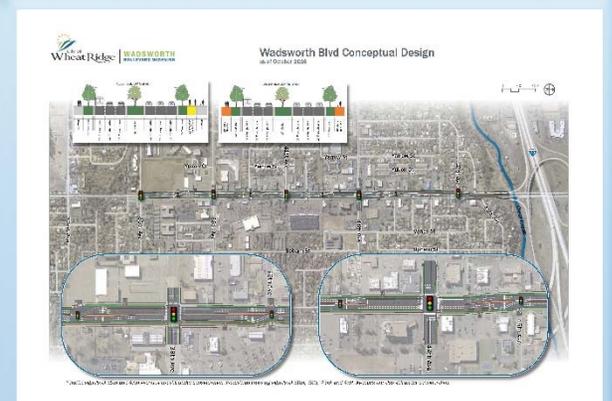


STRATEGIC INVESTMENT IN OUR FUTURE



2017 PROPOSED BUDGET PRESENTATION

CITY COUNCIL STUDY SESSION

NOVEMBER 7, 2016

WHEAT RIDGE VISION 2025

*WHEAT RIDGE IS A BEAUTIFUL CITY
AND A COMMUNITY FOR FAMILIES.*

*WHEAT RIDGE HAS GREAT NEIGHBORHOODS,
VIBRANT COMMERCIAL CENTERS AND MULTI-MODAL
TRANSPORTATION AND IS COMMITTED TO ENVIRONMENTAL
STEWARDSHIP.*

*WHEAT RIDGE RESIDENTS ENJOY AN ACTIVE, HEALTHY LIFESTYLE,
AND HOMETOWN FEELING AND PRIDE.*

WHEAT RIDGE – A GREAT PLACE TO LIVE!

WHEAT RIDGE FIVE-YEAR GOALS



ECONOMICALLY VIABLE COMMERCIAL AREAS



FINANCIALLY SOUND CITY PROVIDING EXCEPTIONAL SERVICE



CHOICE OF DESIRABLE NEIGHBORHOODS

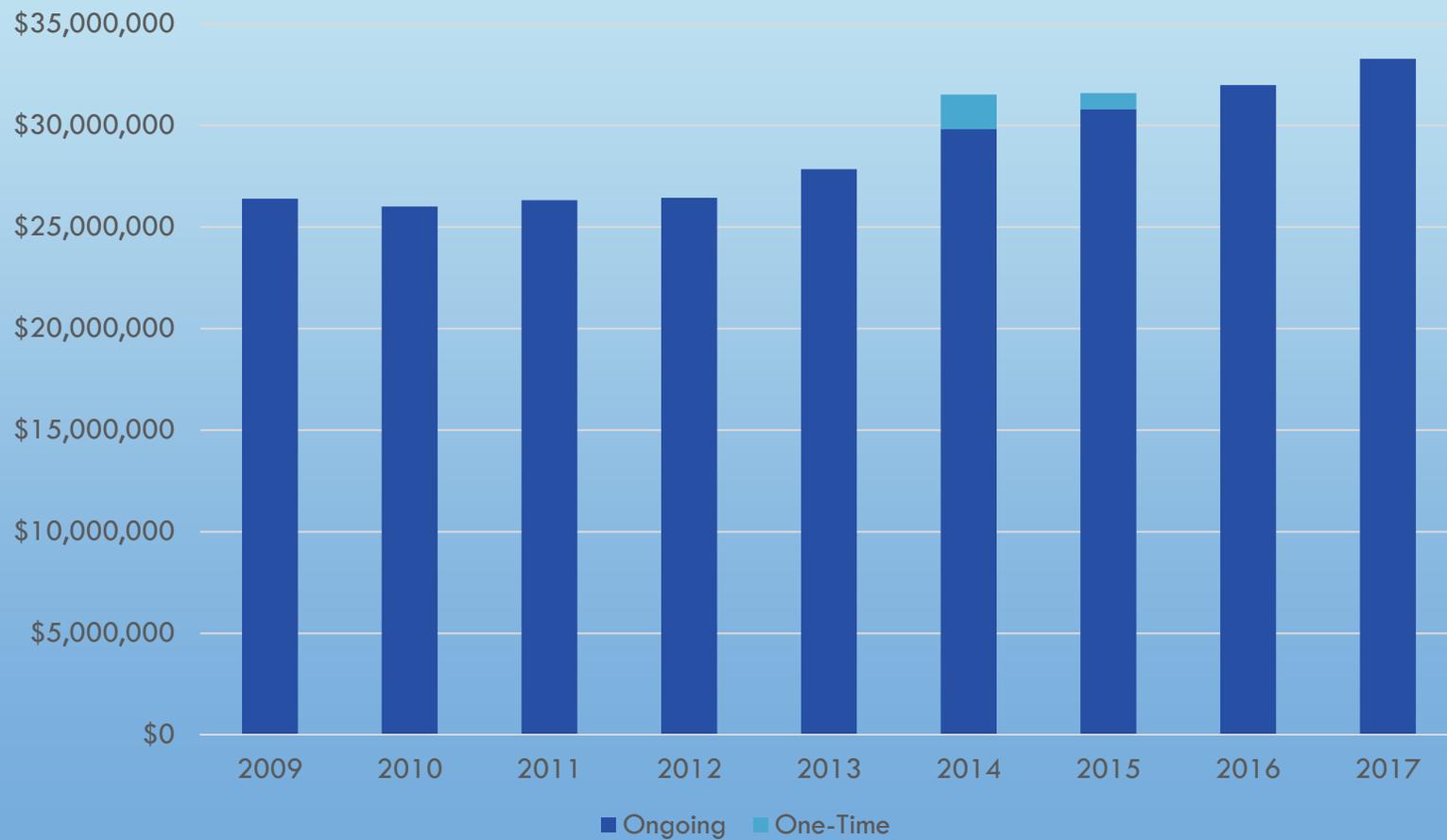


MORE ATTRACTIVE WHEAT RIDGE

FINANCIAL HEALTH OF THE CITY

- REVENUES

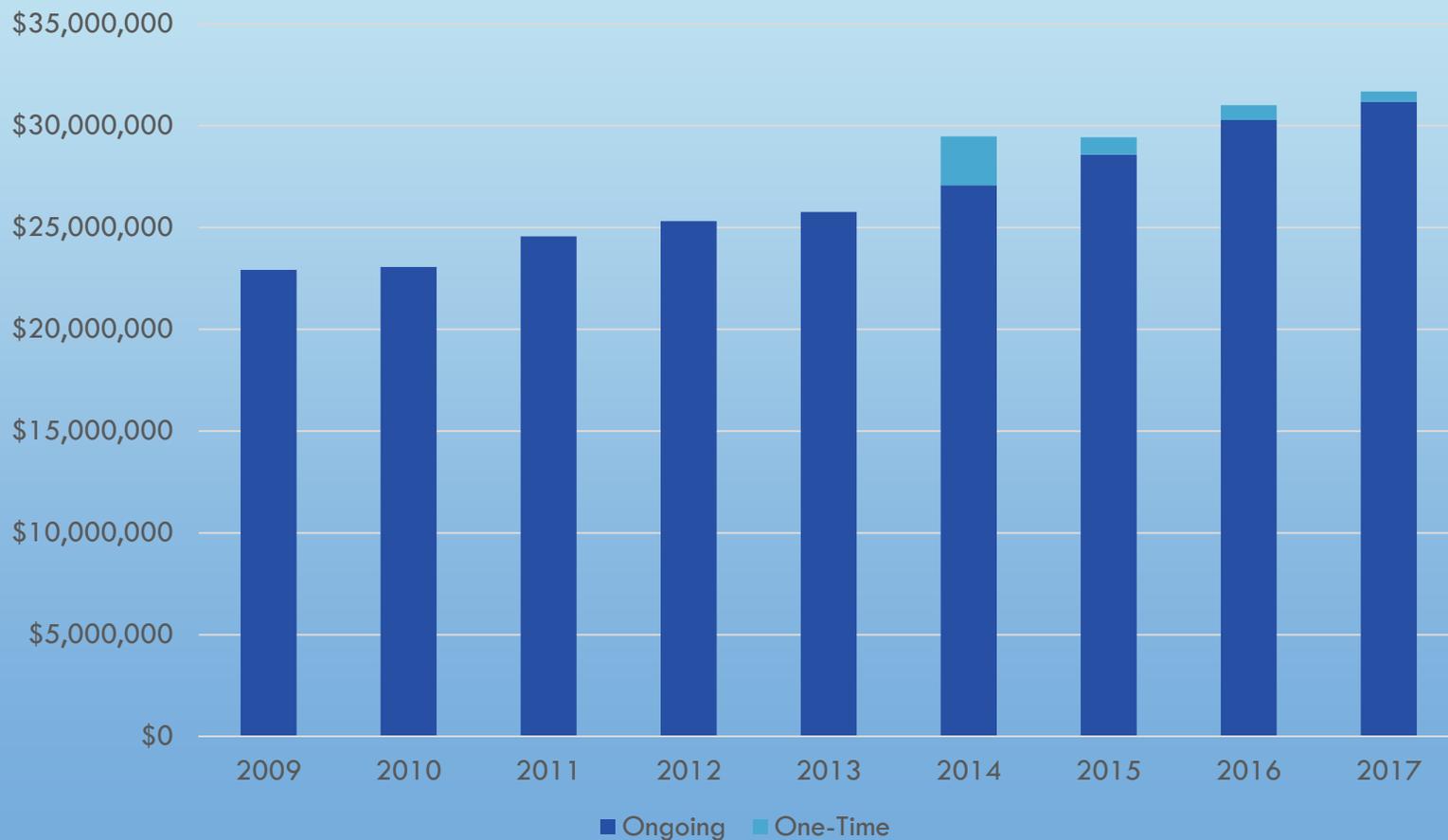
General Fund Revenue History
Post Recession



FINANCIAL HEALTH OF THE CITY

- EXPENDITURES

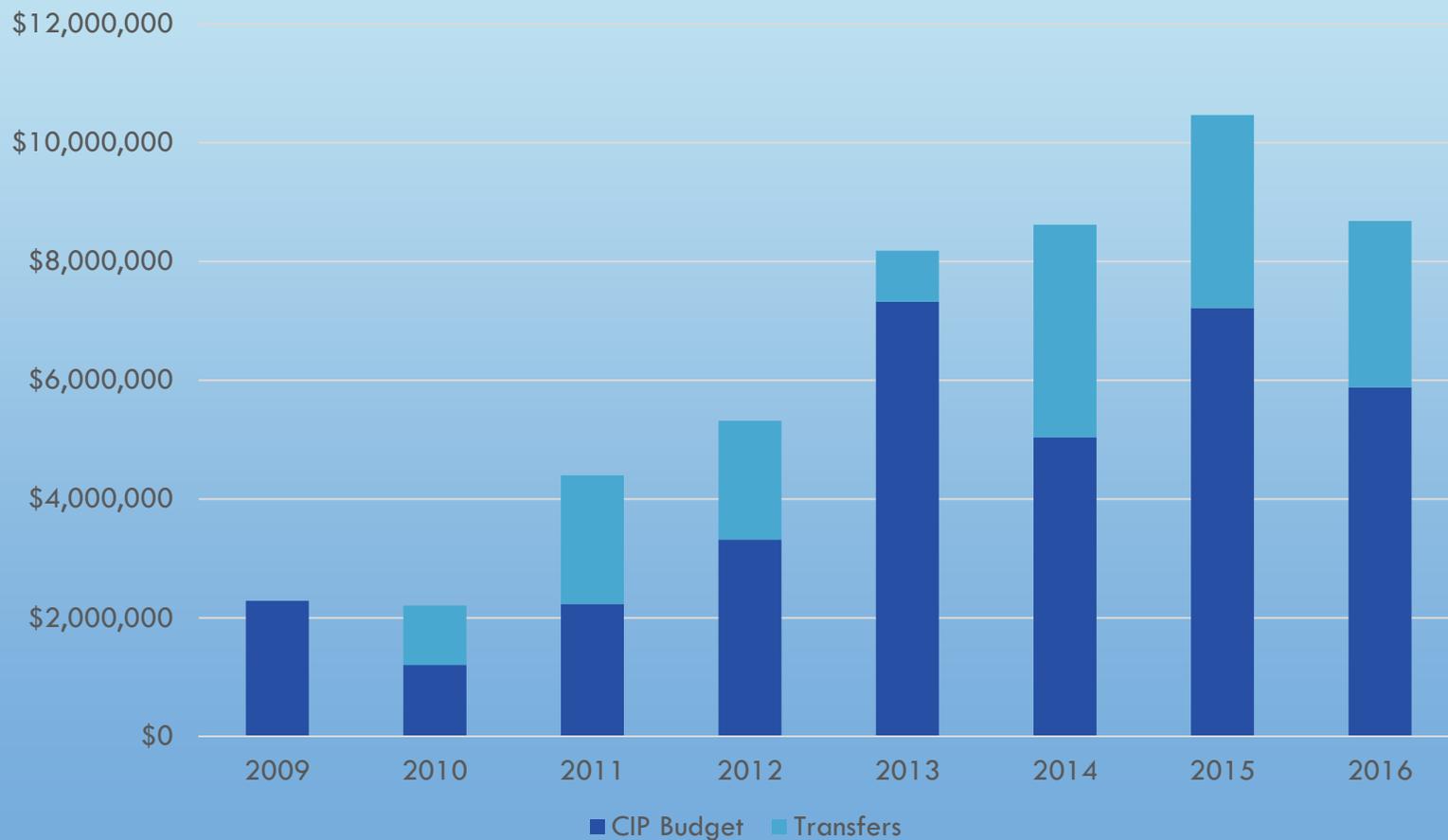
General Fund Expenditure History
Post Recession



FINANCIAL HEALTH OF THE CITY

- CIP BUDGET

CIP Expenditure/General Fund Transfer History
Post Recession



SHORT-TERM BUDGET PICTURE

- 2017 PROPOSED GENERAL FUND BUDGET - BALANCED
 - ADDING \$2.1M TO RESERVES
 - CITY MANAGER REDUCTIONS - \$1.6M
 - \$465,075 IN FLEET REPLACEMENT DEFERRED
 - 7.5 NEW POSITIONS DEFERRED
- \$3M TRANSFER TO CIP
 - \$2M FOR WADSWORTH PROJECT
 - \$1M FOR GENERAL CIP PROJECTS
- \$100,000 TRANSFER TO CAPITAL EQUIPMENT REPLACEMENT FUND
- PROJECTED UNRESTRICTED RESERVES OF 18%

LONG-TERM FISCAL CHALLENGES

- PERPETUAL SYSTEMIC FUNDING GAP CONTINUES
- CIP FUNDING GAP 2018-2025 - LACK OF SUSTAINABLE LONG-TERM FUNDING SOURCE FOR INFRASTRUCTURE NEEDS
 - CONTINUED DEPENDENCE ON TRANSFERS FROM THE GENERAL FUND
- CONTINUED FOCUS ON ECONOMIC DEVELOPMENT

2017 TOTAL PROJECTED REVENUE (ALL FUNDS)

\$40,097,719 PROJECTED REVENUES

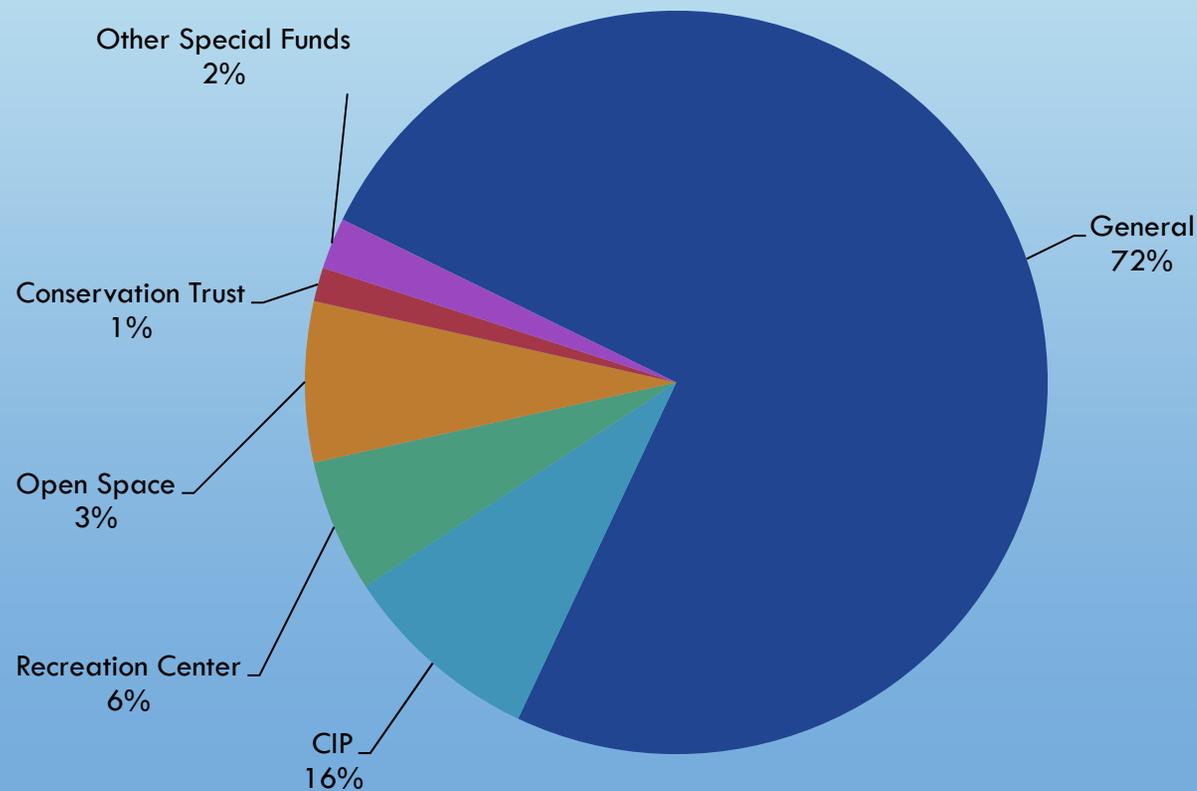
\$12,414,494 BEGINNING FUND BALANCE

\$52,512,213 TOTAL AVAILABLE FUNDS

- 7% INCREASE COMPARED TO 2016 ESTIMATED REVENUES (NOT INCLUDING FUND BALANCE)
- \$10,826,739 – ENDING FUND BALANCE

2017 TOTAL PROPOSED EXPENDITURES

- **\$41,865,474** – INCLUDES GENERAL, CIP AND 8 SPECIAL REVENUE FUNDS
- 10% DECREASE COMPARED TO 2016 ADJUSTED BUDGET



2017 PROJECTED GENERAL FUND REVENUES

\$33,272,401

PROJECTED REVENUES

\$ 8,068,070

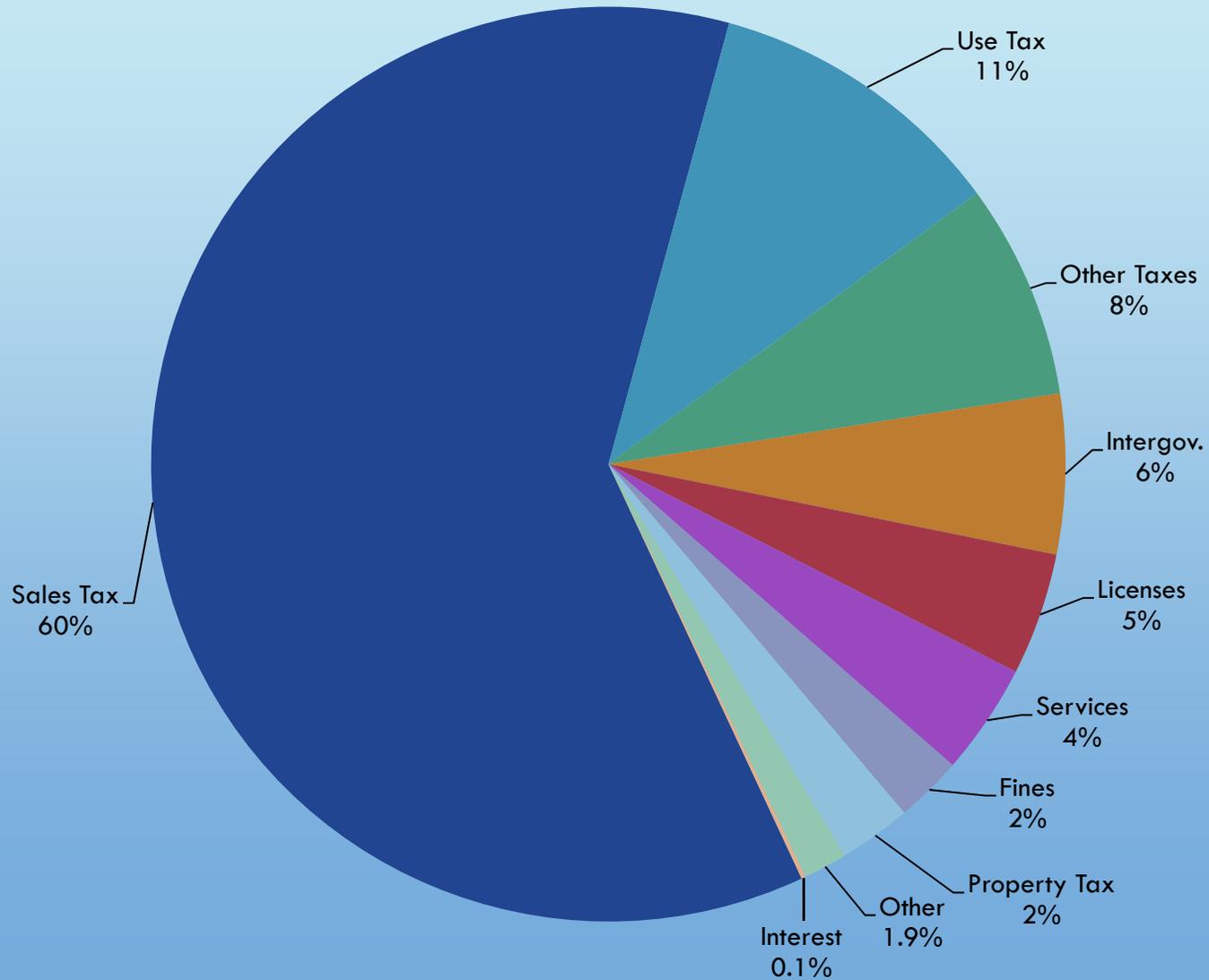
BEGINNING FUND BALANCE

\$41,340,471

TOTAL AVAILABLE FUNDS

- 2.6% INCREASE COMPARED TO 2016 ESTIMATED REVENUES (NOT INCLUDING FUND BALANCE)

2017 PROJECTED GENERAL FUND REVENUE



2017 PROPOSED GENERAL FUND EXPENDITURES

\$31,172,401

PROPOSED EXPENDITURES

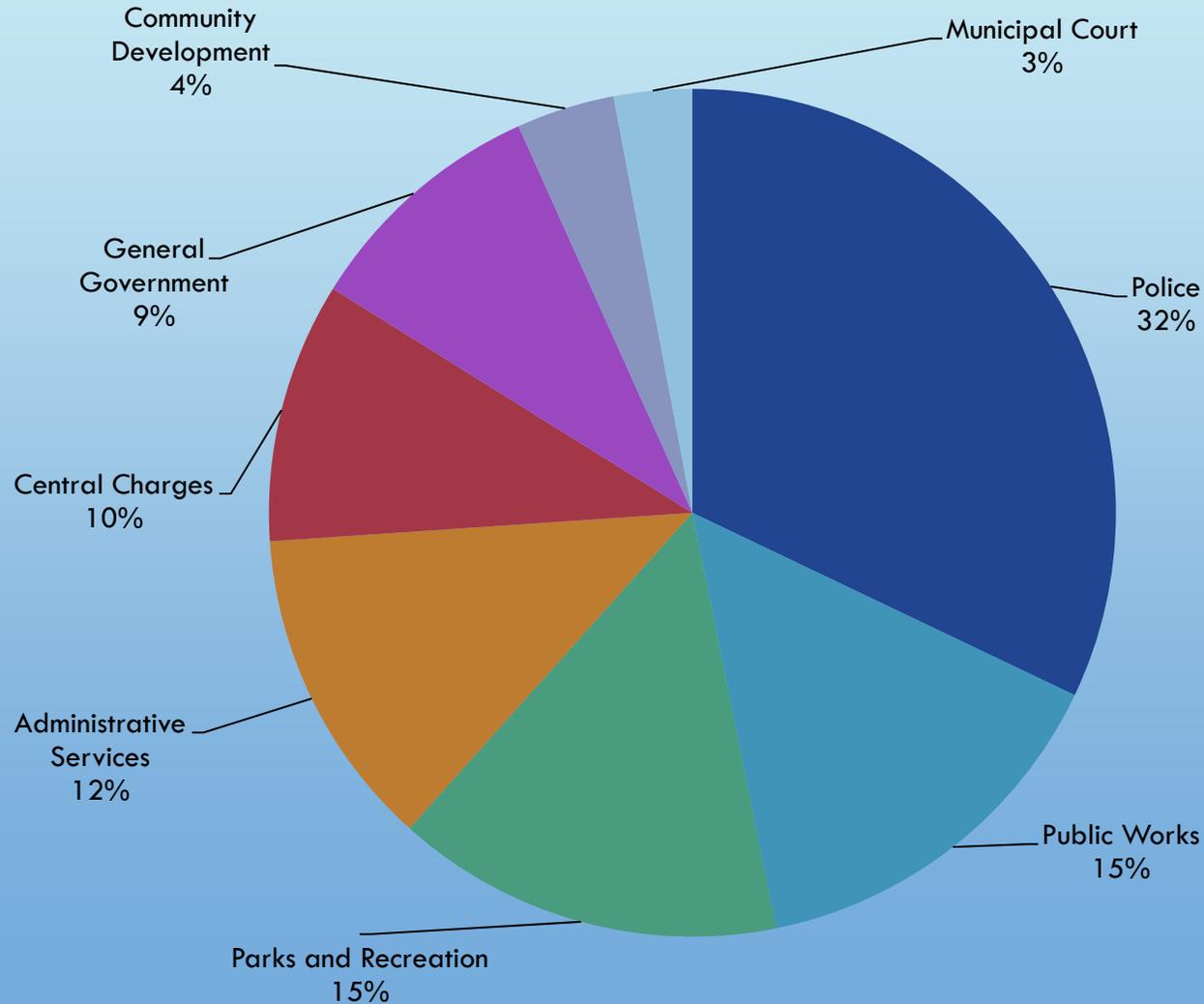
\$ 3,100,000

PROPOSED TRANSFERS

\$ 34,272,401

- 0.7% DECREASE COMPARED TO THE ADJUSTED 2016 BUDGET
- TOTAL \$3 MILLION TRANSFER TO CIP
 - \$2M FOR WADSWORTH PROJECT, \$1M FOR GENERAL CIP PROJECTS
- \$100K TRANSFER TO EQUIPMENT REPLACEMENT FUND
- ENDING FUND BALANCE OF \$7,068,070
- UNRESTRICTED FUND BALANCE OF \$5,687,070 (18%)

2017 PROPOSED GENERAL FUND EXPENDITURES



GOAL 1: ECONOMICALLY VIABLE COMMERCIAL AREAS



- URBAN RENEWAL FUNDING - **\$300,000**
- ENHANCED SALES TAX INCENTIVE PROGRAM (ESTIP)/TAX INCREMENT FINANCING (TIF) - **\$564,000**
- RIDGE AT 38 PUBLIC EVENTS - **\$140,000** (LOCALWORKS)
- CITYWIDE PUBLIC RELATIONS AND MARKETING EFFORTS - **\$22,500**
- WHEAT RIDGE BUSINESS DISTRICT (WRBD) GRANT PROGRAM - **\$45,000**

GOAL 1: ECONOMICALLY VIABLE COMMERCIAL AREAS (CONT'D.)



- LIVE LOCAL EVENTS - **\$50,000**
- BUILDING UP BUSINESS LOAN PROGRAM (BUBL) - **\$25,000**
- REALTOR, NEW RESIDENT AND DEVELOPER POSITIONING TOURS - **\$20,000** (LOCALWORKS)
- 44TH AVENUE CORRIDOR MARKETING EFFORTS - **\$7,500**
- 29TH AVENUE MARKETPLACE MARKETING EFFORTS - **\$5,000**

GOAL 1: ECONOMICALLY VIABLE COMMERCIAL AREAS (CONT'D.)



- 38TH AVENUE MARKETING - **\$40,000** (LOCALWORKS)
- RIDGE AT 38 BANNERS AND LIGHTS PROGRAM - **\$25,000**
(LOCALWORKS)
- GOLD LINE MARKETING MATERIALS - **\$10,000**
- NEIGHBORHOOD REVITALIZATION STRATEGY UPDATE - **\$27,500**
(LOCALWORKS)
- KIPLING/I-70 CORRIDOR PLANNING EFFORT - **\$100,000**
- WADSWORTH RECONSTRUCTION PROJECT (CIP) - **\$2.2 MILLION**

GOAL 2: FINANCIALLY SOUND CITY PROVIDING EXCEPTIONAL SERVICE



- PREVENTATIVE STREET MAINTENANCE (CIP) - **\$500,000**
- FLEET ACQUISITION AND REPLACEMENT - **\$547,000**
- EMPLOYEE COMPENSATION – 3% PROJECTED PAY-FOR-PERFORMANCE - **\$450,000**
- LAKEWOOD CRIME LAB SERVICES - **\$63,000**
- REGIONAL CRIME LAB - **\$49,157**

GOAL 2: FINANCIALLY SOUND CITY PROVIDING EXCEPTIONAL SERVICE



- EMPLOYEE SAFETY AND WELLNESS PROGRAMS -
\$43,530
- SOCRATA OPEN BUDGET SOFTWARE - **\$7,500**
- CONTRACTUAL SALES TAX AUDITING SERVICES - **\$36,300**
- COMMUNITY SOLAR GARDEN LEASE PAYMENTS -
\$80,167
- REPLACE HEAT EXCHANGERS AT OUTDOOR POOL -
\$35,000

GOAL 3: CHOICE OF DESIRABLE NEIGHBORHOODS



- PROSPECT PARK IMPROVEMENTS (OS & CT FUNDS) - **\$2,225,000**
- RECREATION CENTER MAINTENANCE (CT FUND) - **\$115,000**
- TRAFFIC SAFETY, LIFE QUALITY AND CRIME REDUCTION (TLC) PROGRAM - **\$40,000**
- HOME INVESTMENT LOAN PROGRAM (HIP) - **\$25,000**
- POLICE DEPARTMENT COMMUNITY-ORIENTED NEIGHBORHOOD PROGRAMS - **\$36,288**

GOAL 3: CHOICE OF DESIRABLE NEIGHBORHOODS



- POLICE DEPARTMENT PARK PATROL - **\$34,900**
- POLICE DEPARTMENT SPECIAL EVENTS OVERTIME - **\$29,000**
- TWO PART-TIME PARK RANGERS - **\$23,400**
- ADA IMPROVEMENTS CITYWIDE (CIP) - **\$50,000**
- DISCOVERY PARK ADA ACCESSIBILITY PLAYGROUND (CTF) - **\$125,000**

GOAL 4: MORE ATTRACTIVE WHEAT RIDGE



- PARKS & TRAILS MAINTENANCE PROJECTS (CTF AND OS FUNDS) - **\$425,000**
- OPEN SPACE IMPROVEMENTS (OS FUND) - **\$50,000**
- CITYWIDE RIGHT-OF-WAY MAINTENANCE - **\$65,311**
- GOLD LINE STATION RIGHT-OF-WAY MAINTENANCE - **\$13,416**
- BUS SHELTER AND BENCH MAINTENANCE, CLEANING AND SNOW REMOVAL - **\$40,000**

GOAL 4: MORE ATTRACTIVE WHEAT RIDGE



- **I-70/KIPLING PLANNING EFFORT - \$100,000**
- **LARGE-ITEM PICKUP PROGRAM - \$5,000**
- **ANDERSON PARK WATER LINE - \$100,000**
- **2.0 FTE COMMUNITY SERVICE OFFICERS - \$102,000**
- **FACILITY REPAIR AND MAINTENANCE FOR HISTORIC BUILDINGS - \$38,110**
- **FOUNDERS PARK PLAYGROUND (CT FUND) - \$100,000**

OTHER NOTABLE BUDGET ITEMS

- CITY SPONSORSHIPS/COMMUNITY PARTNERSHIPS:
 - CARNATION FESTIVAL CONTRIBUTION - **\$60,000**
 - STAFF OVERTIME - **\$25,500**
 - BARRICADES - **\$2,000**
- CITIZEN REVIEW COMMITTEE FOR OUTSIDE AGENCY PROGRAM:
 - TOTAL OUTSIDE AGENCY CONTRIBUTIONS- **\$108,950**
- MISCELLANEOUS EXPENDITURES
 - COURT APPOINTED ATTORNEYS MANDATED BY HOUSE BILL 1309 - **\$12,500**

FLEET REPLACEMENT

REPLACEMENT GUIDELINES ARE BASED UPON AGE AND MILEAGE/HOURS OF THE UNIT

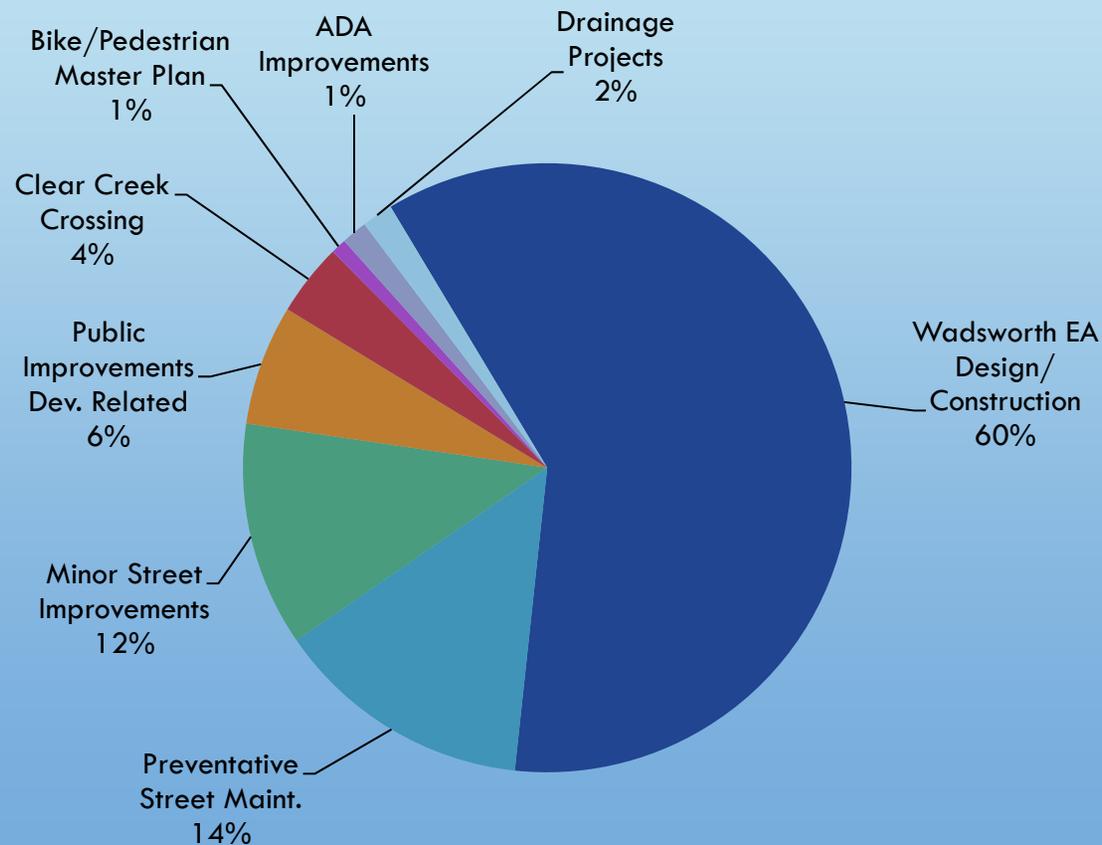
- 2017 PROPOSED BUDGET \$547,000
 - SNOW REMOVAL TANDEM DUMP TRUCK \$217,000
 - ACTIVE ADULT CENTER MINI-BUS \$62,000
 - POLICE \$268,000

Year	Scheduled Fleet Replacements
2017	\$1,012,075 (\$465,075 DEFERRED)
2018	\$998,000
2019	\$775,000
2020	\$823,000

2017 PROPOSED CAPITAL INVESTMENT PROGRAM (CIP)

Total Available Funds: \$6,150,796

Ending Fund Balance: \$2,502,796



REVENUES \$5,116,825

EXPENDITURES \$3,648,000

CIP MAJOR PROJECTS

- WADSWORTH EA PROJECT - **\$2.2M**
- PREVENTATIVE STREET MAINTENANCE - **\$500,000**
- MINOR STREET IMPROVEMENTS - **\$435,000**
 - 29TH AVENUE AND FENTON STREET
- PUBLIC IMPROVEMENT DEVELOPMENT PROJECTS - **\$233,000**
 - 32ND AVENUE AND XENON STREET
- CLEAR CREEK CROSSING - **\$140,000**
 - PHASE II EA RE-EVALUATION

CIP MAJOR PROJECTS

- ADA PLAN - **\$50,000**
 - COMPLETION OF ADA PLAN
- CLEAR CREEK MASTER PLAN UPDATED - **\$50,000**
- BIKE/PEDESTRIAN MASTER PLAN - **\$30,000**
 - COMPLETION OF MASTER PLAN
- MAPLE GROVE RESERVOIR- **\$10,000**
 - RELEASE RATE STUDY WITH PARTNERS

CIP - 2018 AND BEYOND

- PROPOSED CIP BUDGET ASSUMES NO TAX INCREASE
- TRANSFER \$6.32M MATCH FROM GENERAL FUND RESERVES FOR WADSWORTH PROJECT BETWEEN 2017 AND 2019
- LIMITS PREVENTATIVE STREET MAINTENANCE TO \$500,000/YEAR IN 2017 AND 2018
- ALL OTHER DISCRETIONARY CIP PROJECTS ELIMINATED BETWEEN 2018 AND 2020
 - MISC. DRAINAGE IMPROVEMENTS
 - DEVELOPMENT RELATED PUBLIC IMPROVEMENTS
 - BIKE/PEDESTRIAN IMPROVEMENTS
 - STREET LIGHT INSTALLATIONS
 - NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM
 - GATEWAY SIGNAGE PROGRAM
- \$3 MILLION/YEAR TRANSFER FROM GENERAL FUND REQUIRED TO FUND WADSWORTH AND MINIMAL CIP PROJECTS

2017 PROPOSED OPEN SPACE FUND

Revenues \$1,788,000

Total Available Funds: \$3,034,667

Expenditures \$2,911,050

Ending Fund Balance: \$123,617

PROJECT HIGHLIGHTS:

- OPEN SPACE IMPROVEMENTS
 - BASS LAKE RETAINING WALL
- UPDATE OPEN SPACE MANAGEMENT PLAN
- PROSPECT PARK RENOVATION
- PARKS MAINTENANCE PROJECTS
 - PANORAMA PARK IRRIGATION
- TRAIL REPLACEMENT AND REPAIR
 - JOHNSON PARK TRAIL
- PARKS MAINTENANCE SALARIES

2017 PROPOSED CONSERVATION TRUST FUND

Revenues \$300,500

Total Available Funds: \$660,791

Expenditures \$615,000

Ending Fund Balance: \$45,791

PROJECT HIGHLIGHTS:

- PROSPECT PARK RENOVATION
- RECREATION CENTER IMPROVEMENTS
- PARKS MAINTENANCE PROJECTS
- RESURFACING OF TENNIS AND BASKETBALL COURTS
- DISCOVERY PARK PLAYGROUND ADA IMPROVEMENT
- DEACCESSIONING FOUNDERS PARK ART AND NEW PLAYGROUND

2017 STAFFING CHANGES

- **NEW POSITIONS – GENERAL FUND:**

- **4.0 FTE POLICE OFFICERS – POLICE DEPARTMENT**

OVERALL NET INCREASE OF 4.0 FTE'S GENERAL FUND

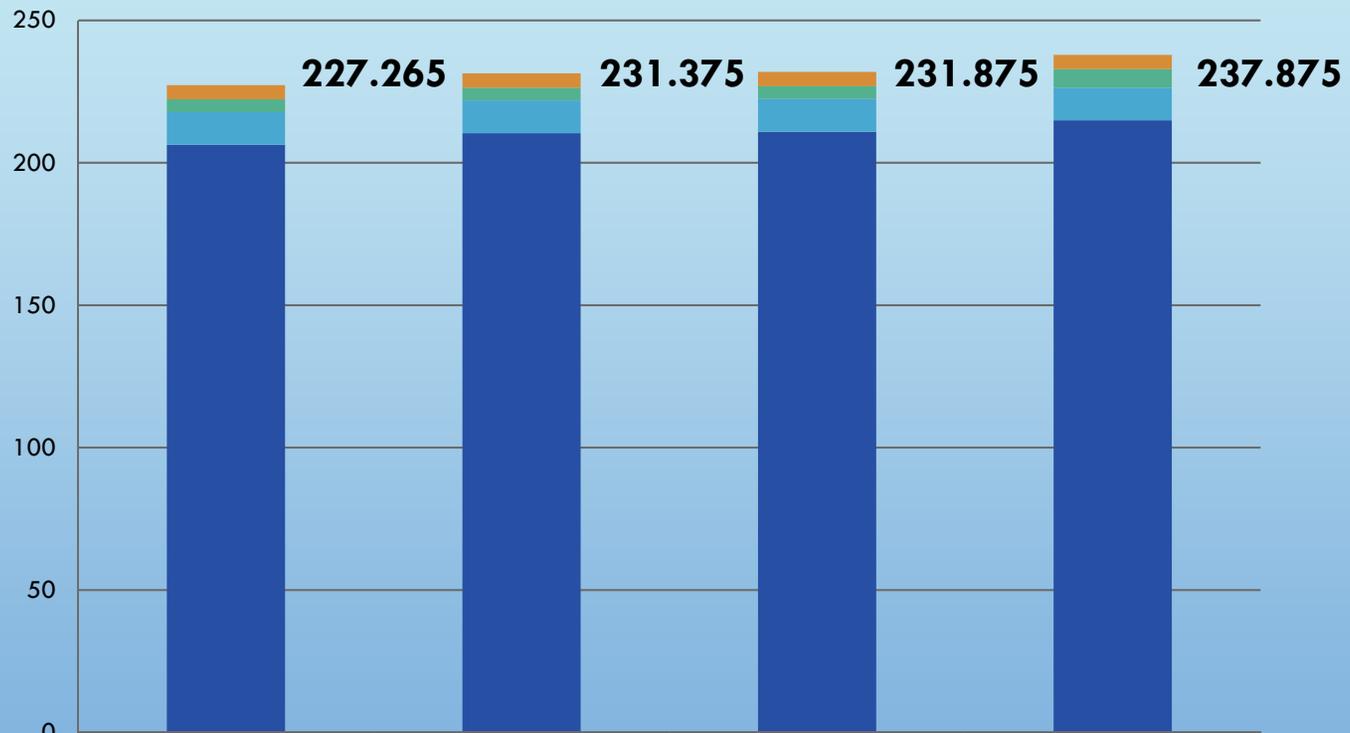
- **NEW POSITIONS – CRIME PREVENTION FUND 63:**

- **2.0 FTE COMMUNITY SERVICE OFFICERS – POLICE DEPARTMENT**

OVERALL NET INCREASE OF 2.0 FTE'S CRIME PREVENTION FUND

2017 PROPOSED STAFFING BY FUND

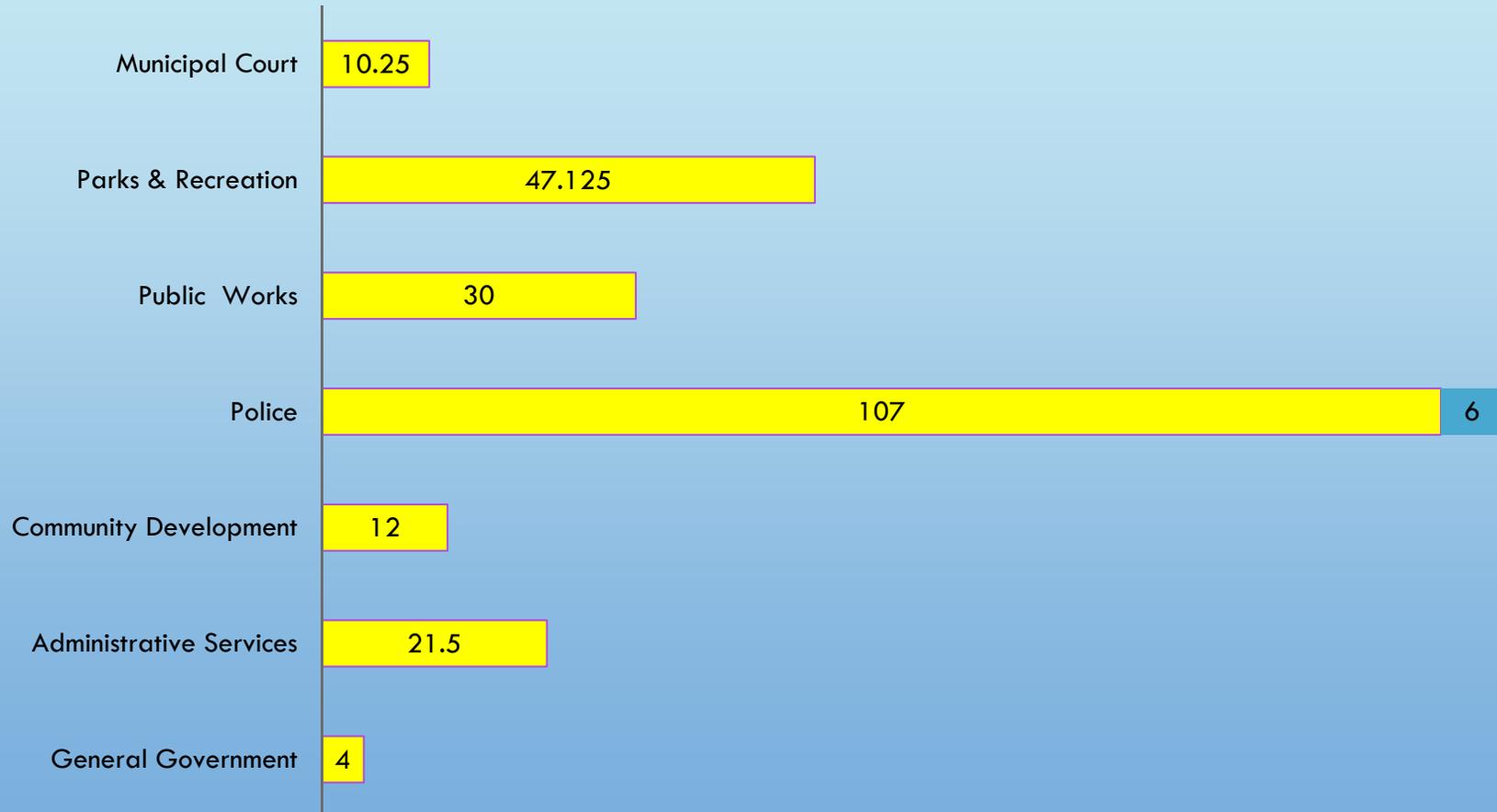
2014 - 2017



	2014 Authorized	2015 Authorized	2016 Authorized	2017 Proposed
Open Space	5	5	5	5
Crime Prevention	4.5	4.5	4.5	6.5
Recreation Center	11.5	11.5	11.5	11.5
General	206.265	210.375	210.875	214.875

2017 PROPOSED STAFFING BY DEPARTMENT

2017 Staffing By Department



5 - YEAR STAFFING PLAN

- FUTURE OUTLOOK 2018 – 2022
- CONTINUAL INCREASE IN DEMAND FOR LEVEL OF SERVICE
- CODEPENDENCE OF CIP ON GENERAL FUND TRANSFER
LIMITS OPERATIONAL GROWTH

5 - YEAR STAFFING PLAN

	2018	FTE	2019	FTE	2020	FTE	2021	FTE	2022	FTE	TOTAL FTE
ADMINISTRATIVE SERVICES	Human Resources Technician Digital Communications Specialist	0.50 0.50	Sales Tax Operations Support Technician II Accountant	1.00 1.00	Risk Management Coordinator Buyer Human Resources Business Partner	1.00 1.00 1.00	Communications Specialist/Event Coordinator Sales Tax Auditor GIS Specialist	1.00 1.00 1.00	Management Analyst	1.00	10.00
	<i>Total</i>	1.00	<i>Total</i>	2.00	<i>Total</i>	3.00	<i>Total</i>	3.00	<i>Total</i>	1.00	
CITY CLERK'S OFFICE											0.00
COMMUNITY DEVELOPMENT	Planning Manager	1.00	Zoning/Landscape Inspector	0.50							1.50
	<i>Community Development Total</i>	1.00	<i>Community Development Total</i>	0.50							
MUNICIPAL COURT	Deputy Court Clerk II	1.00									1.00
	<i>Municipal Court Total</i>	1.00									
PARKS AND RECREATION	Facility Manager Senior Staff Asst (Current Temp) Horticulture Technician (Current Seasonal) Horticulture Technician (Current Seasonal) Recreation Leader (Current PT)	1.00 1.00 1.00 1.00 0.50	Graphic Designer (Current Contract) Forestry Assistant Facility Maintenance Technician Parks Project Coordinator	1.00 1.00 1.00 1.00	Active Adult Center Coordinator HEAL Coordinator	0.48 0.50	Parks Project Coordinator	1.00	HEAL Coordinator Marketing Coordinator Operations Supervisor	0.50 0.10 1.00	12.08
	<i>Parks and Recreation Total</i>	4.50	<i>Parks and Recreation Total</i>	4.00	<i>Parks and Recreation Total</i>	0.98	<i>Parks and Recreation Total</i>	1.00	<i>Parks and Recreation Total</i>	1.60	
POLICE	School Resource Officer Operations Support Tech	1.00 1.00	Persons Detective Patrol Sergeant - Patrol	1.00 1.00	Records Management Specialist	1.00	Investigations Sergeant	1.00			6.00
	<i>Police Department Total</i>	2.00	<i>Police Department Total</i>	2.00	<i>Police Department Total</i>	1.00	<i>Police Department Total</i>	1.00			
PUBLIC WORKS	Maintenance Worker II	1.00	Traffic/Civil Engineer Survey GIS Technician Traffic Technician/Senior /Supervisor	1.00 1.00 1.00	CIP Engineer CIP Technician	1.00 1.00					6.00
	<i>Public Works Total</i>	1.00	<i>Public Works Total</i>	3.00	<i>Public Works Total</i>	2.00					
		10.50		11.50		6.98		5.00		2.60	36.58

EMPLOYEE BENEFITS HIGHLIGHTS

- YEAR 5 OF NEW PAY-FOR-PERFORMANCE PLAN
- \$450,000 ~ 3% INCREASE
- 2016 MARKET STUDY – AVERAGE 3% INCREASE IN CIVILIAN PAY PLAN, 6% SWORN PAY PLAN
- MEDICAL BENEFITS – 1.4% INCREASE
 - TWO HEALTH INSURANCE OPTIONS:
 - HIGH DEDUCTIBLE HEALTH PLAN (HDHP)
 - DEDUCTIBLE HMO (DHMO) REPLACES HMO

OPPORTUNITIES FOR PUBLIC INPUT

- **TWO NEW BUDGET ENGAGEMENT TOOLS:**
 - CITIZEN OUTSIDE AGENCY REVIEW COMMITTEE
 - BALANCING ACT
- **SOCRATA ONLINE BUDGET TOOL**
- **TWO PUBLIC INPUT OPPORTUNITIES WERE PROVIDED JULY 25TH AND AUGUST 22ND AND THE FOLLOWING INPUT WAS RECEIVED:**
 - **BRITTA FISHER** – ASKED FOR CONTINUED SUPPORT FOR LOCALWORKS FUNDING. LOAN PROGRAM, RENEWED INTEREST AND DESIRE FOR LARGER LOANS (BOTH BUSINESS AND RESIDENTIAL). TLC WHEAT RIDGE EXPANDED TO 5 EXISTING NEIGHBORS NEED INCREASE IN FUNDING. ALSO DISCUSSED RESIDENTIAL INVESTMENT AND MARKETING FUNDING FOR EVENT POSTCARDS.
 - **RACHEL HULTIN** – ASKED FOR CONTINUED INVESTMENT IN BICYCLE AND PEDESTRIAN INFRASTRUCTURE. REQUESTED THE CITY HAS AT LEAST \$150K IN BICYCLE/PEDESTRIAN SPECIFIC LINE ITEMS IN THE CIP. ENCOURAGED CITY TO HAVE FUNDING AVAILABLE TO LEVERAGE PARTNERSHIPS WITH SURROUNDING COMMUNITIES.

NEXT STEPS IN BUDGET PROCESS...

- CONSENSUS ON PROPOSED 2017 BUDGET AS PRESENTED AND/OR CHANGES
- **BUDGET ADOPTION:**
 - **NOVEMBER 14TH** – PUBLIC HEARING ON PROPOSED BUDGET
 - **NOVEMBER 28TH** – ADOPTION OF BUDGET & CERTIFICATION OF PROPERTY TAX MILL LEVY