,308
Total Arvada Center	\$ 10,340,773	\$ 9,784,956	\$ 10,275,581	\$ 10,843,836

Operating Expenditures by Division





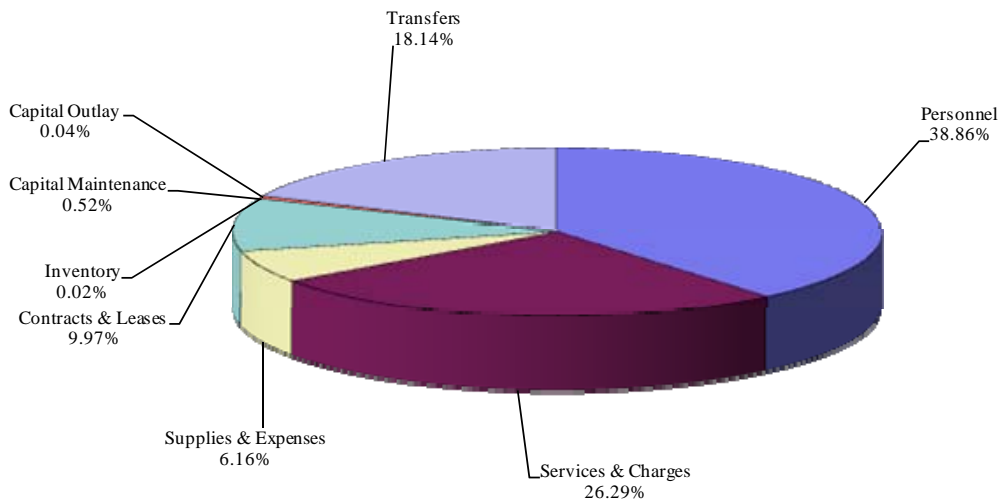
CITY OF ARVADA

ARVADA CENTER FOR THE ARTS AND HUMANITIES

Operating Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Proposed
Personnel	\$ 4,283,982	\$ 4,015,361	\$ 4,153,404	\$ 4,214,008
Services & Charges	1,785,347	1,944,177	1,681,216	2,851,254
Supplies & Expenses	864,702	647,544	840,177	668,262
Contracts & Leases	1,398,148	1,121,218	1,602,399	1,080,947
Inventory	19,425	24,525	10,623	1,932
Capital Maintenance	12,169	5,239	6,754	56,318
Capital Outlay	9,374	-	13,738	3,845
Other Financing Uses	356	604	-	-
Transfers	1,967,270	2,026,288	1,967,270	1,967,270
Total Arvada Center	\$ 10,340,773	\$ 9,784,956	\$ 10,275,581	\$ 10,843,836

2012 Operating Expenditures by Category





CITY OF
ARVADA

ARVADA CENTER FOR THE ARTS AND HUMANITIES

Arvada Center Employee Positions

(Provided in final version)



CITY OF ARVADA

CITY MANAGEMENT AND PUBLIC REPRESENTATION

PURPOSE: To ensure proper management of City operations and public representation and participation.

BUDGET CHANGES – 2011 and 2012:

City Manager’s Office

- Added \$115,000 for the City’s reserve
- Added \$58,546 for an additional position in the City Manager’s office

Fund Administration

- Added \$75,000 for city-wide employee training
- Added \$146,486 in contract incentives for economic development
- Added \$425,000 in additional cash transfers to the Arvada Center
- Added \$20,000 to transfer to the Police Defined Benefit fund to meet actuarial requirements
- Added \$40,000 for various fund administration contingency
- Reduced Fund Administration budget by \$586,000 to account for 2% attrition rate in salaries in the General Fund

PROGRAMS:

Mayor and City Council

- ♦ City Ambassadors
- ♦ Legislative
- ♦ Intergovernmental Relations
- ♦ Policy Makers
- ♦ Fiduciaries of taxpayer dollars

City Clerk

- ♦ Election Administration
- ♦ Licensing
- ♦ Records Management
- ♦ City Records On-Line
- ♦ Public Notification
- ♦ City Council Recording Secretary
- ♦ Boards and Commissions
- ♦ Recording
- ♦ Paperless Council Packets
- ♦ Passport Acceptance Facility

City Management

- ♦ Legislative Advocacy/Coordination
- ♦ Telecommunications
- ♦ Departmental Management
- ♦ Financial Management
- ♦ Special Projects
- ♦ Intergovernmental Relations
- ♦ Council Assistance/Relations
- ♦ Council Agenda Management/Preparation
- ♦ Media and Public Relations
- ♦ Strategic/Organizational/Team Management
- ♦ Citizen and Customer Assistance
- ♦ Employee Relations/Recognition
- ♦ KATV Channel 8 and Media Services
- ♦ Community Outreach
- ♦ Implementation of Council Decisions
- ♦ Special Events
- ♦ Sustainability

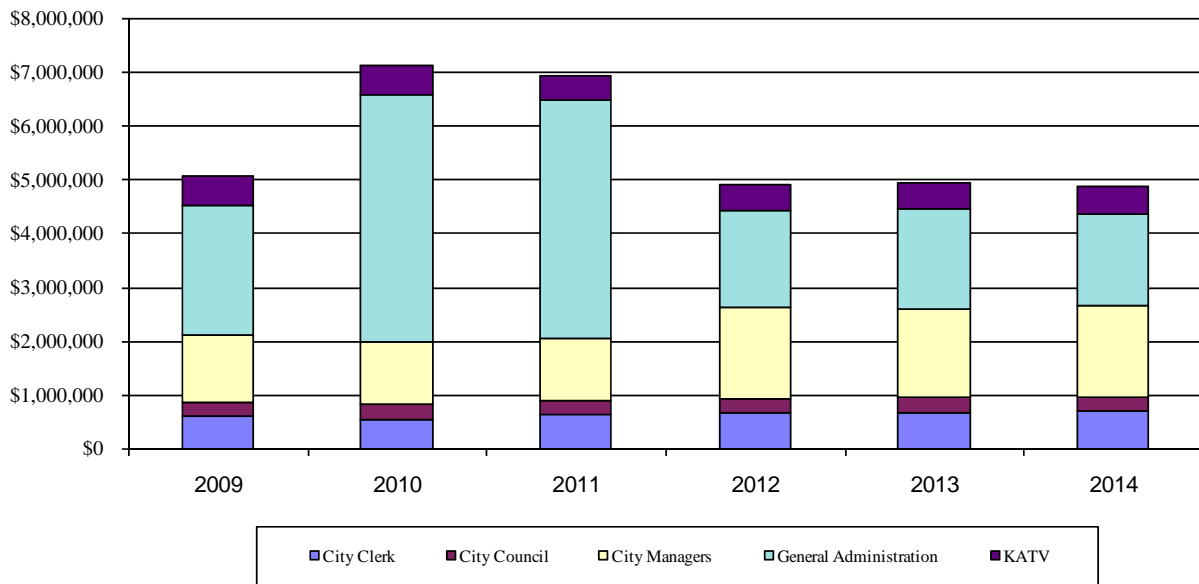


CITY OF ARVADA
CITY MANAGEMENT AND PUBLIC REPRESENTATION

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
City Clerk	\$ 578,967	\$ 526,951	\$ 623,024	\$ 644,383
City Council	277,737	288,592	262,818	266,684
City Managers	1,251,111	1,176,379	1,150,996	1,722,765
General Administration	2,412,848	4,567,014	4,439,298	1,798,655
KATV	529,199	555,920	454,128	471,029
Total City Manager's Office	\$ 5,049,862	\$ 7,114,856	\$ 6,930,264	\$ 4,903,516

Operating Expenditures by Division





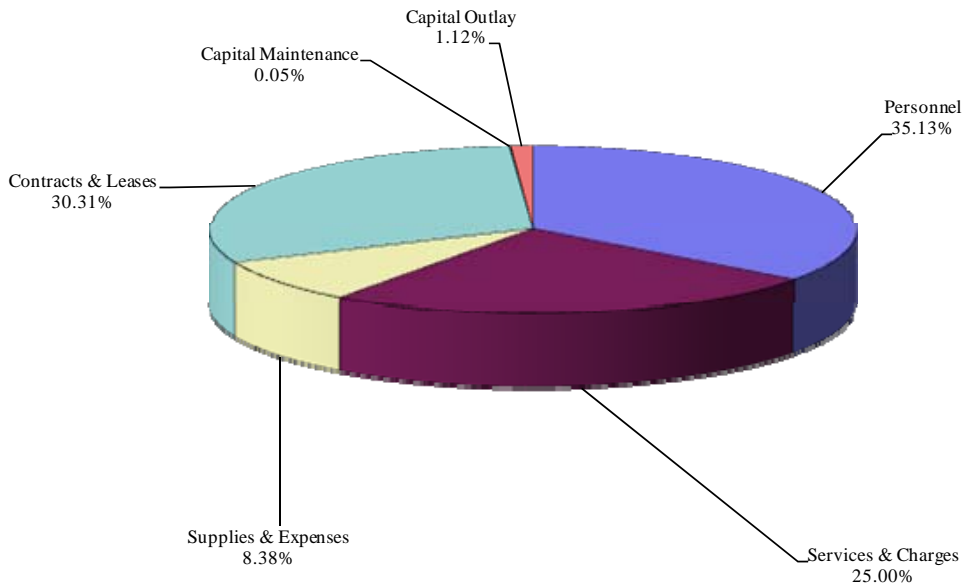
CITY OF ARVADA

CITY MANAGEMENT AND PUBLIC REPRESENTATION

Operating Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Personnel	\$ 1,887,670	\$ 1,805,601	\$ 1,880,976	\$ 1,722,688
Services & Charges	810,457	816,982	1,070,313	1,225,793
Supplies & Expenses	327,979	386,058	401,639	411,110
Contracts & Leases	1,998,204	3,478,406	3,570,120	1,486,493
Debt Service	26	2,846	-	-
Capital Maintenance	140	387	2,435	2,508
Capital Outlay	22,177	604,034	4,781	54,924
Other Financing Uses	3,209	20,542	-	-
Total City Manager's Office	\$ 5,049,862	\$ 7,114,856	\$ 6,930,264	\$ 4,903,516

2012 Operating Expenditures by Category





CITY OF
ARVADA

CITY MANAGEMENT AND PUBLIC REPRESENTATION

City Manager's Office Employee Positions

(Provided in final version)



PURPOSE: To sustain a planned and balanced community that provides affordable housing while preserving existing neighborhoods and the related housing stock, enhance the image of the community, and provides quality jobs for citizens, generates additional revenue and insures the economic health and financial stability for the City of Arvada. Responsible for coordinating development activities to conform to City policies and regulations.

BUDGET CHANGES – 2011 and 2012:

- Added \$75,000 for the Human Services grant program
- Added \$200,000 for the Neighborhood Revitalization Program

PROGRAMS:

Planning

- ◆ Community Growth and Development Services
 - ◆ Planning Commission
 - ◆ Board of Adjustment
 - ◆ Building Permits
 - ◆ Regional Planning Activities
 - ◆ Development Review
 - ◆ Olde Town Design Guidelines
- ◆ Planning Information and Mapping
 - ◆ Zoning and Informational Maps
 - ◆ Demographics
 - ◆ Public Information
- ◆ Comprehensive Planning, Neighborhood Planning, Special Projects

Housing and Neighborhood Revitalization

- ◆ Section 8 Housing Choice Voucher Program
- ◆ Private Activity Bonds and Housing
- ◆ Community Development Block Grant (CDBG)
- ◆ Rental Improvement Loan Program
- ◆ Housing Opportunity Fund
- ◆ Essential Home Repairs Program
- ◆ Energy Outreach Colorado (EOC) Assistance Grants
- ◆ Community Services

Code Enforcement

- ◆ Zoning Code Compliance
- ◆ Property Maintenance Code Compliance
- ◆ Miscellaneous Permits
- ◆ Review New Single Family Permit Applications
- ◆ Right of Way Sign Removal
- ◆ Customer Service
- ◆ Systematic Pro-active Enforcement of Problematic Neighborhoods

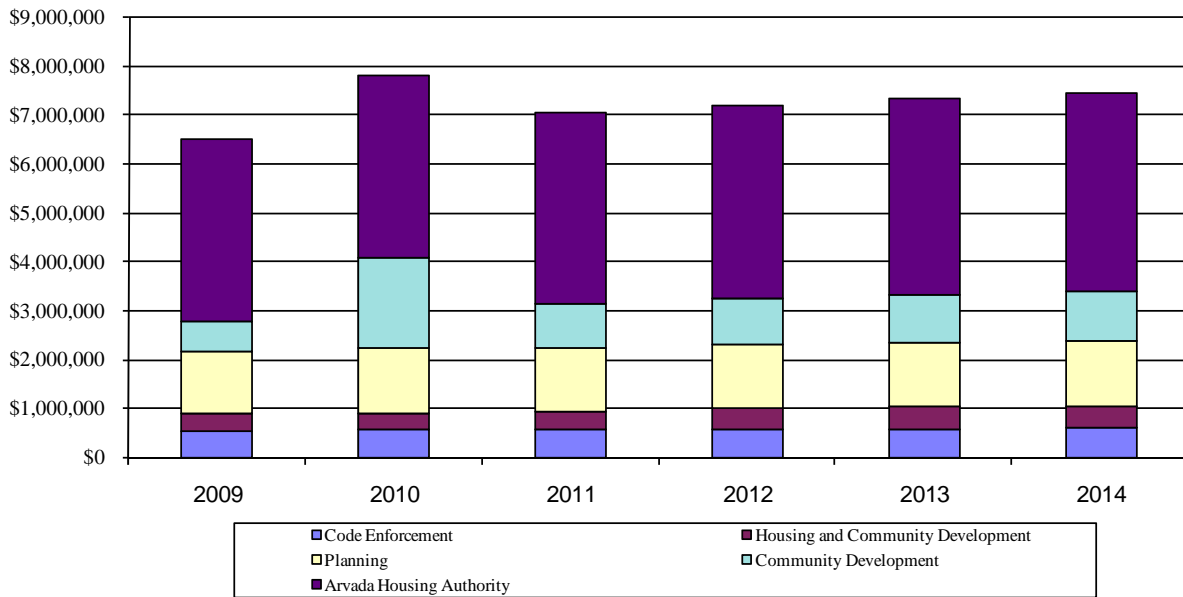


CITY OF ARVADA
COMMUNITY DEVELOPMENT DEPARTMENT

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Code Enforcement	\$ 535,656	\$ 544,031	\$ 552,311	\$ 565,395
Housing and Community Development	334,321	337,617	351,605	434,966
Planning	1,274,200	1,339,138	1,302,276	1,282,568
Community Development	619,386	1,852,233	932,637	960,451
Arvada Housing Authority	3,718,581	3,726,171	3,882,158	3,941,197
Total Community Development	\$ 6,482,144	\$ 7,799,190	\$ 7,020,987	\$ 7,184,577

Operating Expenditures by Division



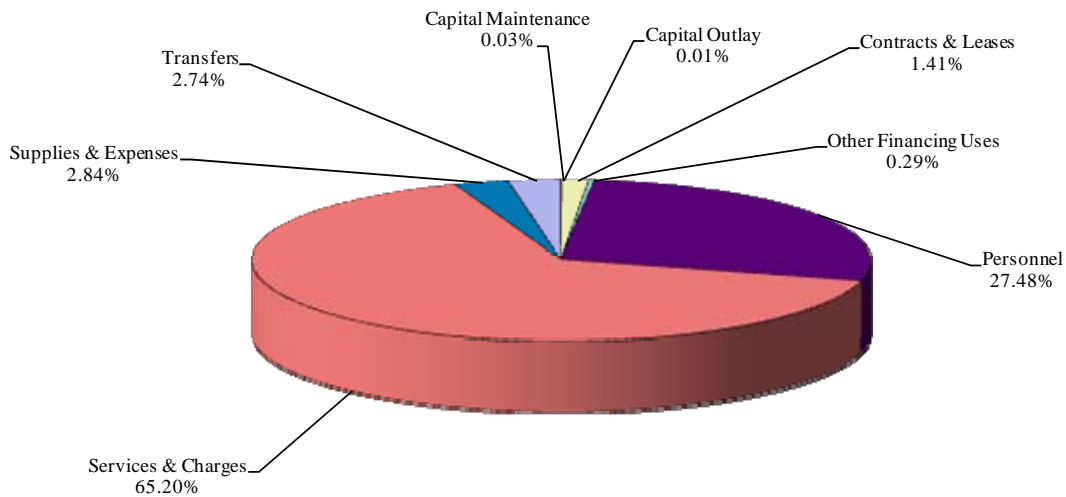


CITY OF ARVADA
COMMUNITY DEVELOPMENT DEPARTMENT

Operating Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund				
Personnel	\$ 1,812,644	\$ 1,798,953	\$ 1,752,118	\$ 1,814,319
Services & Charges	74,545	105,744	153,562	115,632
Supplies & Expenses	153,748	159,581	162,217	238,546
Contracts & Leases	103,073	156,284	136,546	112,630
Capital Maintenance	167	224	688	709
Capital Outlay	-	-	1,061	1,093
Community Development				
Personnel	168,329	166,251	166,135	184,427
Services & Charges	264,191	324,095	384,064	389,049
Supplies & Expenses	7,122	10,125	39,297	41,319
Contracts & Leases	31,876	425,197	125,307	125,307
Capital Maintenance	-	458	909	936
Other Financing Uses	74,976	48,414	17,911	18,448
Transfers	72,892	877,693	199,014	200,965
Arvada Housing Authority				
Personnel	253,680	262,197	272,122	277,153
Services & Charges	3,408,481	3,407,761	3,544,424	3,596,809
Supplies & Expenses	17,994	13,334	22,892	23,459
Contracts & Leases	4,457	6,570	6,213	6,399
Capital Maintenance	115	-	1,168	1,203
Other Financing Uses	-	-	7,500	7,500
Transfers	33,854	36,309	27,839	28,674
Total Community Development Department	\$ 6,482,144	\$ 7,799,190	\$ 7,020,987	\$ 7,184,577

2012 Operating Expenditures by Category





CITY OF
ARVADA

COMMUNITY DEVELOPMENT DEPARTMENT

Community Development Employee Positions

(Provided in final version)



**CITY OF
ARVADA**

ECONOMIC DEVELOPMENT DEPARTMENT

PURPOSE: To sustain a planned and balanced community that provides quality, cost-effective service by facilitating industrial, business and retail development that enhances the community and creates new, well-paying jobs; helps existing businesses grow; and generates additional revenue to the City.

BUDGET CHANGES – 2011 and 2012:

- Added \$500,000 for the final payment to the AEDA loan program

PROGRAMS:

Economic Development

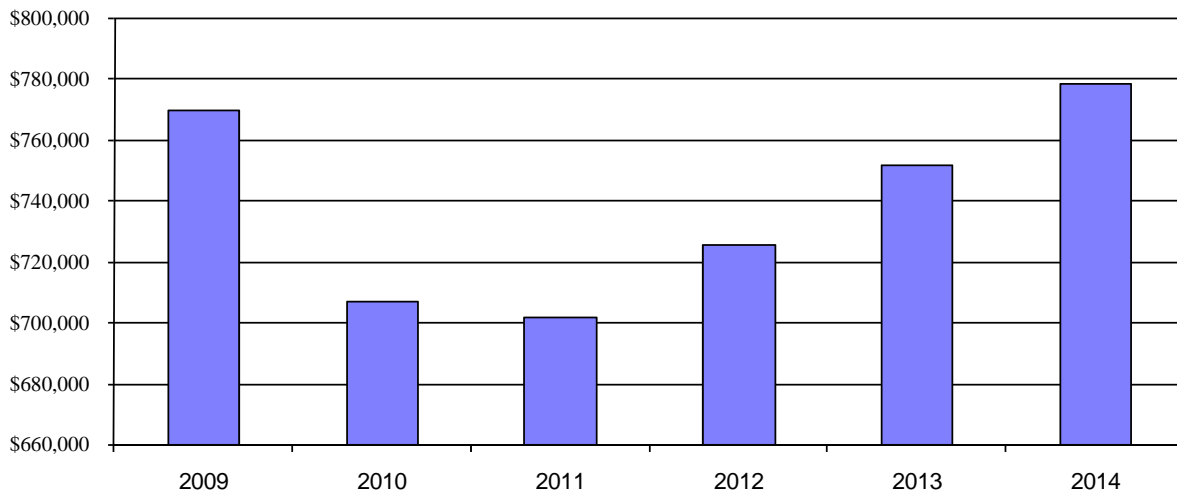
- ◆ Retail Development
- ◆ Business Retention
- ◆ Office/Industrial/R.&D Development
- ◆ Marketing/Public Relations
- ◆ Community Involvement



Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
AEDA	\$ 769,458	\$ 706,602	\$ 701,591	\$ 725,149
Total Economic Development	\$ 769,458	\$ 706,602	\$ 701,591	\$ 725,149

Operating Expenditures by Division



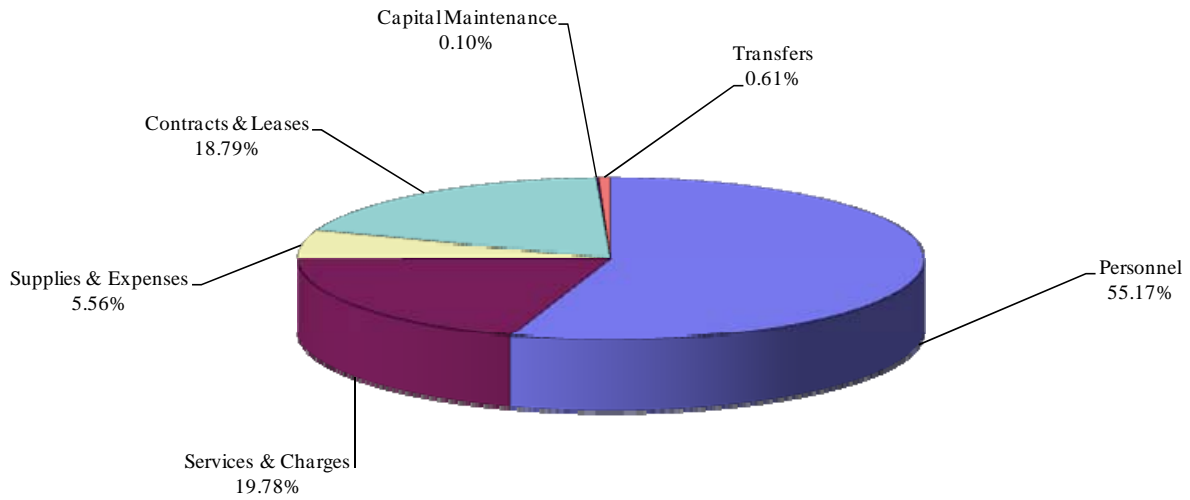


CITY OF ARVADA
ECONOMIC DEVELOPMENT DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Personnel	\$ 380,185	\$ 371,377	\$ 383,317	\$ 400,054
Services & Charges	244,263	176,166	141,617	143,422
Supplies & Expenses	29,958	20,543	39,385	40,283
Contracts & Leases	110,918	134,117	132,275	136,243
Capital Maintenance	90	234	707	728
Transfers	4,044	4,165	4,290	4,419
Total Economic Development	\$ 769,458	\$ 706,602	\$ 701,591	\$ 725,149

2012 Operating Expenditures by Category





Economic Development Employee Positions

(Provided in final version)



PURPOSE: Performs, manages, develops and oversees the financial operations for the City and various related organizations. This includes financial reporting, fiscal analysis, budgeting, transaction processing, compliance, debt management, cash and investment management, grants writing and administration, purchasing, tax and audit programs, utility billing and accounting, purchasing, risk management programs and financial software technical maintenance and support.

BUDGET CHANGES – 2011 and 2012:

- None

PROGRAMS:

Treasury

- ♦ Payroll
- ♦ Accounts Payable
- ♦ Accounts Receivable
- ♦ Fixed Assets Management
- ♦ Budget
- ♦ City, State and Federal Financial Reporting
- ♦ Financial Planning and Analysis
- ♦ General Accounting
- ♦ Investments
- ♦ Grant Proposals
- ♦ Debt Management

Purchasing

- ♦ Procurement
- ♦ Coordination of Goods and Services Requirements
- ♦ Central Stores
- ♦ Surplus Property Disposal

Risk Management

- ♦ Insurance Fund Administration
- ♦ Property and Casualty Insurance
- ♦ Workers Comp Program and Administration
- ♦ Safety Program

Revenue

- ♦ Administration
- ♦ Utility Billing and Accounting
- ♦ Customer Service
- ♦ On-line and Telephone Payment Services
- ♦ Tax Auditing
- ♦ Tax Enforcement
- ♦ Tax/Rent Refund Program

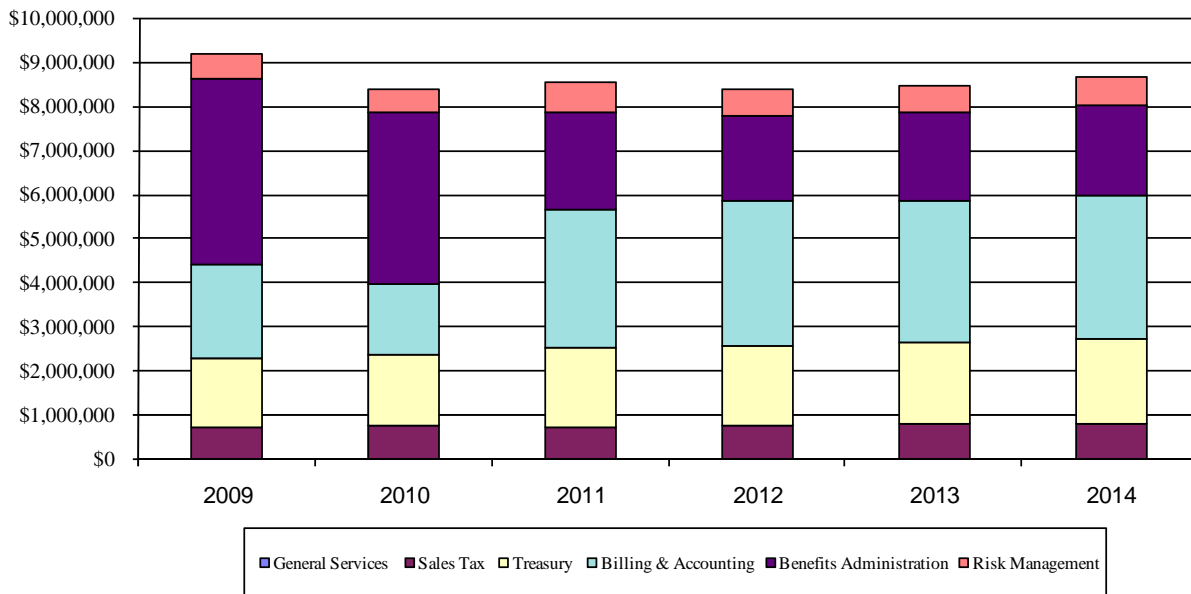


CITY OF ARVADA
FINANCE DEPARTMENT

Expenditures by Division

	2007 Actual	2008 Actual	2009 Revised	2010 Budget
General Fund				
General Services	\$ -	\$ -	\$ -	\$ 29,276
Purchasing	422,523	363,428	281,319	287,878
Sales Tax	704,426	731,145	692,760	708,140
Treasury	1,558,440	1,618,723	1,810,057	1,828,037
Water				
Billing & Accounting	2,143,413	1,618,497	3,144,223	3,272,030
Insurance				
Benefits Administration	4,201,901	3,872,426	2,222,742	1,916,248
Risk Management	584,644	552,187	673,693	603,648
Total Finance Department	\$ 9,615,347	\$ 8,756,406	\$ 8,824,794	\$ 8,645,257

Operating Expenditures by Division



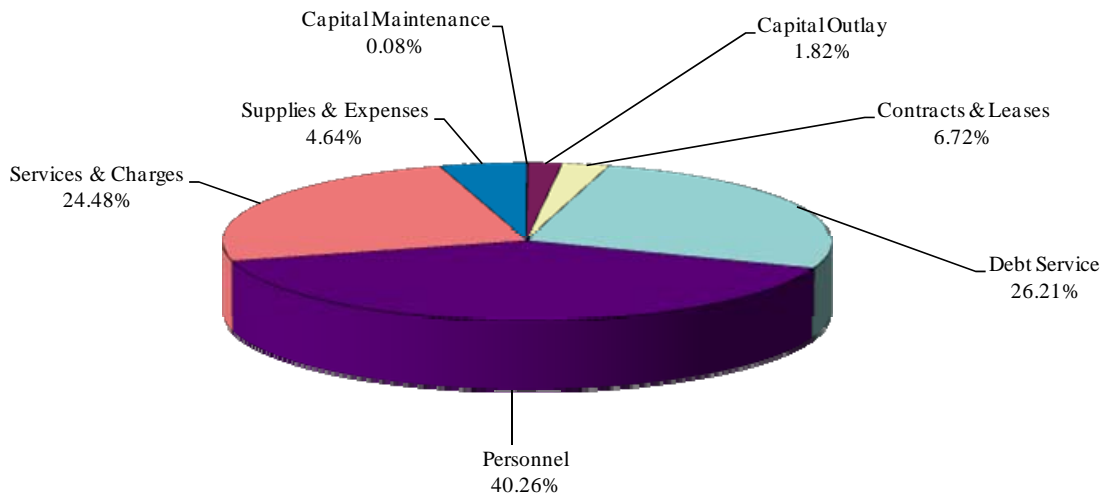


CITY OF ARVADA
FINANCE DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund				
Personnel	\$ 2,310,349	\$ 2,252,559	\$ 2,335,885	\$ 2,407,748
Services & Charges	190,077	232,893	222,458	214,771
Supplies & Expenses	110,210	103,407	122,625	124,548
Contracts & Leases	68,987	114,728	101,718	104,770
Inventory	5,401	9,709	-	-
Capital Maintenance	365	-	1,450	1,494
Water				
Personnel	709,363	576,401	485,563	523,499
Services & Charges	99,492	117,588	113,756	111,818
Supplies & Expenses	185,478	187,738	179,431	183,142
Contracts & Leases	69,120	21,897	25,000	25,000
Debt Service	1,063,998	697,288	2,264,600	2,265,700
Capital Maintenance	2,492	6,215	5,019	5,170
Capital Outlay	13,470	11,370	70,854	157,701
Insurance				
Personnel	540,405	496,764	552,899	549,546
Services & Charges	1,729,608	1,386,816	1,742,349	1,789,695
Supplies & Expenses	81,222	45,172	156,185	93,103
Contracts & Leases	95,310	145,861	85,002	87,552
Transfers	2,340,000	2,350,000	360,000	-
Total Finance Department	\$ 9,615,347	\$ 8,756,406	\$ 8,824,794	\$ 8,645,257

2012 Operating Expenditures by Category





Finance Department Employee Positions

(Provided in final version)



**CITY OF
ARVADA**

HUMAN RESOURCES DEPARTMENT

PURPOSE: Human Resources (HR) is responsible for establishing and maintaining an effective work force to meet the needs of the citizens of Arvada. The department functions as an internal consultant to other City departments in all areas of employee relations and assists departments in promoting and fostering professional growth, teamwork, pride and leadership throughout the organization.

BUDGET CHANGES – 2011 and 2012:

- None

PROGRAMS:

Human Resources

- ◆ Employment and Recruitment
- ◆ Training and Development
- ◆ Compensation Administration
- ◆ Benefits Administration
- ◆ Workforce and Strategic Planning
- ◆ Wellness and Recognition Programs
- ◆ Statutory Compliance (EEO/FLSA/ADA/FMLA)
- ◆ Employee Relations and Consulting
- ◆ Personnel Records Management

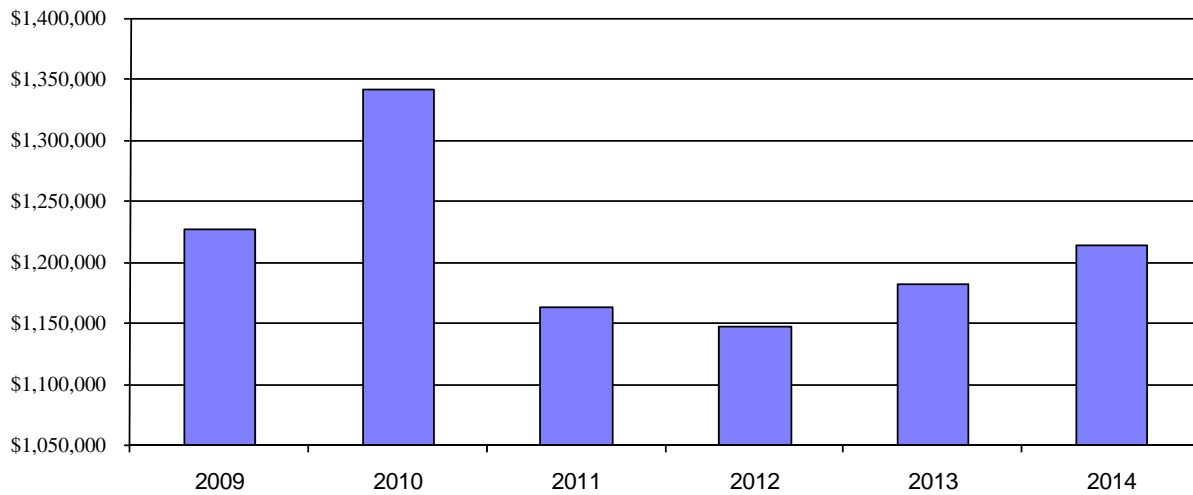


CITY OF ARVADA
HUMAN RESOURCES DEPARTMENT

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Human Resources	\$ 1,226,468	\$ 1,341,207	\$ 1,161,919	\$ 1,147,121
Total Human Resources	\$ 1,226,468	\$ 1,341,207	\$ 1,161,919	\$ 1,147,121

Operating Expenditures by Division



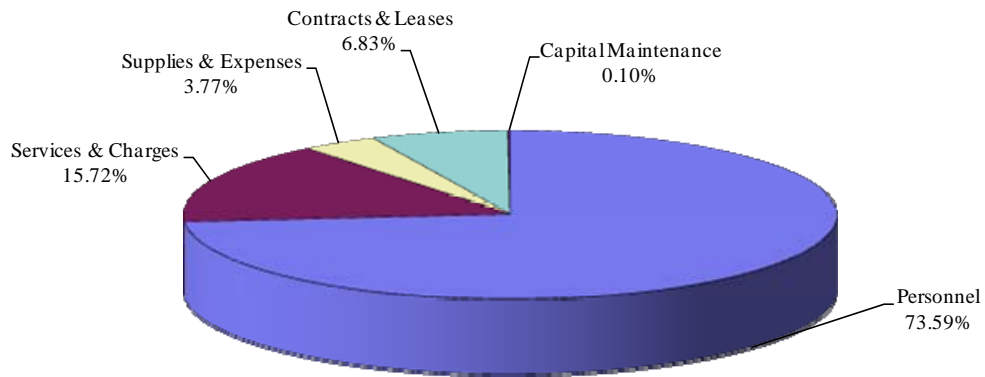


CITY OF ARVADA
HUMAN RESOURCES DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Personnel	\$ 784,252	\$ 816,865	\$ 840,019	\$ 844,120
Services & Charges	149,255	134,919	181,236	180,315
Supplies & Expenses	56,433	47,778	42,506	43,213
Contracts & Leases	236,364	341,645	97,097	78,380
Inventory	164	-	-	-
Capital Maintenance	-	-	1,061	1,093
Total Human Resources	\$ 1,226,468	\$ 1,341,207	\$ 1,161,919	\$ 1,147,121

2012 Operating Expenditures by Category





CITY OF
ARVADA

HUMAN RESOURCES DEPARTMENT

Human Resources Employee Positions

(Provided in final version)



CITY OF ARVADA

INFORMATION TECHNOLOGY DEPARTMENT

PURPOSE: To create and maintain the computer infrastructure including hardware, software and telecommunications equipment necessary to support needs of the City of Arvada. Additionally, the Information Technology Department operates all internal mail, print and main reception services for the City.

BUDGET CHANGES – 2011 and 2012:

- Added \$15,930 for temporary wages and related social security
- Added \$26,400 in various line items for technology purchases for KATV (to be offset with rental income)
- Addition \$95,842 for the Virtualization position for 2012 only

PROGRAMS:

Information Systems

- ◆ Telecommunications
- ◆ Financial Management System
- ◆ Public Safety System
- ◆ Ticketing/Constituent Management System
- ◆ Web Services
- ◆ Utility Billing and Sales Tax Systems
- ◆ GIS
- ◆ Web Access
- ◆ Project Management

General Services

- ◆ Print Shop
- ◆ Copiers
- ◆ Mail Room
- ◆ Reception
- ◆ Cashier

Network Systems

- ◆ Operating System Support
- ◆ PC Installation, Maintenance and Support
- ◆ Server Administration
- ◆ LAN/WAN
- ◆ Help Desk
- ◆ Network File and Print Services
- ◆ E-Mail
- ◆ Replacement Fund
- ◆ Writing Infrastructure
- ◆ Computer Room Environment
- ◆ Project Management

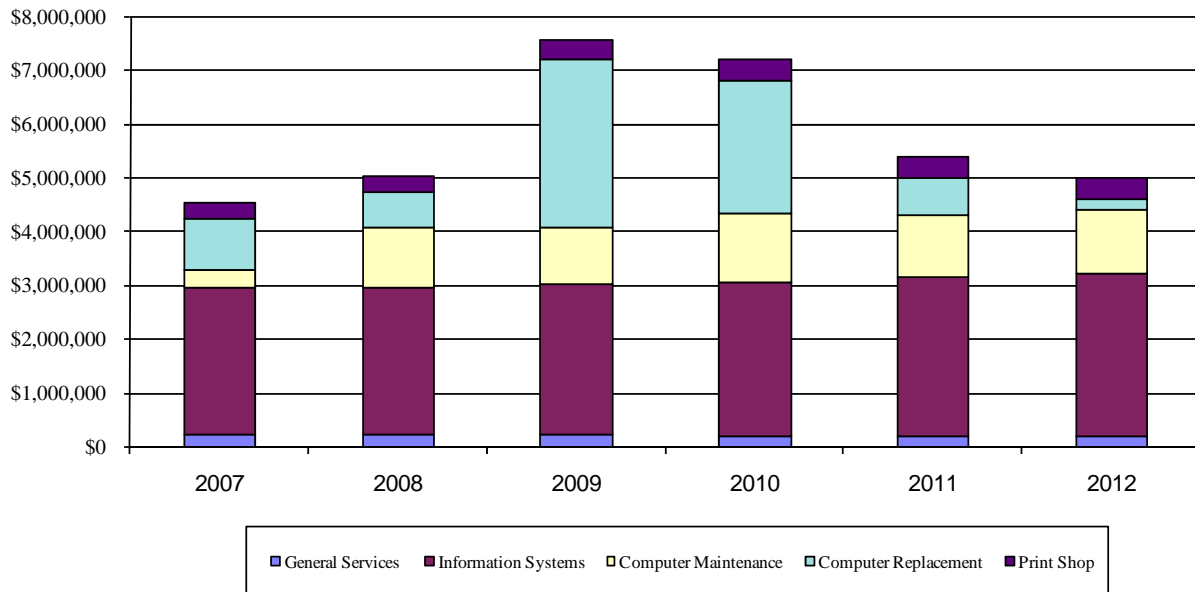


CITY OF ARVADA
INFORMATION TECHNOLOGY DEPARTMENT

Expenditures by Division

	2007 Actual	2008 Actual	2009 Revised	2010 Budget
General Fund				
General Services	\$ 202,573	\$ 208,414	\$ 219,271	\$ 185,323
Information Systems	2,731,955	2,724,954	2,782,511	2,868,933
Computers				
Computer Maintenance	354,406	1,129,723	1,069,666	1,259,365
Computer Replacement	952,517	677,532	3,118,550	2,493,850
Print Shop				
Print Shop	301,085	295,022	367,530	389,265
Total Information Technology Department	\$ 4,542,536	\$ 5,035,645	\$ 7,557,528	\$ 7,196,736

Operating Expenditures by Division





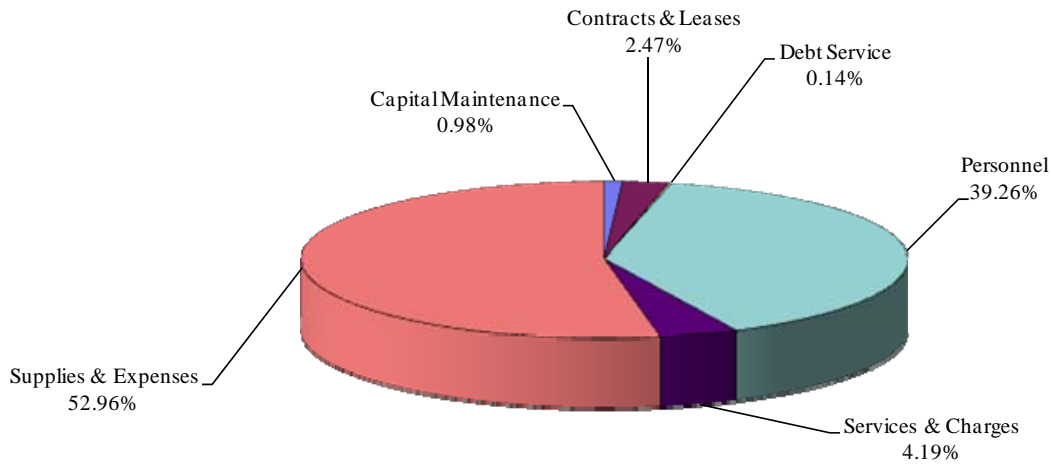
CITY OF ARVADA

INFORMATION TECHNOLOGY DEPARTMENT

Operating Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund				
Personnel	\$ 2,473,931	\$ 2,381,432	\$ 2,508,868	\$ 2,564,083
Services & Charges	277,613	325,768	308,390	301,685
Supplies & Expenses	116,970	140,191	120,912	122,967
Contracts & Leases	40,036	58,720	32,890	33,877
Capital Maintenance	25,978	27,257	30,722	31,644
Computers				
Personnel	82,568	89,684	85,733	95,842
Services & Charges	2,218	323	-	-
Supplies & Expenses	1,120,622	1,590,311	4,102,483	3,630,973
Capital Maintenance	-	-	-	26,400
Capital Outlay	101,515	126,937	-	-
Print Shop				
Personnel	155,167	156,007	160,011	165,705
Supplies & Expenses	33,000	31,286	55,596	57,250
Contracts & Leases	101,595	98,984	129,662	143,675
Deb Service	-	2,035	9,828	9,829
Capital Maintenance	10,123	3,937	12,433	12,806
Capital Outlay	1,200	2,773	-	-
Total Information Technology Department	\$ 4,542,536	\$ 5,035,645	\$ 7,557,528	\$ 7,196,736

2012 Operating Expenditures by Category





CITY OF
ARVADA

INFORMATION TECHNOLOGY DEPARTMENT

Information Technology Employee Positions

(Provided in final version)



PURPOSE: The municipal court acts as an impartial tribunal.

BUDGET CHANGES – 2011 and 2012:

- None

PROGRAMS:

Judicial

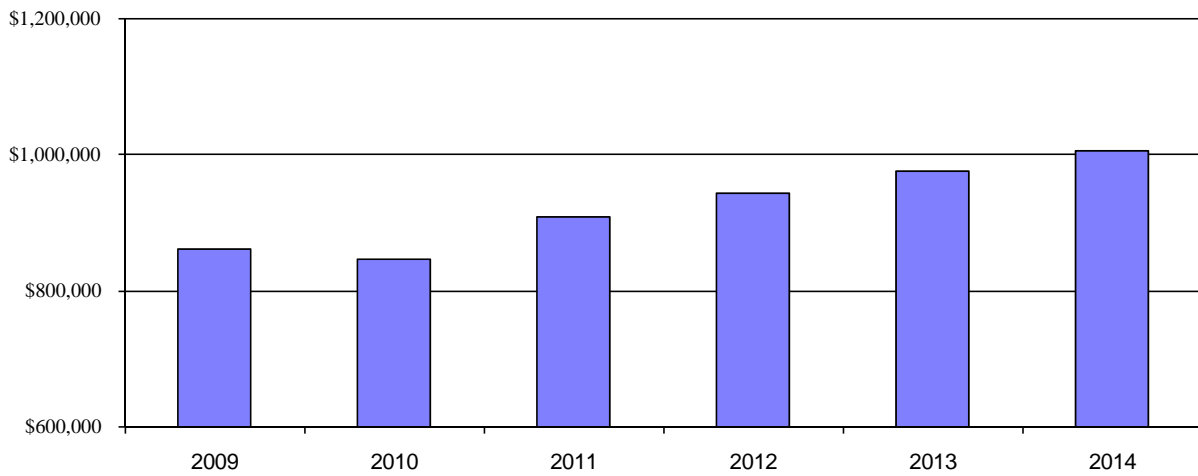
- ◆ Municipal Court
 - ◆ Budget
 - ◆ Personnel
 - ◆ Court Policies & Procedures
- ◆ Process Summons and Complaints
 - ◆ Delinquent Notices
 - ◆ Plea by Mail Notices
 - ◆ Arrest and Bench Warrants
- ◆ Arraignment Sessions
 - ◆ Video Arraignment
 - ◆ City Ordinance
 - ◆ Juvenile
 - ◆ Traffic/Parking
- ◆ Teen Court
 - ◆ Recruitment of Teens & Judges
 - ◆ Training
 - ◆ Sentencing
 - ◆ Acquisition/Management of Grants
 - ◆ Weekly Court Sessions
- ◆ Trial Sessions
 - ◆ Pre-Trials
 - ◆ Trial to Court
 - ◆ Evidentiary and motion Hearings
 - ◆ Jury Trial
- ◆ Sentencing
 - ◆ Alcohol Counseling
 - ◆ Community Service
 - ◆ Domestic Violence Counseling
 - ◆ In-Home Detention
 - ◆ Jail Sentences Imposed
 - ◆ Mediation
 - ◆ Restitution
- ◆ Citizen Inquiries and Complaints



Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Judicial	\$ 859,133	\$ 845,774	\$ 907,820	\$ 941,337
Total Judicial Department	\$ 859,133	\$ 845,774	\$ 907,820	\$ 941,337

Operating Expenditures by Division

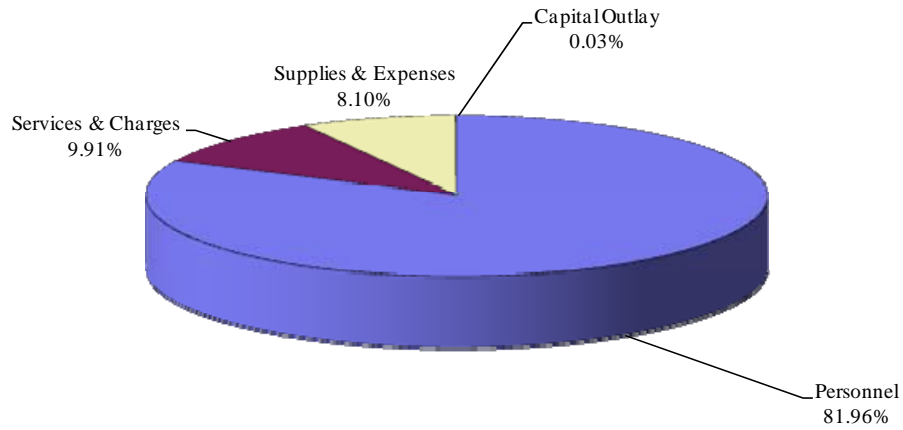




Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Personnel	\$ 670,874	\$ 683,748	\$ 736,367	\$ 771,474
Services & Charges	109,248	87,185	95,301	93,296
Supplies & Expenses	79,011	74,841	75,870	76,276
Capital Maintenance	-	-	-	-
Capital Outlay	-	-	282	291
Total Judicial Department	\$ 859,133	\$ 845,774	\$ 907,820	\$ 941,337

2012 Operating Expenditures by Category





Judicial Employee Positions

(Provided in final version)



PURPOSE: The City Attorney's office prosecutes municipal court violations, performs general legal services, provides counsel to City Council, the City Manager and all departments, offices, agencies, boards, commissions and authorities, and when necessary acts as liaison to outside legal counsel.

BUDGET CHANGES – 2011 and 2012:

- None

PROGRAMS:

City Attorney

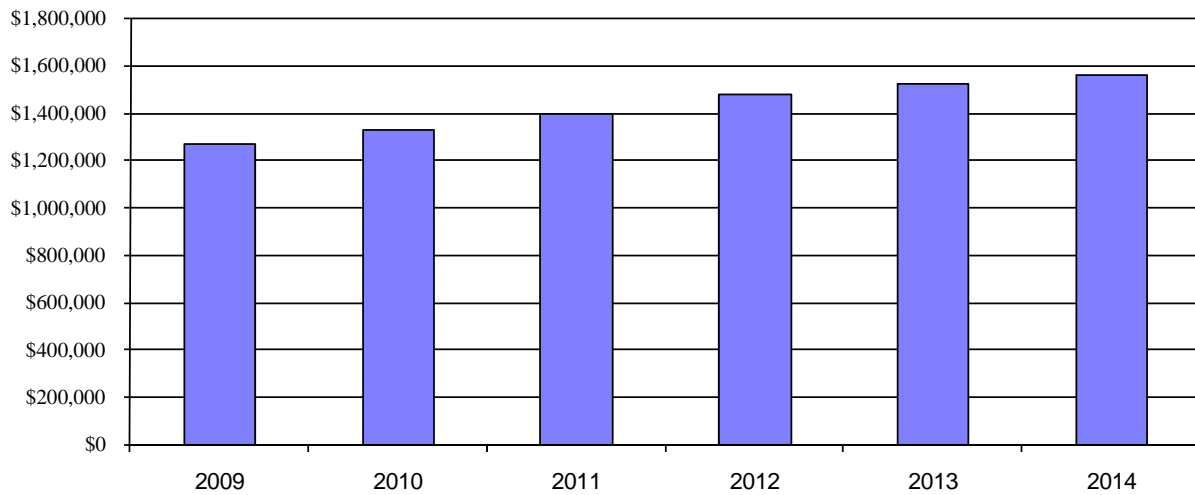
- ◆ General Legal
 - ◆ Advisory Counsel to all Commissions, Boards, and Authorities
 - ◆ Corporate Counsel to all City Departments, AEDA, Arvada Center and Child Advocacy Center
- ◆ Litigation
 - ◆ Civil
 - ◆ Real Property Condemnations
 - ◆ Personnel Issues
 - ◆ Water Counsel Liaison
- ◆ Prosecution
 - ◆ Traffic and Criminal
 - ◆ Code Enforcement
 - ◆ Hearings



Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
City Attorney	\$ 1,267,588	\$ 1,323,921	\$ 1,392,636	\$ 1,477,202
Total Legal Department	\$ 1,267,588	\$ 1,323,921	\$ 1,392,636	\$ 1,477,202

Operating Expenditures by Division

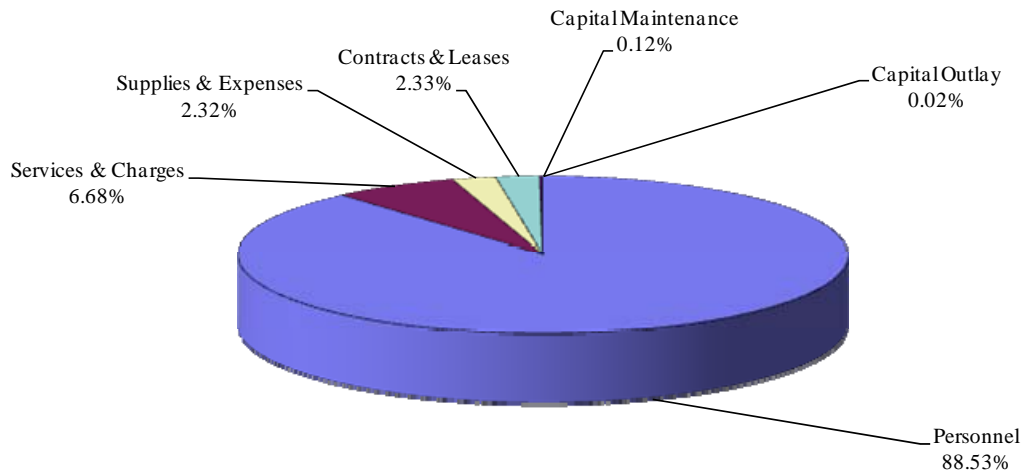




Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Personnel	\$ 1,114,082	\$ 1,155,871	\$ 1,220,830	\$ 1,307,759
Services & Charges	83,238	92,142	102,380	98,731
Supplies & Expenses	34,607	37,722	33,976	34,198
Contracts & Leases	34,957	38,186	33,440	34,443
Capital Maintenance	704	-	1,727	1,779
Capital Outlay	-	-	283	292
Total Legal Department	\$ 1,267,588	\$ 1,323,921	\$ 1,392,636	\$ 1,477,202

2012 Operating Expenditures by Category





Legal Department Employee Positions

(Provided in final version)



CITY OF ARVADA

PARKS, GOLF, AND HOSPITALITY SERVICES DEPARTMENT

PURPOSE: Parks, Golf and Hospitality Services delivers essential services, programs and opportunities that enrich Arvada’s quality of life experience. The department acquires, develops and maintains Arvada’s parks, trails, open spaces and recreational amenities; manages the city’s golf, banquet, conference and concession business enterprises; coordinates special projects; and provides community-wide celebrations.

BUDGET CHANGES – 2011 and 2012:

- Added \$21,068 for increases in electricity for sports complexes
- Added \$13,637 for increases in electricity at Stenger/Lutz
- Added \$23,340 in various line items for maintenance at Sunrise Ridge, Saddlebrook, Spring Mesa and Gibbs West Skate park
- Added \$9,340 for increases in water charges
- Added \$10,927 for temporary wages
- Added \$200,000 for a transfer to Capital Projects Fund in 2012 for improvement projects

PROGRAMS:

Parks, Trails and Open Space Design and Management

- ♦ Parks, Trails and Open Space Maintenance
 - ♦ Park Maintenance
 - ♦ Irrigation System Maintenance
 - ♦ Forestry
 - ♦ Athletic Field Maintenance
 - ♦ Open Space Maintenance
 - ♦ Computerized Irrigation Program
 - ♦ Park Rentals
 - ♦ Facility Landscape Maintenance
- ♦ Parks and Urban Design
 - ♦ Jefferson County Open Space Liaison
 - ♦ Grant Proposals
 - ♦ Taking Lasting Care Parks System Capital Maintenance Program
 - ♦ Capital Improvement Program
 - ♦ Long Range Planning
 - ♦ Plan Review and Landscape Inspection
 - ♦ Design Services
 - ♦ Park Advisory Committee (APAC) Liaison

Golf Club Operations

- ♦ Lake Arbor Golf Club Operations
 - ♦ Pro-shop Operations
 - ♦ Restaurant Operations
 - ♦ Maintenance Operations
- ♦ West Woods Golf Club Operations
 - ♦ Pro-shop Operations
 - ♦ Restaurant Operations
 - ♦ Maintenance Operations
- ♦ Capital Maintenance and Improvement Program

Banquet and Conference Services

- ♦ Arvada Center Banquet and Conference Facility
- ♦ Stenger Sports Complex Concessions
- ♦ Arvada Center Theater Concessions

Festivals & Special Events

- ♦ Arvada Festivals Commission

Arvada Sister Cities International

- ♦ Sister Cities Relationship with Mechelen Belgium
- ♦ Sister Cities Relationship with Kyzylorda, Kazakhstan
- ♦ Sister City Relationship with Jinzhou, China

Heritage and Historic Preservation

- ♦ Church Ranch National Historic District
- ♦ Gold Strike Park
- ♦ Moore Bros. Farm

Lake Recreation

- ♦ Arvada Reservoir
- ♦ Welton Reservoir

Environmental Education and Natural Resource Management

- ♦ Majestic View Nature Center



CITY OF ARVADA

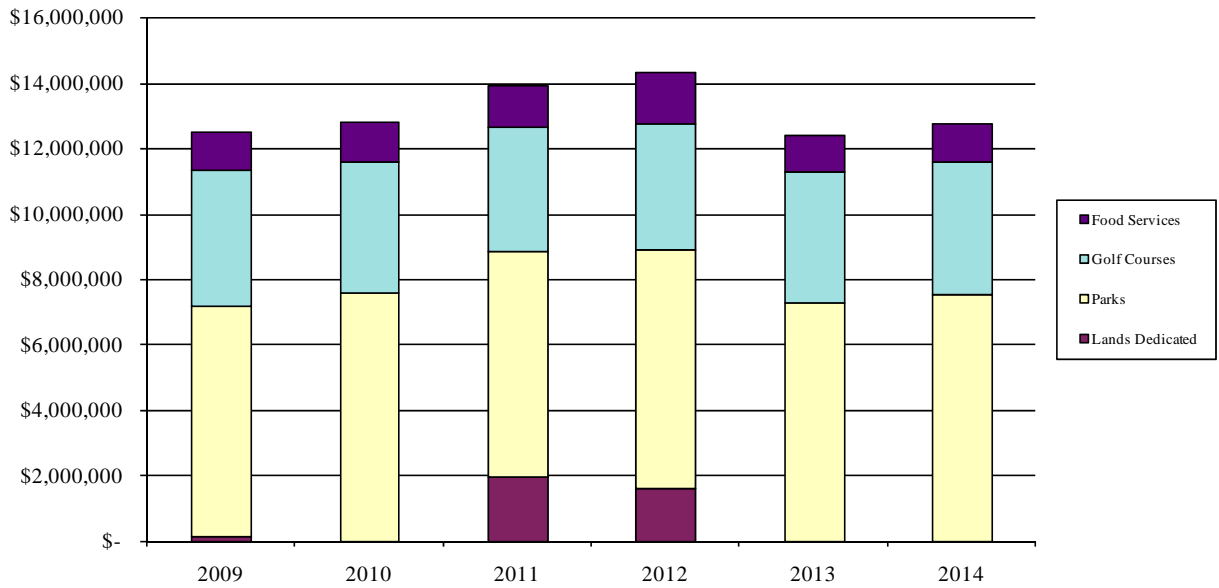
PARKS, GOLF, AND HOSPITALITY SERVICES DEPARTMENT

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Food Services				
Banquet Facility	\$ 1,156,173	\$ 1,201,100	\$ 1,312,497	\$ 1,526,502
Lands Dedicated				
Lands Dedicated	127,037	-	1,965,185	1,591,236
Golf Courses				
Golf Course General Administration	844,847	797,412	889,013	874,490
Lake Arbor Golf Course Administration	485,128	480,523	452,693	464,158
Lake Arbor Maintenance	570,073	532,205	506,696	600,486
Lake Arbor Restaurant	207,900	217,115	199,788	205,296
West Woods Golf Course Administration	578,513	538,993	510,059	520,979
West Woods Maintenance	628,949	639,457	494,120	458,497
West Woods Restaurant	806,835	782,151	735,021	750,539
Parks				
Arvada Reservoir	18,939	21,759	20,621	21,121
Athletic Facilities	427,237	454,891	469,798	500,747
District 1	291,453	330,602	334,279	351,716
District 2	222,872	267,698	276,600	288,502
District 3	232,526	303,406	307,200	343,104
Forestry/Open Space	252,355	284,137	290,794	298,330
Joint Parks Administration	4,676,750	5,072,793	4,258,412	4,567,862
Nature Center	142,646	133,324	147,785	135,693
Park & Urban Design	790,166	719,860	752,639	782,578
Total Parks, Golf & Hospitality Services	\$ 12,460,399	\$ 12,777,426	\$ 13,923,200	\$ 14,281,836



Operating Expenditures by Fund



Note: Because of the complicated nature of the Parks, Golf, and Hospitality Services Department's structure, the Operating Expenditure graph is calculated by fund rather than division.



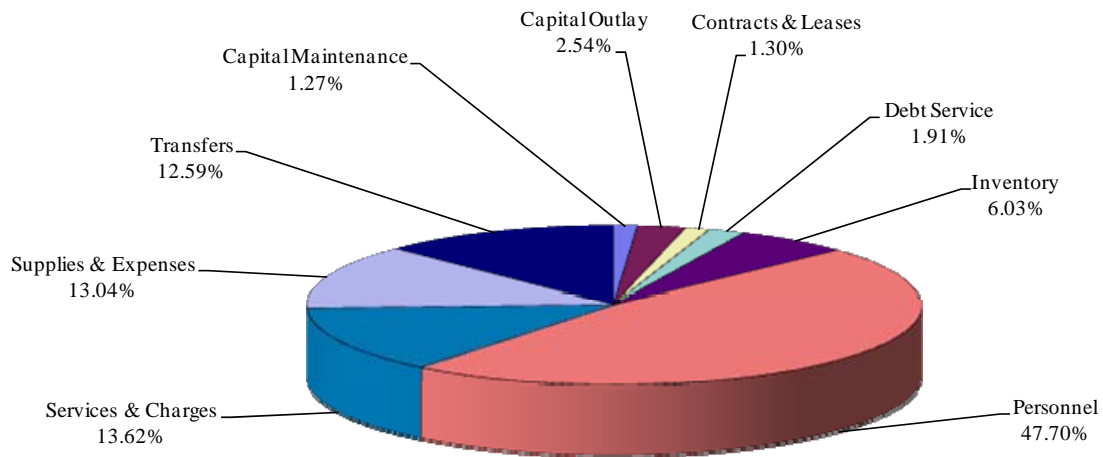
CITY OF ARVADA
PARKS, GOLF, AND HOSPITALITY SERVICES DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
Lands Dedicated				
Transfers	127,037		1,965,185	1,591,236
Parks				
Personnel	3,833,324	3,921,138	4,033,559	4,151,037
Services & Charges	1,064,274	1,206,626	1,337,117	1,443,717
Supplies & Expenses	1,209,094	1,333,854	1,222,543	1,226,336
Contracts & Leases	121,839	111,679	146,553	150,949
Inventory	3,054	2,675	4,984	5,134
Capital Maintenance	105,955	89,785	97,471	108,008
Capital Outlay	-	34,155	12,759	-
Other Financing Uses	-	151	-	1,299
Transfers	717,404	888,407	3,142	203,173
Golf Courses				
Personnel	2,042,194	1,992,163	1,884,134	1,964,361
Services & Charges	496,545	462,537	409,644	393,898
Supplies & Expenses	581,183	564,989	528,944	539,526
Contracts & Leases	29,461	29,992	33,800	34,476
Debt Service	63,035	40,721	273,248	273,447
Inventory	558,998	542,956	500,291	510,297
Capital Maintenance	55,940	86,510	53,850	54,927
Capital Outlay	216,577	264,535	100,000	100,000
Other Financing Uses	17	-	-	-
Transfers	78,295	3,453	3,479	3,513
Food Services				
Personnel	554,269	575,398	651,891	696,318
Services & Charges	141,068	134,877	106,461	106,910
Supplies & Expenses	81,839	87,638	95,118	96,968
Inventory	343,573	359,390	341,000	345,000
Capital Maintenance	11,388	12,202	15,117	18,210
Capital Outlay	24,025	31,595	102,910	263,096
Other Financing Uses	11	-	-	-
Total Parks, Golf & Hospitality Services	\$ 12,460,399	\$ 12,777,426	\$ 13,923,200	\$ 14,281,836



2012 Operating Expenditures by Category





CITY OF
ARVADA

PARKS, GOLF, AND HOSPITALITY SERVICES DEPARTMENT

Parks, Golf and Hospitality Employee Positions

(Provided in final version)



PURPOSE: Public Safety programs provide responsive and customer-oriented service to the citizens of Arvada through strategies and concepts, which include emergency response, criminal apprehension, community problem solving, youth and adult education, animal management, and criminal investigation. These services reduce crime and disorder and fear of crime, maintain and improve traffic and pedestrian safety, educate our youth and other community members and retain a high quality of life in the City.

BUDGET CHANGES – 2011 and 2012:

- Eliminated \$5,797 in temporary wages and related social security

PROGRAMS:

Office of the Chief

- ◆ Budget Administration
- ◆ Grant Acquisition Management
- ◆ Representation on Committees/Boards
- ◆ Public Information
- ◆ Internal/Special Investigations
- ◆ Research and Development
- ◆ Personnel Administration
- ◆ Policy Analysis and Formulation
- ◆ Federal Procurement Program Participation
- ◆ Citizens Police Academy

Administration

- ◆ Accreditation
- ◆ Background Investigations
- ◆ Promotional Processes
- ◆ Recruitment
- ◆ Secondary Employment
- ◆ Staff Inspections
- ◆ Support Staff
- ◆ Police Academy Coordination for Recruits
- ◆ Volunteer Program
- ◆ Training
- ◆ Police Service Technician Program

Animal Management

- ◆ Animal Management
- ◆ Public Education

Communications

- ◆ Communications Center (Police Dispatch)
- ◆ Communications Training Instructor Program

Records

- ◆ Criminal Justice Records Management
- ◆ Evidence & Property Management and Storage
- ◆ Police Report Typing and Data Entry
- ◆ Training and Evaluation Program

Patrol

- ◆ Community Resource Impact Team
- ◆ DUI Enforcement
- ◆ Field Training Officer Program
- ◆ K-9 Unit
- ◆ SWAT Team
- ◆ Bicycle Program
- ◆ Trouble Traffic Task Force
- ◆ Explorer Post
- ◆ Traffic Enforcement Program
- ◆ Patrol
- ◆ Special Events
- ◆ School Resource Officer Program
- ◆ Crime Analysis

Ralston House

- ◆ Victim Advocate
- ◆ Forensic Therapist/Interviewer
- ◆ Medical services

Investigations

- ◆ Criminalistic Laboratory
- ◆ Crimes Against Persons
- ◆ Crimes Against Property
- ◆ Crimes Against Children
- ◆ Fugitive Apprehension/Sexual Offender Registration Program
- ◆ Economic Crime Investigations
- ◆ Liquor Licensing Investigations
- ◆ Domestic Violence Unit
- ◆ Senior Liaison Program
- ◆ Computer Crimes
- ◆ Monitoring Organized Crime/Subversive Groups
- ◆ Criminal Intelligence
- ◆ Metro Area Auto Theft Task Force

Special Investigations

- ◆ West Metro Drug Task Force
- ◆ Narcotic Violations/Investigations
- ◆ Vice and Illegal Gambling Violations/Investigations



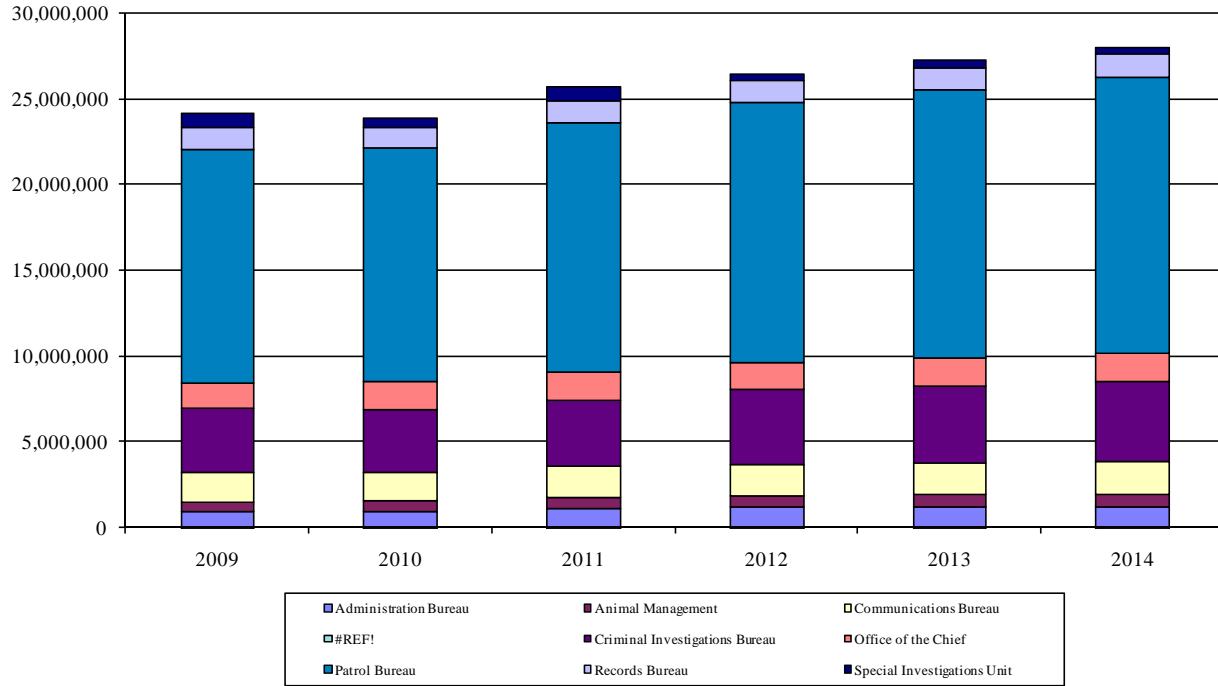
CITY OF ARVADA
PUBLIC SAFETY DEPARTMENT

Expenditures by Division

	2009 Actual	2010 Actual	2011 Revised	2012 Division
General Fund				
Administration Bureau	\$ 821,073	\$ 849,777	\$ 845,960	\$ 899,227
Animal Management	462,044	463,434	513,446	548,008
Communications Bureau	1,104,544	1,027,016	1,159,816	1,159,805
Criminal Investigations Bureau	2,501,177	2,540,016	2,636,532	2,959,082
Office of the Chief	953,052	1,138,618	1,111,757	1,095,289
Patrol Bureau	10,411,774	10,306,617	11,096,404	11,551,442
Records Bureau	1,130,903	935,414	1,026,647	1,015,202
Special Investigations Unit	799,479	609,579	783,857	387,902
Police Seizure				
Office of the Chief	4,607	25,000	25,000	25,000
Police Tax Increment .21				
Administration Bureau	96,226	92,189	202,844	209,122
Animal Management	65,525	68,023	74,641	78,147
Communications Bureau	275,310	288,931	287,886	312,112
Criminal Investigations Bureau	332,072	311,392	336,983	342,962
Office of the Chief	331,851	280,950	269,182	277,482
Patrol Bureau	1,603,835	1,672,440	1,709,322	1,791,314
Records Bureau	211,012	209,649	242,513	248,741
Police Tax Increment .25				
Administration Bureau	22,599	5,688	50,594	52,111
Animal Management	50,427	52,027	58,381	61,754
Communications Bureau	307,459	318,233	334,469	343,021
Criminal Investigations Bureau	911,483	885,754	899,766	1,041,983
Office of the Chief	166,695	166,960	211,001	220,358
Patrol Bureau	1,545,022	1,626,082	1,783,494	1,769,196
Records Bureau	83	-	1,688	1,738
Total Public Safety Department	\$ 24,108,252	\$ 23,873,789	\$ 25,662,183	\$ 26,390,998



Operating Expenditures by Division



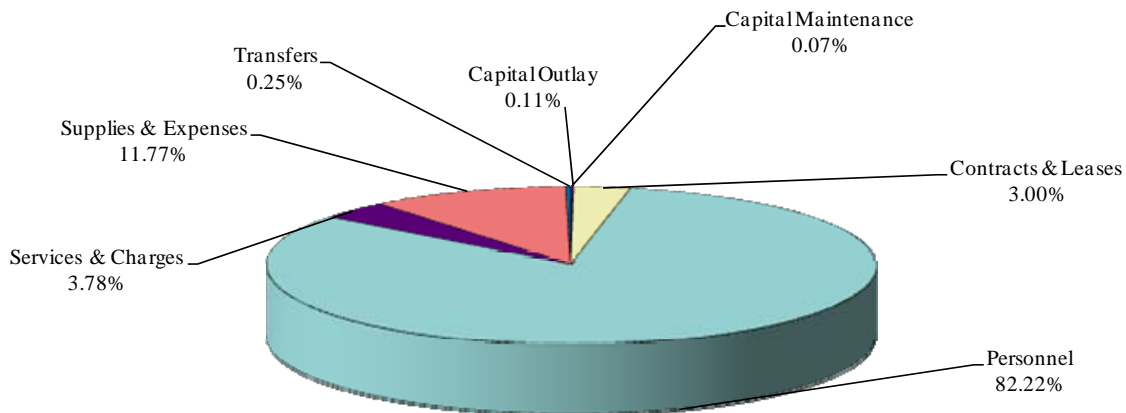


CITY OF ARVADA
PUBLIC SAFETY DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund				
Personnel	\$ 15,051,958	\$ 14,346,525	\$ 15,567,511	\$ 16,068,116
Services & Charges	666,857	653,597	745,493	676,688
Supplies & Expenses	1,992,903	2,218,276	2,138,065	2,117,104
Contracts & Leases	451,831	645,907	681,704	711,153
Capital Maintenance	5,758	6,166	14,969	15,419
Capital Outlay	14,707	-	26,677	27,477
Other Financing Uses	32	-	-	-
Police Seizure				
Supplies & Expenses	4,607	25,000	25,000	25,000
Police Tax Increment .21				
Personnel	2,186,602	2,264,723	2,389,479	2,527,708
Services & Charges	111,781	126,072	179,317	169,123
Supplies & Expenses	542,626	471,889	452,795	458,730
Contracts & Leases	34,679	31,812	67,805	69,238
Capital Maintenance	-	-	2,493	2,567
Transfers	40,143	29,078	31,482	32,514
Police Tax Increment .25				
Personnel	2,773,558	2,852,882	2,945,592	3,104,056
Services & Charges	104,469	96,040	162,833	150,728
Supplies & Expenses	125,019	105,822	186,771	189,732
Contracts & Leases	722	-	10,654	10,973
Capital Outlay	-	-	601	619
Transfers	-	-	32,942	34,053
Total Public Safety Department	\$ 24,108,252	\$ 23,873,789	\$ 25,662,183	\$ 26,390,998

2012 Operating Expenditures by Category





Public Safety Employee Positions

(Provided in final version)



This Page Intentionally Left Blank



PURPOSE: To provide infrastructure, facilities, and services for the citizens and customers.

BUDGET CHANGES – 2011 and 2012:

Public Works

General Fund

- Added \$46,000 for the recycling program (to be offset with \$32,680 in rebates)
- Added \$20,400 in temporary wages to complete the parking study

Water Fund

- Reduced the transfer from the Water Fund to the General Fund by \$325,000
- Added \$84,721 to add electronic utility bills to the Customer Information System
- Added \$50,000 for Water Treatment Plant repairs
- The Water Fund budget was prepared assuming a 4.5% increase in water rates for 2012

Wastewater Fund

- Reduced the transfer from the Wastewater Fund to the General Fund by \$100,000
- Added \$35,793 for increases in payments to Metro Wastewater
- The Wastewater Fund budget was prepared assuming a 5.5% increase in wastewater rates for 2012

Stormwater Fund

- The Stormwater Fund budget was prepared assuming a 0% increase in stormwater rates for 2012



PROGRAMS:

Administration

- ◆ Public Works Administration

Streets

- ◆ Asphalt Maintenance
- ◆ Pavement Management
- ◆ Curb, Gutter and Sidewalk Maintenance
- ◆ Snow and Ice Control
- ◆ Drainage Maintenance
- ◆ Street Sweeping
- ◆ Mowing and Right-of-Way Maintenance

Traffic and Transportation

- ◆ Traffic Engineering and Transportation Planning
 - ◆ Neighborhood Traffic
 - ◆ Development Review
 - ◆ Transportation and Transit Planning
- ◆ Traffic Operations
- ◆ Traffic Control
 - ◆ Traffic Signs
 - ◆ Street Painting
- ◆ Street Lighting

Building Inspection

- ◆ Building Inspection/Property Maintenance – New and Existing Construction
 - ◆ Plan Review
 - ◆ Inspections
 - ◆ Contractor Licensing
 - ◆ Permit Issuance
 - ◆ Investigations

Facilities Management

- ◆ Building Maintenance and Repair Services
- ◆ Master Planning
- ◆ Building Capital Construction
 - ◆ Design
 - ◆ Construction
 - ◆ Contract Administration

Engineering

- ◆ Capital Projects
 - ◆ Design
 - ◆ Contract Administration
- ◆ Engineering Development Review
- ◆ Floodplain Management
- ◆ Engineering Technical Services
 - ◆ Survey
 - ◆ Construction Inspection

Fleet Maintenance

- ◆ Vehicle Maintenance
- ◆ Routine Maintenance
- ◆ Emergency Repair
 - ◆ Fabrication
- ◆ Vehicle Replacement

Utilities

Water Utility

- ◆ Acquisition of New Water Supplies
- ◆ Water Treatment and Quality
- ◆ Water Distribution and System Maintenance

Wastewater Utility

- ◆ Wastewater Collection and System Maintenance
- ◆ Wastewater Treatment and Disposal
- ◆ Wastewater Quality Monitoring

Stormwater Utility

- ◆ Stormwater Permit Application and Compliance
- ◆ Flood Control Projects

GeoData Services

- ◆ GIS – Geographic Information Systems
- ◆ AIMS – Arvada Internet Mapping Service
- ◆ Base Parcel Map Maintenance
- ◆ Drafting – Construction
- ◆ Mapping and Drafting Support
- ◆ Police Dispatch System Support



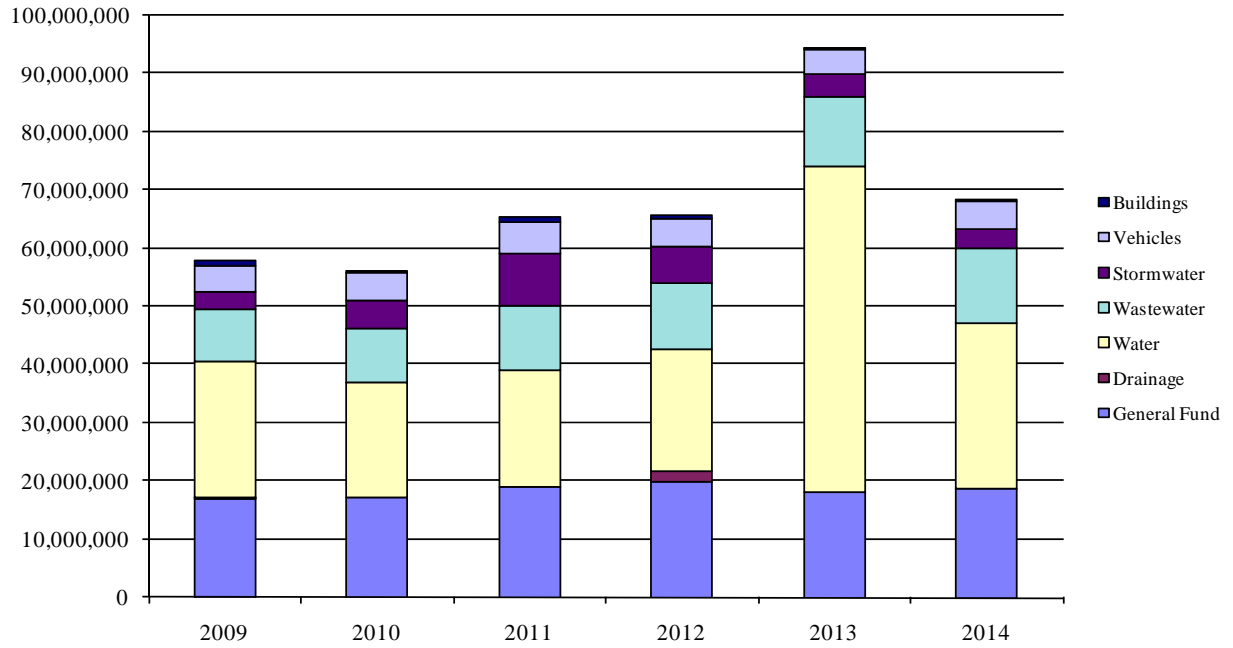
CITY OF ARVADA
PUBLIC WORKS AND UTILITIES DEPARTMENT

Expenditures by Division

		2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund					
	Building Inspection	\$ 1,436,260	\$ 1,575,248	\$ 1,298,737	\$ 1,338,403
	Engineering	2,048,350	2,050,962	2,082,951	2,146,372
	Facilities Management	2,347,987	2,400,707	2,578,464	2,701,686
	GIS	539,470	546,450	571,481	549,003
	Public Works Administration	430,011	442,297	445,330	287,465
	Streets	7,257,146	7,128,622	8,493,096	9,256,734
	Traffic	3,068,358	3,143,013	3,396,245	3,503,662
Drainage					
	Drainage	12,000	-	-	1,956,941
Water					
	Drinking Water Compliance	455,517	422,662	482,555	507,121
	Park Taps	915,748	-	-	-
	Parks Irrigation	387,024	121,641	-	-
	Ralston Treatment Plant	5,183,471	5,945,393	6,030,704	6,614,166
	Utility Administration	2,114,904	1,999,280	695,646	763,629
	Water General Administration	7,922,571	4,640,825	4,245,652	4,966,639
	Water Supply/Operations/Conservation	1,333,961	917,543	750,666	690,588
	Water System Operations	4,967,312	5,619,925	7,946,229	7,419,492
Wastewater					
	Wastewater Collection System	2,226,620	2,278,767	3,787,935	3,748,223
	Wastewater Disposal	5,044,564	5,468,340	5,888,619	6,536,367
	Wastewater General Administration	1,926,027	1,677,355	1,313,521	1,114,630
Stormwater					
	Storm Water	3,033,546	4,576,698	9,016,908	6,291,334
Vehicles					
	Vehicle Maintenance	1,999,917	4,053,846	2,095,515	2,465,356
	Vehicle Replacement	2,361,822	731,729	3,374,285	2,125,820
Buildings					
	Building Maintenance	1,032,227	518,509	793,618	879,647
Total Public Works		\$ 58,044,813	\$ 56,259,812	\$ 65,288,157	\$ 65,863,278



Operating Expenditures by Fund



Note: Because of the complicated nature of the Public Works and Utilities Department's structure, the Operating Expenditure graph is calculated by fund rather than division.



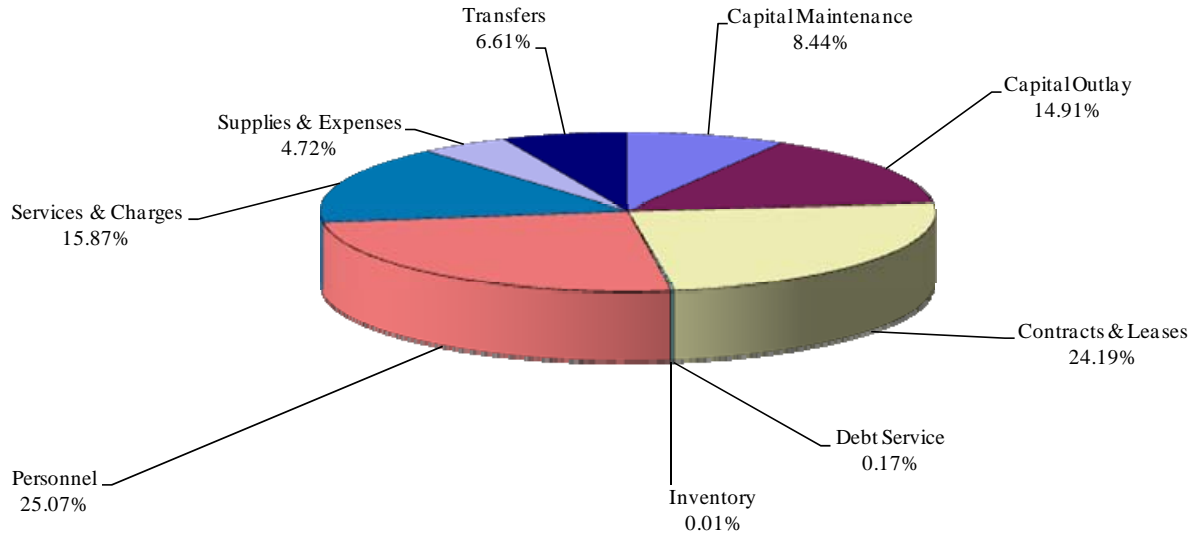
CITY OF ARVADA
PUBLIC WORKS AND UTILITIES DEPARTMENT

Expenditures by Category

	2009 Actual	2010 Actual	2011 Revised	2012 Budget
General Fund				
Personnel	\$ 8,160,774	\$ 8,188,899	\$ 8,352,478	\$ 8,506,368
Services & Charges	3,562,055	3,583,567	4,178,050	4,123,891
Supplies & Expenses	1,971,074	2,008,314	1,797,324	1,813,407
Contracts & Leases	3,086,891	3,175,124	4,238,332	5,030,532
Capital Maintenance	344,930	330,074	294,657	303,501
Capital Outlay			2,280	2,348
Other Financing Uses	1,858	1,321	3,183	3,278
Drainage				
Contracts & Leases	12,000	-	-	1,956,941
Water				
Personnel	4,500,891	4,605,702	4,904,614	5,169,317
Services & Charges	4,979,668	6,275,167	5,944,765	5,887,016
Supplies & Expenses	574,109	604,961	607,851	616,269
Contracts & Leases	614,511	215,017	471,288	390,927
Inventory	-	-	-	-
Capital Maintenance	809,596	325,576	3,970,569	3,924,687
Capital Outlay	8,539,264	5,518,312	2,153,730	3,136,959
Other Financing Uses	24,373	2,308	-	-
Transfers	3,238,096	2,120,226	2,098,635	1,836,460
Wastewater				
Personnel	1,221,236	1,202,030	1,240,609	1,140,959
Services & Charges	127,272	148,438	224,731	212,950
Supplies & Expenses	451,960	454,987	439,692	454,120
Contracts & Leases	5,042,011	5,468,025	7,686,488	8,388,172
Capital Maintenance	44,855	70,071	55,429	57,901
Capital Outlay	1,361,031	1,079,274	312,648	184,779
Other Financing Uses	10,504	150	-	-
Transfers	938,342	1,001,487	1,030,478	960,339
Stormwater				
Personnel	329,853	339,628	346,999	370,390
Services & Charges	43,155	57,722	79,022	79,706
Supplies & Expenses	36,610	19,366	19,253	19,633
Contracts & Leases	90,506	148,263	150,726	155,248
Inventory	51	-	-	-
Capital Maintenance	228,062	-	-	-
Capital Outlay	945,253	1,972,127	6,969,000	4,200,000
Other Financing Uses	1,013	35	-	-
Transfers	1,359,043	2,039,557	1,451,908	1,466,357
Vehicles				
Personnel	1,204,827	1,225,893	1,302,337	1,323,113
Services & Charges	133,387	150,973	161,466	151,696
Supplies & Expenses	105,655	128,164	188,099	205,515
Contracts & Leases	17,480	17,454	4,664	11,613
Inventory	20,057	(10,476)	8,244	8,492
Capital Maintenance	448,187	522,013	481,924	505,681
Capital Outlay	2,432,146	1,051,554	3,323,066	2,298,066
Transfers	-	1,700,000	-	87,000
Buildings				
Debt Service	28,951	25,645	111,731	112,848
Capital Maintenance	401,627	233,370	681,887	766,799
Capital Outlay	526,649	259,494	-	-
Transfers	75,000	-	-	-
Total Public Works	\$ 58,044,813	\$ 56,259,812	\$ 65,288,157	\$ 65,863,278



2012 Operating Expenditures by Category





Public Works Employee Positions

(Provided in final version)



This Page Intentionally Left Blank



CITY OF ARVADA
CAPITAL IMPROVEMENTS

	2011			
	TLC	IMPROVEMENTS	BLENDED	TOTAL
Streets & Traffic	\$ 96,950	\$ 1,294,310	\$ -	\$ 1,391,260
Parks	\$ 3,086,203	\$ 6,594,352	\$ -	\$ 9,680,555
Arvada Center	\$ 50,000	\$ -	\$ 60,000	\$ 110,000
Utilities	\$ -	\$ 2,580,000	\$ 6,900,000	\$ 9,480,000
Golf Courses	\$ 100,000	\$ 100,000	\$ -	\$ 200,000
TOTAL	\$ 3,333,153	\$ 10,568,662	\$ 6,960,000	\$ 20,861,815

	2012			
	TLC	IMPROVEMENTS	BLENDED	TOTAL
Streets & Traffic	\$ 101,959	\$ 9,852,136	\$ -	\$ 9,954,095
Parks	\$ 2,380,000	\$ 850,000	\$ -	\$ 3,230,000
Arvada Center	\$ 250,000	\$ -	\$ 60,000	\$ 310,000
Utilities	\$ 50,000	\$ 3,112,500	\$ 4,150,000	\$ 7,312,500
Golf Courses	\$ -	\$ 100,000	\$ -	\$ 100,000
TOTAL	\$ 2,781,959	\$ 13,914,636	\$ 4,210,000	\$ 20,906,595

BUDGET CHANGES – 2011 and 2012:

Capital Improvement

MAJOR CHANGES – 2012

- Eliminated \$700,000 for street maintenance and \$200,000 for parks maintenance
- Added \$475,000 to provide matching funds to neighborhoods for arterial fencing
- Added \$250,000 to construct missing sidewalks throughout the City based on recommendations of the Transportation Committee
- Added \$300,000 for preliminary engineering for the Ralston Road corridor
- Added \$250,000 to implement changes of the Traffic Calming Policy
- Added \$850,000 for the final design for a grade separation on 72nd between Oak Street and Kipling
- Added \$200,000 to replace seats at the Arvada Center Mainstage
- Added \$1,400,000 for Gold Line parking and enhancements to the station
- Added \$250,000 for the purchase of a permitting system
- Added \$750,000 for the purchase of property for the Gold Line
- Added \$300,000 for the purchase of property for JPPHA
- Added \$2,000,000 for construction of 56th Avenue

PURPOSE: Each budget cycle, the City of Arvada prepares a five-year capital improvement projects plan (CIP). The capital improvement five-year budget is the primary policy and management tool used for planning the direction of the City's capital projects. The capital improvement budget enables the City to determine, in advance, the expenditures needed to complete expensive projects over several years.

The projects for water, wastewater, and stormwater portions of the CIP are determined by a masterplan. Revenues for these three functions are derived from the collection of various water, sewer, and stormwater fees

The capital improvement program also receives funding from a general fund transfer to the capital improvement fund based on the following formula: 60 percent of the first cent of sales tax must be transferred for debt service or capital improvements. The estimated transfer, including debt service is over \$8.3 million each year. Other funding sources include developer fees, the stormwater fund, federal and state agencies, the City's share of Jefferson County Open Space (JCOS) funds, lottery funds, and more.

The capital budget includes one-time costs for projects that may last several years. Wide fluctuations are expected from year to year, depending on the phasing of projects. In spite of these differences, the operating and capital budgets are closely linked.

Each year, as capital projects are planned and others are completed, the costs related to maintaining those capital assets are looked at. Many times we are able to absorb these costs into our operations. There are situations where we need to add additional staff and supplies to maintain these projects. An example of this in the 2011 budget was the creation of three new Streets Maintenance workers. With the increase in budget and focus on street maintenance the need was too great for the current staff to handle. These employees have 2 year costs, including equipment and supplies, of \$342,330. Another example is the increase in the electrical budget, \$33,500 for each year, needed for the new lights that were installed at Long Lake Ranch Regional Park.

In 2011 and 2012, there will be many new Capital Projects funded. Each one will be looked at individually to see the effects they will have on the operational budget. Specifically, each time a new Park is finished the average cost to maintain it is \$20,000 to \$25,000. With 6 new Parks scheduled to be completed in 2011 or 2012, this will be an area of focus and an on-going need.

Many of the other projects for 2011 and 2012 should have minimal operational costs as many of them are replacement projects. Some of these replacement projects will actually save us resources that can then be used for maintaining other items. An example of this is the updating of our irrigation systems. As we continue to upgrade the older systems throughout the City of Arvada, we are able to save water and electricity.

What follows is an outline of the proposed CIP revenues and expenditures for 2011 and 2012.



PROGRAMS:

Streets & Traffic
 Parks and Trails
 Facilities

Utilities
 Golf Courses

CRITERIA:

Many more capital projects are listed in the five-year capital plan than can be funded in any one budget cycle. Therefore, prioritization of projects is done as part of the biennial budget process. The criteria used for each priority is outlined as follows:

Priority 1:

- A. Eliminates a hazard
- B. Satisfies an obligation (i.e. federal and state mandates, City Council goals, developer agreements and legal contracts)
- C. Funded entirely by sources other than CIP dollars (i.e. open space funds, developer escrow, CDBG funds, Regional Transportation District, etc)

Priority 2:

- A. Eliminates a hazard
- B. Satisfies an obligation (i.e. federal and state mandates, City Council goals, developer agreements and legal contracts)
- C. Receives funding from other sources and/or CIP dollar revenue

Priority 3:

- A. May eliminate a hazard
- B. Does not satisfy an obligation
- C. Does not have funding available other than CIP dollars

PERFORMANCE MEASURES – 2011 and 2012

- Realize 98% of revenues identified for specific projects.
- Projects are completed at or below original budget estimates.
- Start and complete 90% of projects in accordance with the time line indicated in the budget.

MAJOR ACCOMPLISHMENTS:

- In 2009, improved 97.13 lane miles and added 2.12 new lane miles
- In 2010, improved 113.10 lane miles and added 11.35 new lane miles
- Completed the restoration of the Churches Ranch Barn
- Completed the landscaping of the Van Bibber Creek project
- Completed the installation of the traffic signal at 64th and Lloyd
- Completed the cart paths at West Woods Golf Course
- Completed the low water usage gardens at the Majestic View Nature Center
- Completed the installation of the new CIS software



- Completed the Olde Wadsworth Sanitary Sewer extension
- Completed the Ralston Valley High School round about
- Completed the Kipling Street Bridge replacement

CIP RELATED CITY COUNCIL OBJECTIVES:



- Develop and maintain resource management plans for all city-owned open space properties that define appropriate public use and ecosystem management strategies.



- Provide parks and recreational facilities to meet the programmed and un-programmed recreational needs of Arvada area residents by acquiring and developing an adequate amount of parkland to meet the diverse needs of the community.
- Protect important open space areas in and around the City by targeting and protecting open space areas that are priorities for protection, including, riparian areas and drainage corridors, important wildlife habitat and corridors, areas with threatened or endangered species, areas of unique natural vegetation, water bodies, community buffers, scenic areas, view corridors, strategically located undeveloped land within already developed areas of the City Of Arvada, and historic and cultural resources sites; and, work with other public and private organizations to study and identify critical natural areas for preservation.
- Develop an adequate level of funding for planning, acquiring, developing, enhancing, and maintaining parks, trails, and open spaces.
- Provide long-term financial sustainability for on-going operations and capital improvements by developing and maintaining a coordinated strategic funding plan.
- Maintain an internal and external communications program
- Manage Arvada Reservoir and Welton Reservoir as places protected through on-going management and stewardship.
- Ensure that existing demands and future demands are met through the development of new golf recreational facilities.
- Identify alternative long-term funding sources for park maintenance
- Provide effective and efficient golf course administration that excels at financial resource management and personnel management.



- Plan for future expansion needs, and improve and maintain physical appearance and efficiency of existing City facilities.
- Maximize use of available technology for efficiency, effectiveness, and/or public safety.
- Complete and maintain a safe and well-planned transportation system to meet community needs, including vehicle, pedestrian, bicycle, commuter rail, and mass transit.
- Maintain clear and safe streets for the entire City.
- Preserve transportation rights-of-way throughout the City.

STREETS AND TRAFFIC CAPITAL PROJECTS

Description of Revenues

General CIP: Per the Charter, 60% of the first cent of general sales tax revenue (20%)
Intergovernmental: Funding from counties, state, and federal governments
Developer & Private Contributions: Park Development Fees, Lands Dedicated, grants, etc.
Enterprise Revenues: Water tap fees, 3¢ charged per 1,000 gallons of water sold, etc.
Other: One-time fund balance transfers to CIP, interest earnings on fund balances, etc.

Description of Project Types

Taking Lasting Care (TLC): Maintenance of existing site or infrastructure
Improvements: Creation of something new where nothing similar existed before
Blended: Scope of project involves both maintaining what previously existed and creating new improvements

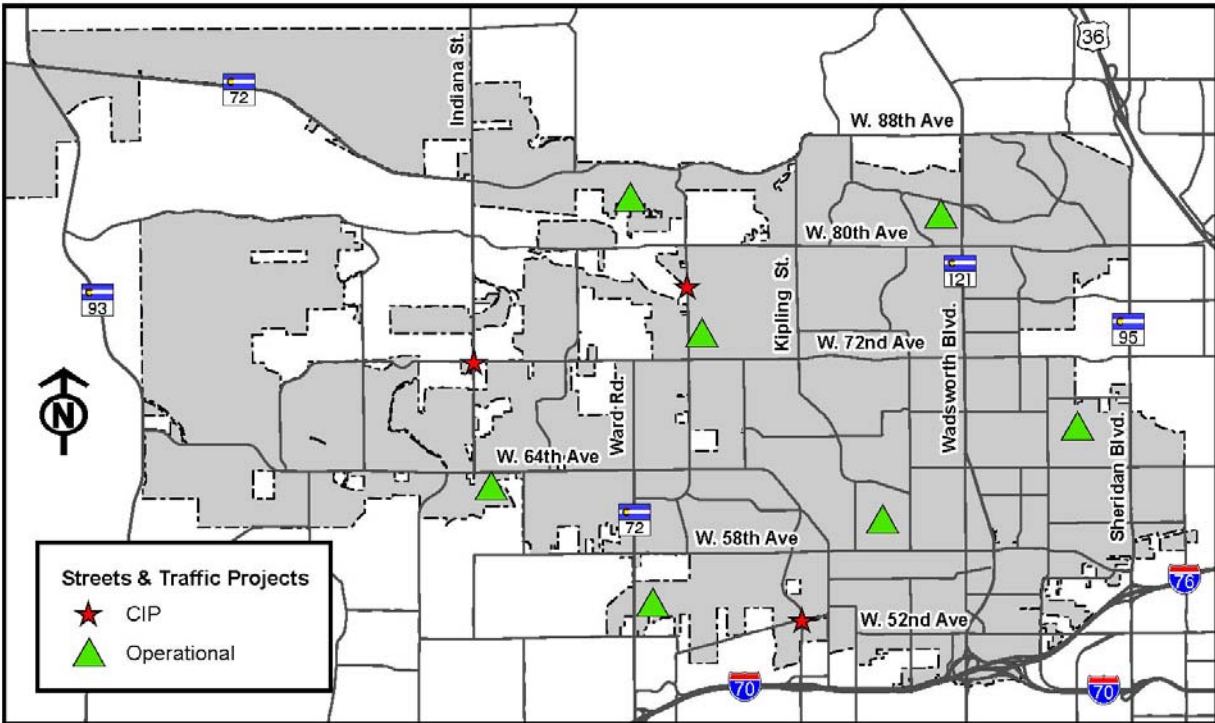
Revenues	2011	2012
-General CIP	\$1,391,260	\$1,629,095
-Intergovernmental	\$0	\$0
-Developer & Private Contrib.	\$0	\$0
-Enterprise Revenues	\$0	\$0
-Other	\$0	\$8,325,000
TOTAL	\$1,391,260	\$9,954,095

Project Types	2011	2012
-TLC	\$96,950	\$101,959
-Improvements	\$1,294,310	\$9,852,136
-Blended Projects	\$0	\$0
TOTAL	\$1,391,260	\$9,954,095
TOTAL FOR 2011 – 2012	\$11,345,355	



STREETS & TRAFFIC PROJECTS FOR 2011 & 2012

<u>TLC</u>		<u>IMPROVEMENTS</u>		<u>IMPROVEMENTS</u>	
Long Life Markings	\$83,636	Railroad Quiet Zones	\$700,000	56th Ave Intersection	\$2,000,000
Sidewalks	\$52,273	Video Detection	\$41,818	Arterial Fencing	\$475,000
Guardrail Replacement	\$63,000	W 72nd/Indiana Intersection Improvements	\$150,000	Final Design Indiana st & 72nd Ave	\$150,000
		Traffic Signals	\$209,090	Gold Line Parking	\$750,000
		Intersection Safety Improvements	\$104,545	Gold Line Enhancements	\$1,400,000
		Safe Routes Program	\$41,818	Missing Sidewalks	\$250,000
		Bike/Ped Program	\$104,545	Ralston Road	\$300,000
		Kipling Street Enhancements	\$364,996	Various Intersection Improvements	\$3,000,000
		ADA Ramps	\$175,636		
		Collector Street Improvements	\$110,818		
		Arterial Street Improvements	\$209,090		
		City Share of Arterial Streets	\$209,090		
		Relocation of Irrigation Ditch	\$400,000		
TOTAL	\$198,909	TOTAL	\$2,821,446	TOTAL	\$8,325,000



*Project locations are based on plans current as of the date of publication and are subject to change. Because not all projects have particular sites, or locations are not currently determinable, some may not be depicted above.

**Operational project locations are based on initial plans made by Public Works for work in 2011 and 2012 and are subject to revision. As depicted, these locations represent the approximate area of planned work.



PARKS CAPITAL PROJECTS

Description of Revenues

General CIP: Per the Charter, 60% of the first cent of general sales tax revenue (20%)
Intergovernmental: Funding from counties, state, and federal governments
Developer & Private Contributions: Park Development Fees, Lands Dedicated, grants, etc.
Enterprise Revenues: Water tap fees, 3¢ charged per 1,000 gallons of water sold, etc.
Other: One-time fund balance transfers to CIP, interest earnings on fund balances, etc.

Description of Project Types

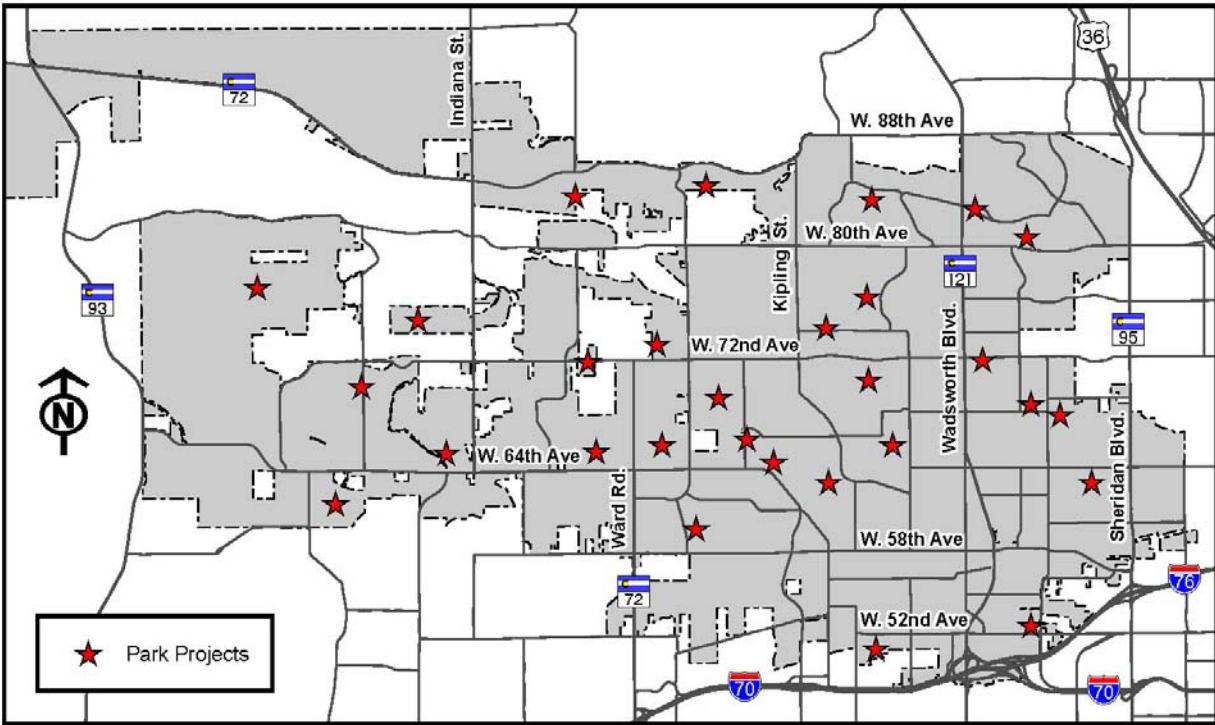
Taking Lasting Care (TLC): Maintenance of existing site or infrastructure
Improvements: Creation of something new where nothing similar existed before
Blended: Scope of project involves both maintaining what previously existed and creating new improvements

Revenues	2011	2012
-General CIP	\$2,350,000	\$2,350,000
-Intergovernmental	\$507,000	\$200,000
-Developer & Private Contrib.	\$5,384,708	\$5,823,493
-Enterprise Revenues	\$38,846	\$209,692
-Other	\$1,400,000	\$1,500,000
TOTAL	\$9,680,555	\$10,083,185

Project Types	2011	2012
-TLC	\$3,086,203	\$2,380,000
-Improvements	\$6,594,352	\$850,000
-Blended Projects	\$0	\$0
TOTAL	\$9,680,555	\$3,230,000
TOTAL FOR 2011 – 2012	\$12,910,555	



CITY OF
ARVADA
CAPITAL IMPROVEMENTS



*Project locations are based on plans current as of the date of publication and are subject to change. Because not all projects have particular sites, or locations are not currently determinable, some may not be depicted above.

FACILITIES CAPITAL PROJECTS

Description of Revenues

General CIP: Per the Charter, 60% of the first cent of general sales tax revenue (20%)
Intergovernmental: Funding from counties, state, and federal governments
Developer & Private Contributions: Park Development Fees, Lands Dedicated, grants, etc.
Enterprise Revenues: Water tap fees, 3¢ charged per 1,000 gallons of water sold, etc.
Other: One-time fund balance transfers to CIP, interest earnings on fund balances, etc.

Description of Project Types

Taking Lasting Care (TLC): Maintenance of existing site or infrastructure
Improvements: Creation of something new where nothing similar existed before
Blended: Scope of project involves both maintaining what previously existed and creating new improvements

Revenues	2011	2012
-General CIP	\$110,000	\$110,000
-Intergovernmental	\$0	\$0
-Developer & Private Contrib.	\$0	\$0
-Enterprise Revenues	\$0	\$0
-Other	\$0	\$200,000
TOTAL	\$110,000	\$310,000

Project Types	2011	2012
-TLC	\$50,000	\$250,000
-Improvements	\$0	\$0
-Blended Projects	\$60,000	\$60,000
TOTAL	\$110,000	\$310,000
TOTAL FOR 2011 – 2012	\$420,000	

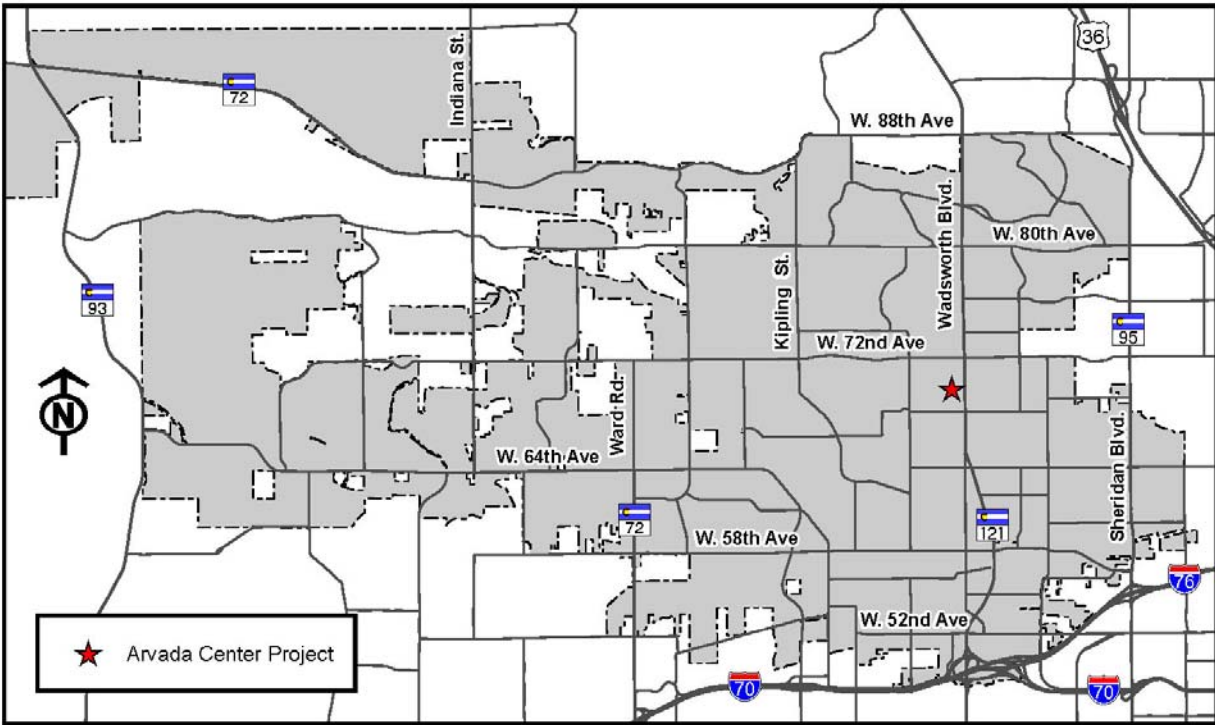


ARVADA CENTER PROJECTS FOR 2011 & 2012

<u>TLC</u>		<u>IMPROVEMENTS</u>		<u>BLENDED</u>	
Arvada Center Small Major/ Capital Maint.	\$100,000				
Arvada Center Seats	\$200,000			Public Art	\$120,000
TOTAL	\$300,000	TOTAL	\$0	TOTAL	\$120,000



CITY OF **ARVADA**
CAPITAL IMPROVEMENTS



UTILITIES CAPITAL PROJECTS

Description of Revenues

General CIP: Per the Charter, 60% of the first cent of general sales tax revenue (20%)
Intergovernmental: Funding from counties, state, and federal governments
Developer & Private Contributions: Park Development Fees, Lands Dedicated, grants, etc.
Enterprise Revenues: Water tap fees, 3¢ charged per 1,000 gallons of water sold, etc.
Other: One-time fund balance transfers to CIP, interest earnings on fund balances, etc.

Description of Project Types

Taking Lasting Care (TLC): Maintenance of existing site or infrastructure
Improvements: Creation of something new where nothing similar existed before
Blended: Scope of project involves both maintaining what previously existed and creating new improvements

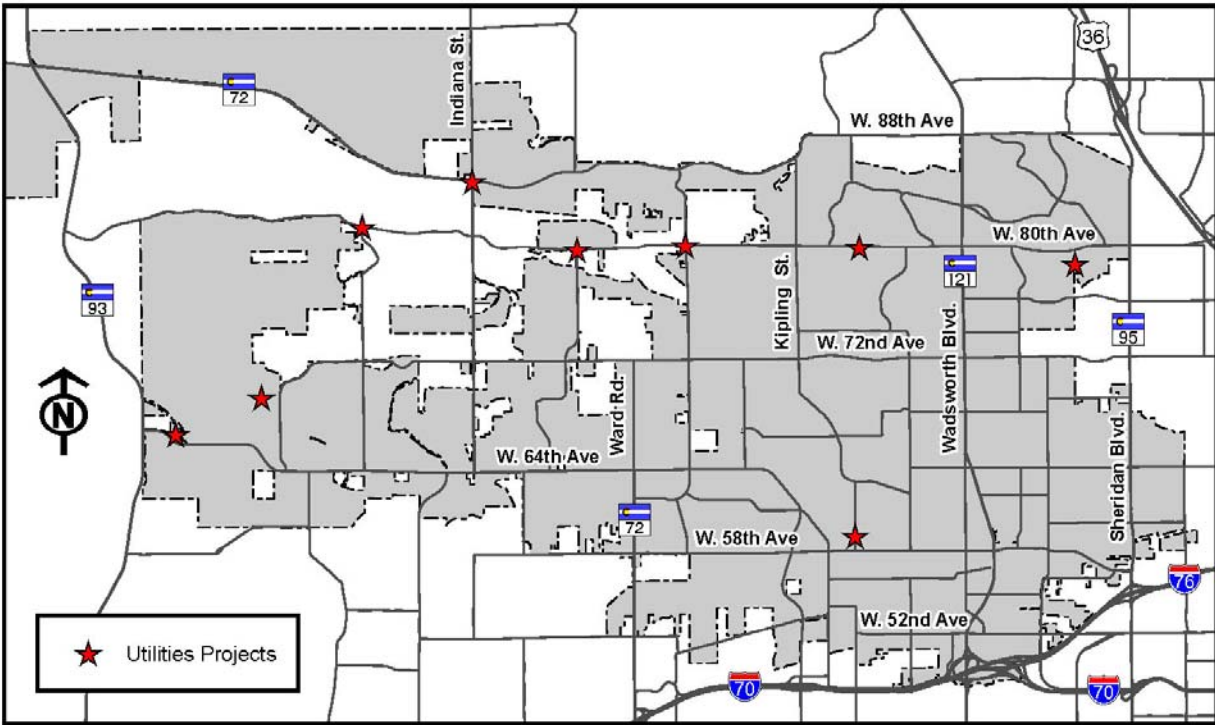
Revenues	2011	2012
-General CIP	\$0	\$0
-Intergovernmental	\$0	\$0
-Developer & Private Contrib.	\$0	\$0
-Enterprise Revenues	\$9,480,000	\$7,312,500
-Other	\$0	\$0
TOTAL	\$9,480,000	\$7,312,500

Project Types	2011	2012
-TLC	\$0	\$50,000
-Improvements	\$2,580,000	\$3,062,500
-Blended Projects	\$6,900,000	\$4,200,000
TOTAL	\$9,480,000	\$7,312,500
TOTAL FOR 2011 – 2012	\$16,792,500	



UTILITIES PROJECTS FOR 2011 & 2012

<u>TLC</u>		<u>IMPROVEMENTS</u>		<u>BLENDED</u>	
Pond Dredging	\$50,000	Leyden Storage Project	\$51,000	Garrison Bridge Replacement	\$10,000,000
		Denver Water Moffat Project	\$2,550,000	Misc. Drainage Projects	\$1,050,000
		Ralston WTP - Ponds	\$210,000		
		Acquiring Water Rights	\$452,000		
		Northwest System Improvements	\$270,000		
		Arvada WTP - Plate Settlers & Building Addition	\$1,200,000		
		Cathodic Protection on 42" Pipeline	\$505,000		
		Water System Security	\$25,000		
		North System Oversizing	\$178,000		
		Easement Modifications	\$101,500		
		Leyden Area Oversizing	\$150,000		
TOTAL	\$50,000	TOTAL	\$5,692,500	TOTAL	\$11,050,000



*Project locations are based on plans current as of the date of publication and are subject to change. Because not all projects have particular sites, or locations are not currently determinable, some may not be depicted above.



GOLF COURSE CAPITAL PROJECTS

Description of Revenues

General CIP: Per the Charter, 60% of the first cent of general sales tax revenue (20%)

Intergovernmental: Funding from counties, state, and federal governments

Developer & Private Contributions: Park Development Fees, Lands Dedicated, grants, etc.

Enterprise Revenues: Water tap fees, 3¢ charged per 1,000 gallons of water sold, etc.

Other: One-time fund balance transfers to CIP, interest earnings on fund balances, etc.

Description of Project Types

Taking Lasting Care (TLC): Maintenance of existing site or infrastructure

Improvements: Creation of something new where nothing similar existed before

Blended: Scope of project involves both maintaining what previously existed and creating new improvements

Revenues	2011	2012
-General CIP	\$0	\$0
-Intergovernmental	\$0	\$0
-Developer & Private Contrib.	\$0	\$0
-Enterprise Revenues	\$100,000	\$100,000
-Other	\$100,000	\$0
TOTAL	\$200,000	\$100,000

Project Types	2011	2012
-TLC	\$100,000	\$0
-Improvements	\$100,000	\$100,000
-Blended Projects	\$0	\$0
TOTAL	\$200,000	\$100,000
TOTAL FOR 2011 – 2012	\$300,000	

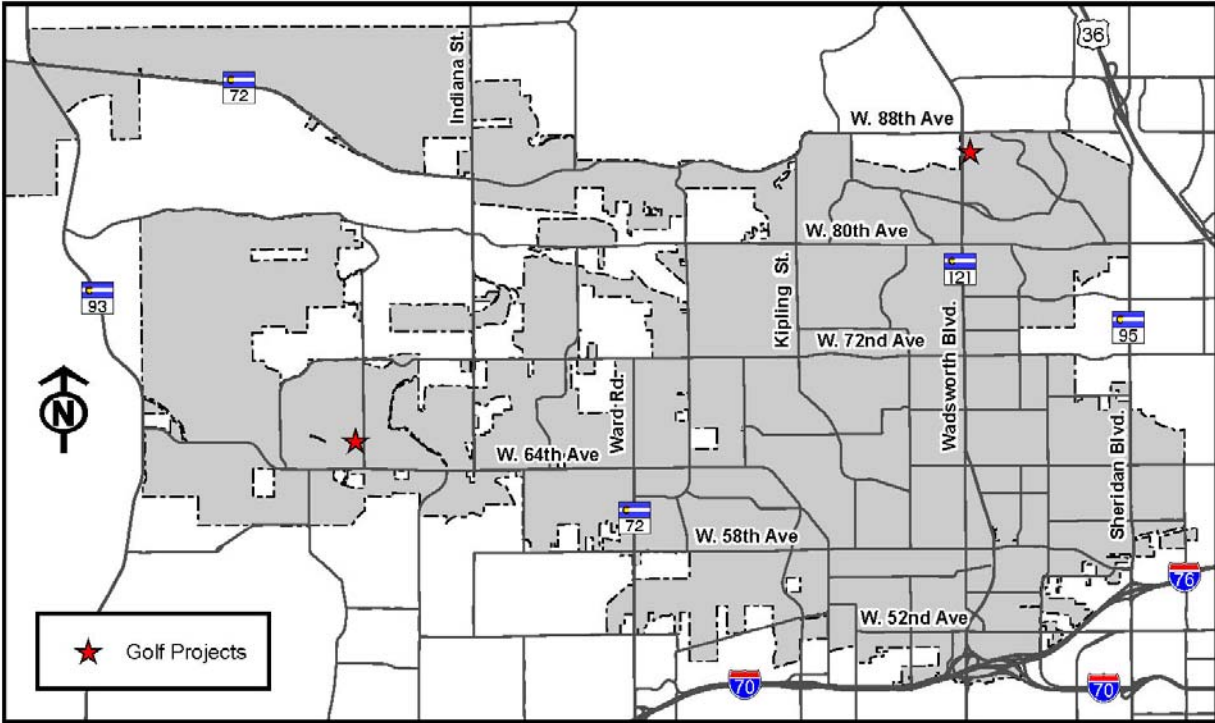


GOLF COURSE PROJECTS FOR 2011 & 2012

<u>TLC</u>		<u>IMPROVEMENTS</u>		<u>BLENDED</u>
WW Bunker Restoration Phase II	\$100,000	WW Cart & Equipment Building	\$100,000	
		Lake Arbor GC Restroom	\$100,000	
TOTAL	\$100,000	TOTAL	\$200,000	TOTAL
				\$0



CITY OF ARVADA
CAPITAL IMPROVEMENTS





This Page Intentionally Left Blank