



CITY OF COMMERCE CITY,

COLORADO

2013-2014 BIENNIAL BUDGET

CITY OF COMMERCE CITY

2013 – 2014 BIENNIAL BUDGET

CITY COUNCIL

MAYOR

SEAN FORD SR.

MAYOR PRO-TEM

DOMINICK MORENO

WARD I

DOMINICK MORENO

WARD II

JAMES R. BENSON

WARD III

JADIE CARSON

WARD IV

RICKY A. TETER

AT-LARGE

RENÉ BULLOCK

STEVEN J. DOUGLAS

CRYSTAL ELLIOTT

JASON D. MCELLOWNEY

CITY OF COMMERCE CITY
CITY OFFICIALS

<u>NAME</u>	<u>POSITION</u>
Brian McBroom	City Manager
James A. Hayes	Deputy City Manager
Chuck Saunier	Acting Chief of Police
Roger A. Tinklenberg	Director of Finance
Sheryl L. Carstens	Controller
Chris Cramer	Acting Director of Community Development
Heather L. Spencer	Director of Human Resources
John P. Howard	Director of Information Technology
Carolyn J. Keith	Director of Parks & Recreation
Daren A. Sterling	Acting Director of Public Works
Glenn Ellis	Acting City Engineer
Michelle L. Hill	Acting Economic Development Manager
Michelle A. Halstead	Communications Manager
Laura J. Bauer	City Clerk
Robert R. Gehler	City Attorney

BUDGET PREPARED BY: Commerce City Finance Department
Jason L. Leslie, Budget & Performance Analyst

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October 15, 2012

Dear Honorable Mayor and Members of City Council:

Thank you for your leadership again in our budget process this year. Because of the economic challenges facing us, we again presented the budget information to Council over several council meetings in July and August with a budget retreat on August 27th. We continue to take seriously the goals that have been established to maintain City's ability to weather recession, continue to maintain high level of services, take care of what we have, provide for employees, propose a balanced budget to Council, and position City to take advantage of opportunities.

The ongoing financial uncertainty continues to challenge our country, state, city and all aspects of our community. This uncertainty challenged us through the budget process again this year. City management continues to be successful in containing costs while maintaining predictable levels of service through these difficult economic times. This budget reflects the normal revenue streams and does not include the use of any large one-time tax payments to balance the budget. Commerce City remains economically stable and continues to look at a long range financial perspective by updating the Long-Range Financial Plan. The first draft was presented to City Council for review in 2011 and that led to the initiation of the Quality Community Initiative effort.

The national economy continues to recover at a slow rate. New home construction recovered somewhat in Commerce City since 146 residential permits were issued January thru September 2012 compared to 84 residential building permits for the same period in 2011. Retail sales continue to show a very slow growth.

Due to the slow economic growth we must continue to constantly monitor our direction to maintain our strong financial situation. The City has coped with six years of estimated revenue shortfalls by budgeting to tap a variety of fund balances that in good years help fund the repair and replacement of computers and vehicles. So far the City has not had to actually use these fund balances. Although not preferable, this is our best way of managing our resources and budget to provide the best service to our citizens. Last year we were able to balance the budget because staff in each department worked diligently to reduce their expenditures and put simply... "did more with less".

For 2013, we were facing an approximate \$2.4 million shortfall that we were able to cover by tapping into Fund Balances including General Fund. This is remarkable during a time of severe economic hardship. Given the fact that the City departments presented very lean budgets, we were faced with either looking at deeper cuts to programs, dipping into the reserves, or looking at certain revenue enhancements.

The current economy continues to be one of the most difficult this country has seen in many years. To think that our community's economy would be immune from this would be irresponsible. We know that the state and nation have begun to recover. By some estimates,

the housing market won't recover for four years. Consequently, as we look to the future, we need to evaluate innovative means of providing services.

Commerce City's Economic Outlook

The national's financial system has been in turmoil and the national economy went into recession. The recession is officially over but now some economists have said that they think the economy will stall into a second recession. But whatever will be the case the recovery will be slow. The state of the national economy is reflected in revenues received by the City. Thankfully, sales and use tax revenues are forecasted to increase 3.0% in 2013 and 3.0% in 2014.

While we have experienced an increase in the area's economy compared to 2011 and as forecast for 2012, if economic conditions worsen in late 2012 or during 2013 we will again face challenges. Management will continue to monitor the economic and budget situation and will maintain a balanced budget by deferring major operating expenditures and deferring selected capital improvement projects.

What's Ahead

City Council's continued commitment to its goals and vision will be extremely important to guide staff as we move forward while continuing to experience the impact of the current economy. The past residential growth continues to exert pressure on the City's budget due to the demand for additional services. Until significant commercial and retail development begins, there will be pressure to increase expenditures faster than revenues will increase. This will require prudent financial and management planning to control the growth in the capital and operating budgets.

I meet monthly with the deputy city manager, finance director and budget analyst to monitor the expenditures and revenues as compared to the approved budget. I meet with my deputy manager weekly on all management issues in the city. In addition, staff will continue to provide a quarterly financial update to Council. We will do this to ensure that the City does respond appropriately to changing economic conditions.

Growth and the resulting population influx have increased the demand for City provided programs and services. The Commerce City staff is committed to providing quality services to our citizens and assisting City Council in attaining its goals, and trust that you will find the 2013 budget and 2014 plan to be helpful as you consider future policy decisions.

Commerce City's annual budget document is built to support and sustain the values of the community and the goals of City Council. We continue to demonstrate that we are using the public's resources effectively, keeping City assets in good condition, planning for future needs, providing quality services and attracting and retaining good employees. The 2013 budget provides a positive and disciplined approach to financial management.

Biennial Budget

The budget is again presented as a biennial budget for 2013-2014. It provides the 2013 budget and the 2014 financial plan. The budget document is essentially a policy tool, a financial plan, an operational tool for the managers and a communication device providing information to the public. With this in mind, we have made every effort to make the

information available for all levels of readers. We have presented key information through the use of data charts, graphs, and tables making it easier for the reader to follow the relationships between data, and interpret and understand financial information.

Budget and Financial Highlights

The 2013 budget as presented is balanced and is in conformance with the City Charter and State budget laws. This year's budget continues to support City Council goals while maintaining fiscal conservancy in revenue and expenditure assumptions. The total expenditures of all funds (including the enterprise funds) are \$56,696,128 for 2013 and \$57,815,254 for 2014.

The General Fund comprises 86.4% and 86.3 % of all funds, in 2013 and 2014 respectively. This fund supports the major operations of the City. The General Fund budget is \$46,859,900 in 2013 representing an increase of 1.4% over the adopted 2012 budget and it will increase another 1.9% to \$47,744,887 in 2014. The Capital Improvements & Preservation Program was presented to the City Council at the budget meeting. The 2013 Capital Improvements & Preservation Program is adopted by the City Council along with the 2013-2014 Budget. The 2013 CIPP budget utilizes only restricted funds and limited transfer of General Fund funds.

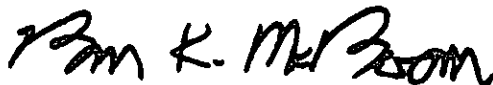
The City of Commerce City has a relatively diverse and conservative revenue structure. The City's sales and use tax rate is 3.5%. Excluding interest earnings, sales and use tax revenues represent 72.6% of the City's operating revenues totaling \$48,423,958 (license, permits, fees and taxes). The 2013 budget reflects a 3% increase in sales and use tax revenues and an increase of 2.7% in total revenues. The 2014 plan reflects a 3% growth in sales and use tax revenues and an increase of 2.8% in total revenues.

The City has cash reserves of \$12,644,882 which includes the 3% TABOR emergency reserve and the City's self-imposed operating and safeguard reserves. The City's reserves meet the reserves policy. Commerce City is in a period of dynamic change, which will continue for the next fifteen to twenty years. During this period Commerce City will face significant financial challenges if we are to maintain the current levels of service residents have come to expect.

Acknowledgements

The preparation of every budget requires a significant amount of team effort. I would like to give special thanks to Jim Hayes, Roger Tinklenberg, Jason Leslie, and the entire Finance staff. In addition, I would like to thank each of the departments who worked collaboratively with the Finance Department to prepare the budget.

Respectfully,



Brian K. McBroom
City Manager

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

City Council Vision

- **Become a balanced city**
- **Development appropriate**
- **The city name has marketing value**
- **Become a “green city” where viable**
- **Home to major corporations**
- **Be a self-sustaining city**
- **A place where people want to live**
- **Provide additional reasons for people to come to the city**
- **Establish global partnerships**
- **Develop a strong educational base**

CITY OF COMMERCE CITY ANNUAL BUDGET

Mission Statement

The City of Commerce City's government exists to:

- Provide municipal services and programs valued by our citizens
- Plan and develop a unified sustainable community
- Enhance the quality of life in our community by/through:
 - ◆ Economic diversity and development
 - ◆ Offering unique leisure activities and opportunities
 - ◆ Planning and developing a quality physical environment for those who work, travel and live in our Community
 - ◆ Enhancing the social fabric of our community

CITY OF COMMERCE CITY ANNUAL BUDGET

Organizational Values

■ Teamwork

We value individual ability and diversity to provide exceptional quality service that exceeds customer expectations. We create an atmosphere of mutual support, respect and cooperation. We believe in the spirit of cooperative effort, realizing our success depends on our ability to perform as one highly effective team.

■ Communication

We value our commitment to listen and speak openly, honestly and effectively thereby encouraging an open exchange of ideas within a framework of respect and understanding.

■ Respect

We show consideration for all individuals by listening and seeking to understand; recognizing diversity; acknowledging ideas, viewpoints and differences of opinion.

■ Honesty/Integrity

We commit to uphold and be accountable for our values and actions in a truthful, fair, and straightforward manner. We are entrusted with the stewardship of the City.

■ Community

We exist to serve the community that is Commerce City. We are committed to providing a safe and stable environment, being involved and responsive as a community resource. We strive to create and sustain a positive image and be a trusted partner with our community.

■ Competence/Knowledge

We promote an environment where employees are accountable for their job performance and expected to demonstrate their expertise in making effective, efficient, and sustainable decisions. Employees are encouraged to pursue opportunities and utilize resources that further professional development.

■ Achievement

We value results accomplished through dedicated employees who strive to meet the needs and expectations of the community. We accept personal and professional responsibility to achieve the goals established for our organization.

■ Creativity/Innovation

Freedom to creatively formulate new concepts that are responsive to the evolution of the community. We are open to change and finding new ways to fulfill the organization's vision, mission, and goals. We encourage and empower people to question the process in order to create innovative solutions in delivering services.

Commerce City Citizens

Mayor and City Council

**Legal
Municipal Judge
Boards and Commissions**

City Manager

**Interim Deputy City Manager
External Services**

Interim Chief of Police

Internal Services

- Community Development Department**
 - Administration
 - Community Planning
 - Building Safety
 - Neighborhood Services
 - Housing
- Public Works Department**
 - Administration
 - Street and Traffic Maintenance
 - Engineering
 - Refuse Collection
 - Fleet Management
 - Facility Services
- Parks and Recreation Department**
 - Administration
 - Parks Maintenance
 - Recreation Programs
 - Community Events
 - Golf Course
- Economic Development**

- Public Safety Department**
 - Administration
 - Support Operations
 - Patrol Operations
 - Community Justice
 - Special Investigation Unit
 - Emergency Management

- City Manager's Office**
 - Administration
- Intergovernmental/Community Relations**
 - Resource Development
 - Sustainability
- Communications**
- Finance Department**
 - Financial Planning and Budgeting
 - Financial Services
 - Tax
 - Municipal Court
 - Internal Services
- Information Technology Department**
 - Administration
 - Operations
 - Geographic Information Systems
- Human Resources Department**
 - Human Resources
 - Risk Management
 - Organizational Development
 - Employee Activity Committee
- City Clerk Division**

CITY OF COMMERCE CITY ANNUAL BUDGET

Budget Overview

Introduction

Dynamic changes in the City's external and internal operating environments require a fresh approach to community and financial planning to effectively manage and respond to growth and maintain the level of services the citizens of Commerce City have come to expect. In addition, the City undertook a long-range financial analysis and planning effort in 2010 and 2011, which identified the need to create and add new financial tools to provide for our community needs.

Commerce City continues to face challenges created by external forces; some anticipated by the Long Range Financial Plan and others because of recent economic conditions. These external forces include:

- * Uncertainty regarding the national, regional, and local economies
- * Slow local residential development and growth
- * Slowly recovering commercial, industrial, and retail development and growth
- * Changing community demographics
- * Geographic barriers to creating community
- * The need to revitalize and redevelop the historic city
- * Stagnant development on Victory Crossing (formerly called the Prairie Gateway)
- * Annexing unincorporated areas
- * Acquiring water for development

Each of these forces creates unique community issues and challenges linked in many ways to one another in terms of their individual and collective impact on Commerce City. City Council and staff's challenge is one of creating unique solutions to effectively manage and mitigate the impact of these forces on the community. Revisiting and implementing the 2010 Comprehensive Plan, Economic Development Strategic Plan and Transportation Plan is an on-going process critical for the City to control its destiny.

In the same way, opportunities such as the ability to diversify the City's position related to the control and allocation of water resources to meet future commercial development demands, irrigation requirements for new parks in the community, and augmentation water commitments for parks and the Victory Crossing project are crucial for controlling the City's destiny. The City has made significant progress toward accomplishing this and assisted the development community's ability to weather the economic downturn through purchase of ERU water credits directly from developers. The City's partnerships with the development community and water district bring additional water resources to the City.

Strategic Community Planning

The 2010 community planning efforts consisted of three distinct components: community; financial; and, organizational planning. City Council adopted a new Comprehensive Plan, Economic Development Plan and Transportation Plan in 2010. Those formed the basis for drafting the Long-Range Financial Plan. Work on the Long-Range Financial Plan started in 2010 and continues. The following are the components of the community planning effort:

CITY OF COMMERCE CITY ANNUAL BUDGET

Budget Overview (cont.)

- * **Community Plans:** This includes a variety of multi-year community and operational plans. The following community and operational plans are completed or are being updated -
 - Community Goals: updated by City Council in 2012
 - An updated Comprehensive Plan: completed in 2010
 - An updated Land Development Code: adopted in March 2009
 - An Economic Development Strategic Plan
 - The first formalized plan for the history of the City was initiated in the summer of 2009
 - The plan was adopted in 2010 to be part of the larger comprehensive plan
 - An Information Technology Long-Range Plan
 - One of the first plans developed and implemented; being updated as needed
 - An Open Space, Parks and Trails Development Plan
 - Another plan developed early in the process is being reviewed and updated as needed as part of the larger comprehensive plan process
 - A Transportation Plan: completed in 2010
 - A Long-Range Financial Plan
 - Originally adopted in 2004, it provided long-range strategies including the identification of other financial tools strategic for the success of the City
 - The plan revisited in 2010/2011 reflects the global, national, state, and local economic downturn and the recommendations of the 2010 Comprehensive Plan and Transportation Plan; the initial work led to the formation of the Quality Community Initiative, a taskforce composed of community members studying the long-term financial challenges facing the city

- * **Long-Range Financial Plan:** The Long-Range Financial Plan provides a framework for developing the annual budgets and planning for capital investments.

The 2013 operating budget continues to focus on the improved efficiencies and maintaining services to the community. Built into this concept is the notion that employees are an important asset to the organization. In 2002, the City shifted its philosophy from an activity-based budget to a performance and program budgeting philosophy. This shift requires the organization to establish criteria to assess the need for, and the effectiveness and efficiency of, every individual program. Performance budgeting is intended to demonstrate operational accountability on the part of the City Council and staff. Staff develops the annual budget based on the Council's goals.

Program budgeting requires an individual program's objectives tie to one or more of the City Council's goals. If a program's objective does not tie to a goal, then it must be evaluated and justified on its own merits or eliminated from consideration. Program budgeting is most effective when used in conjunction with multi-year financial plans.

Therefore, commencing with the 2003 budget cycle Commerce City initiated steps to convert from an annual to a biennial operating budget cycle. The biennial budget cycle allows City Council to appropriate program funds and evaluate the need for, and effectiveness of, individual programs on a multi-year basis.

- **Biennial Budget:** Commerce City has initiated development of a biennial budget. Currently, the budget consists of the proposed 2013 operating budget and the 2014 planning budget (budget plan). The 2014 planning budget is based on a variety of economic, financial and operational assumptions. The City Council will adopt the 2013 proposed budget and review the 2014 planning budget. The 2014 planning budget will be modified next year to reflect changes in the assumptions underlying the planning budget.

CITY OF COMMERCE CITY ANNUAL BUDGET

Budget Overview (cont.)

- **Long-Range Financial Planning:** The long-range financial planning process provides the basis of the five-year operating and capital improvement and preservation budgets. The spreadsheets that provide the basis for the Long-Range Financial Plan are updated annually. The intent is to periodically update and reprint the long-range financial plan document.
- * **Organizational Planning:** The City Manager organizes the staff structure and teams to most effectively carry out the Council's direction and priorities.

Measurement Indicators

The budget has historically included indicators to provide a basis for measuring and evaluating the need to expand or eliminate existing programs, create new programs, and operational efficiency and effectiveness. These indicators will be evaluated with the goal of updating the indicators to provide higher quality metrics. For this reason, demand indicators and service levels are not included in the 2013 budget.

- * **Core Business Services and Programs:** Core business services and programs are the primary services and programs provided by each department to Commerce City citizens and businesses.

The core business services are included with program objectives on the individual program sheets within each department. In future budgets, developing other measurement indicators and adding them to the City's financial planning and budgeting processes is necessary. These indicators may include:

- * **Resource Levels:** Resource levels will be determined for individual service levels measuring the resources required to maintain a given level of service. Resources include, among other things, full-time equivalent units (FTE's) of labor and dollars budgeted.
- * **Service Costs:** Eventually we hope to determine the service cost through tracking service and resource levels (e.g., how much of a service can be provided or accomplished per FTE, FTE-Hour and dollar budgeted).
- * **Benchmark:** Benchmarking analysis is one way of identifying trends in service provision and variances in actual service provision from expectations by performing a benchmarking analysis. (What the cost has been over time and why the actual has varied from its forecast.) Each department will be able to evaluate changes/modifications, which could increase capacity, efficiency or effectiveness.
- * **Forecasting Model:** Developing a proforma forecasting model and taking into account the service and resource levels and determining service cost. By knowing the service cost the total appropriation requirement for a desired service level can be determined. The proforma will use the information known and adjust the program expense accordingly. By analyzing all programs in this way, a more accurate picture of the City's future needs can be assessed.
- * **Trend Analysis:** Trend analysis examines a program's status against its past status. External benchmark comparisons can provide an insight into current and future program needs. External comparisons consider the status of a program compared with a similar program, either within the same or different municipality.

Capital Budgeting

As part of the annual budget preparation process, Commerce City annually updates its five-year Capital Improvement and Preservation Plan (CIPP) budget. The process used to identify and prioritize capital improvements and projects ideally consists of the following elements:

CITY OF COMMERCE CITY ANNUAL BUDGET

Budget Overview (cont.)

- * The City's key departmental staff conducts an in-depth assessment of the City's infrastructure to identify appropriate improvements and projects.
- * The staff reviews projects identified in the previous Capital Improvement and Preservation Plan to determine if they still merit the same priority assigned previously.
- * The staff reviews the Long-Range Financial Plan for projects identified for completion within the CIPP budget years.
- * Cost estimates, timelines and maintenance/operational costs for each improvement and project are developed.
- * Individual project sheets are prepared reflecting expanded information including a diagram, site plan, map, or other illustration documenting elements of the proposed project.
- * Each project and improvement is evaluated and prioritized by staff and forwarded to Executive Management for review and recommendation to council.
- * The City Council reviews and approves staff's CIPP recommendations for inclusion in the budget.

Conclusion

City officials and Council are accountable to the citizens of Commerce City for the effective use of the City's financial resources and assets, and developing the model for a sustainable community. The implementation of the Strategic Community Plans and performance/program budgeting will enable City Council and staff to proactively plan and identify creative solutions to the challenges confronting Commerce City. Once the City has completed the transformation of the budget discussed above, the citizens of Commerce City will be better able to assess the staff's and Council's financial stewardship of the City's assets and resources.

CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FISCAL YEAR 2013

FINANCIAL SOURCES		FINANCIAL USES	
GENERAL FUND			
GENERAL FUND REVENUES	48,423,958	ADMINISTRATION	3,866,502
		HUMAN RESOURCES	874,557
		FINANCE	11,159,625
		COMMUNITY DEVELOPMENT	3,107,526
		PUBLIC SAFETY	14,026,566
		PUBLIC WORKS	5,364,500
		REFUSE COLLECTION	1,994,129
		PARKS AND RECREATION	6,466,495
TRANSFERS FROM:		TRANSFERS TO:	
GF FUND BALANCE	2,385,268	COMMERCE CITY HOUSING AUTHORITY	60,000
GF EQUIPMENT RESERVE	22,007	ELECTED OFFICIALS RETIREMENT FUND	36,960
		SALES TAX BOND ISSUES FUND	3,207,968
		CIPP FUND	666,405
TOTAL FINANCIAL SOURCES	50,831,233	TOTAL FINANCIAL USES	50,831,233

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN - CIPP FUND

TRANSPORTATION TAX	650,000	DUPONT NEIGHBORHOOD IMPROVEMENTS	171,161
ADAMS COUNTY OPEN SPACE TAX	260,000	FAIRFAX PARK RENOVATION	430,000
CABLE SUBSCRIBER FEE (PEG)	33,000	GOLF COURSE EQUIPMENT REPLACEMENT	75,000
		PAVEMENT MANAGEMENT	500,000
		PIONEER PARK IMPROVEMENTS	70,000
		PLATTE RIVER BRIDGE (COST SHARE)	250,000
		POLICE RADIO REPLACEMENT	38,000
		RECREATION CENTER ENHANCEMENT	100,000
		TECHNOLOGY INFRASTRUCTURE IMP PRGM	128,405
TRANSFERS FROM:		TRANSFERS TO:	
CONSERVATION TRUST FUND	425,000	FUND BALANCE ADCO OPEN SPACE	10,000
GENERAL FUND (FUND BALANCE)	666,405	FUND BALANCE CHANNEL 8 (PEG)	33,000
		FUND BALANCE TRANSPORTATION TAX	228,839
TOTAL FINANCIAL SOURCES	2,034,405	TOTAL FINANCIAL USES	2,034,405

CONSERVATION TRUST FUND

REVENUES	355,000		
INVESTMENT EARNINGS	7,500		
TRANSFERS FROM:		TRANSFERS TO:	
FUND BALANCE	62,500	CIPP FUND	425,000
TOTAL FINANCIAL SOURCES	425,000	TOTAL FINANCIAL USES	425,000

CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND		FISCAL YEAR 2013	
FINANCIAL SOURCES		FINANCIAL USES	
IMPACT FEE FUND			
IMPACT FEE REVENUES			
IMPACT FEES-PARKS/OPEN SPACE	555,000	RESTRICTED IMPACT-PARKS/OPEN SPACE	555,000
IMPACT FEES-ROAD	250,000	RESTRICTED IMPACT-ROAD	250,000
IMPACT FEES-LANDSCAPE	2,500	RESTRICTED IMPACT-LANDSCAPE	2,500
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	807,500	TOTAL FINANCIAL USES	807,500
SECOND CREEK DRAINAGE BASIN FUND			
IMPACT FEE REVENUES			
SECOND CREEK DRAINAGE BASIN	75,000	RESTRICTED IMPACT SECOND CREEK DRAINAGE BASIN	75,000
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	75,000	TOTAL FINANCIAL USES	75,000
BUFFALO RUN TRIBUTARY DRAINAGE FUND			
IMPACT FEE REVENUES			
BUFFALO RUN TRIBUTARY DRAINAGE	10,000	RESTRICTED IMPACT BUFFALO RUN TRIBUTARY DRAINAGE	10,000
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	10,000	TOTAL FINANCIAL USES	10,000
DFA 0053 DRAINAGE			
IMPACT FEE REVENUES			
DFA 0053 DRAINAGE	22,000	RESTRICTED IMPACT DFA 0053 DRAINAGE	22,000
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	22,000	TOTAL FINANCIAL USES	22,000
THIRD CREEK DRAINAGE BASIN FUND			
IMPACT FEE REVENUES			
THIRD CREEK DRAINAGE BASIN	3,000	RESTRICTED IMPACT THIRD CREEK DRAINAGE BASIN	3,000
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	3,000	TOTAL FINANCIAL USES	3,000
WATER RIGHTS ACQUISITION FUND			
WATER ACQUISITION FEE			
	125,000	PROJECT EXPENSE	125,000
<hr/>		<hr/>	
TOTAL FINANCIAL SOURCES	125,000	TOTAL FINANCIAL USES	125,000

CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FISCAL YEAR 2013

FINANCIAL SOURCES		FINANCIAL USES	
SALES TAX BOND ISSUES FUND			
KSS REIMBURSEMENT	541,544		
TRANSFERS FROM:		2005 BOND ISSUE PRINCIPAL	420,000
GENERAL FUND	3,207,968	2005 BOND ISSUE INTEREST	695,893
URBAN RENEWAL AUTHORITY	310,000	2006 BOND ISSUE PRINCIPAL	1,005,000
		2006 BOND ISSUE INTEREST	1,938,619
TOTAL FINANCIAL SOURCES	4,059,512	TOTAL FINANCIAL USES	4,059,512
FINANCE AUTHORITY FUND			
LEASE PAYMENT	1,861,056	2006 BOND ISSUE INTEREST	1,467,806
		2006 BOND ISSUE PRINCIPAL	390,000
		BANK SERVICE FEES	3,250
TOTAL FINANCIAL SOURCES	1,861,056	TOTAL FINANCIAL USES	1,861,056
INFORMATION TECHNOLOGY FUND			
TRANSFER FROM:		EXPANSION EQUIPMENT	22,560
RETAINED EARNINGS	22,560		
TOTAL FINANCIAL SOURCES	22,560	TOTAL FINANCIAL USES	22,560
POLICE DONATION FUND			
REVENUES	8,000	SCHOOL RESOURCE PROGRAM	1,500
		EXPLORER PROGRAM	3,500
		K-9 PROGRAM	1,500
		SPECIAL SERVICE UNIT	1,500
TOTAL FINANCIAL SOURCES	8,000	TOTAL FINANCIAL USES	8,000
ELECTED OFFICIALS RETIREMENT FUND			
TRANSFERS FROM:		RETIREMENT PAYMENTS	36,960
GENERAL FUND	36,960		
TOTAL FINANCIAL SOURCES	36,960	TOTAL FINANCIAL USES	36,960
COMMERCE CITY HOUSING AUTHORITY			
TRANSFERS FROM:		HOUSING ADMINISTRATION	60,000
GENERAL FUND	60,000		
TOTAL FINANCIAL SOURCES	60,000	TOTAL FINANCIAL USES	60,000

CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FISCAL YEAR 2013

FINANCIAL SOURCES		FINANCIAL USES	
URBAN RENEWAL AUTHORITY FUND			
REVENUES	310,000	PROJECT EXPENSE	30,000
INVESTMENT EARNINGS	30,000	TRANSFER TO:	
		SALES TAX BOND ISSUES FUND	310,000
TOTAL FINANCIAL SOURCES	340,000	TOTAL FINANCIAL USES	340,000
CHEMICAL ROUNDUP FUND			
REVENUES	25,000	CHEMICAL ROUNDUP EXPENSE	25,000
TOTAL FINANCIAL SOURCES	25,000	TOTAL FINANCIAL USES	25,000
SOLID WASTE MANAGEMENT FUND			
REVENUES	650,000	TRANSFERS TO:	
		FUND BALANCE	650,000
TOTAL FINANCIAL SOURCES	650,000	TOTAL FINANCIAL USES	650,000
GOLF ENTERPRISE FUND			
REVENUES	2,501,130	OPERATIONS	591,311
		MAINTENANCE	836,431
		RESTAURANT	886,604
		FACILITY SERVICES	114,400
		DEBT SERVICE	0
		EQUIPMENT & IMPROVEMENTS	72,384
TOTAL FINANCIAL SOURCES	2,501,130	TOTAL FINANCIAL USES	2,501,130

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

CITY BUDGET SUMMARY BY FUND TYPE -

FISCAL YEAR 2013

CITY DEPARTMENT BY PROGRAM	GENERAL FUND	SPECIAL REVENUE/ COMPONENT				INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	CITY TOTAL
		UNITS/ DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS	TRUST/ AGENCY FUNDS				
Legislative	527,629	-	-	-	-	-	527,629	
Legal	691,606	-	-	-	-	-	691,606	
City Manager	775,930	-	-	-	-	-	775,930	
City Clerk	291,881	-	-	-	-	-	291,881	
Economic Development	488,621	-	-	-	-	-	488,621	
Communications	791,184	-	-	-	-	-	791,184	
Intergovernmental	299,651	-	-	-	-	-	299,651	
ADMINISTRATION	3,866,502	-	-	-	-	-	3,866,502	
Human Resources	734,373	-	-	-	-	-	734,373	
Risk Management	84,184	-	-	-	-	-	84,184	
Employee Activity Committee	13,500	-	-	-	-	-	13,500	
Organizational Development	42,500	-	-	-	-	-	42,500	
HUMAN RESOURCES	874,557	-	-	-	-	-	874,557	
Financial Planning & Budgeting	438,197	-	-	-	-	-	438,197	
Financial Services	1,035,416	-	-	-	-	-	1,035,416	
Tax	981,833	-	-	-	-	-	981,833	
Municipal Court	651,748	-	-	-	-	-	651,748	
Internal Services	8,052,431	-	-	-	-	-	8,052,431	
FINANCE	11,159,625	-	-	-	-	-	11,159,625	
Administration	419,506	-	-	-	-	-	419,506	
Planning	543,131	-	-	-	-	-	543,131	
Building Safety	914,259	-	-	-	-	-	914,259	
Neighborhood Services	1,141,984	-	-	-	-	-	1,141,984	
Housing	88,646	-	-	-	-	-	88,646	
COMMUNITY DEVELOPMENT	3,107,526	-	-	-	-	-	3,107,526	
Administration	1,520,692	-	-	-	-	-	1,520,692	
Support Operations	3,317,163	-	-	-	-	-	3,317,163	
Patrol Operations	8,196,289	-	-	-	-	-	8,196,289	
Community Justice	254,666	-	-	-	-	-	254,666	
Special Investigation Unit	504,456	-	-	-	-	-	504,456	
Emergency Management	233,300	-	-	-	-	-	233,300	
PUBLIC SAFETY	14,026,566	-	-	-	-	-	14,026,566	
Administration	449,080	-	-	-	-	-	449,080	
Street & Traffic Maintenance	2,077,715	-	-	-	-	-	2,077,715	
Snow & Ice Control	335,863	-	-	-	-	-	335,863	
Engineering	2,052,802	-	-	-	-	-	2,052,802	
Street Cleaning	449,040	-	-	-	-	-	449,040	
Refuse Collection	1,994,129	-	-	-	-	-	1,994,129	
PUBLIC WORKS	7,358,629	-	-	-	-	-	7,358,629	

CITY OF COMMERCE CITY ANNUAL BUDGET

CITY BUDGET SUMMARY BY FUND TYPE

FISCAL YEAR 2013

CITY DEPARTMENT BY PROGRAM	GENERAL FUND	SPECIAL REVENUE/ COMPONENT	CAPITAL PROJECTS FUNDS	TRUST/ AGENCY FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	CITY TOTAL
		UNITS/ DEBT SERVICE FUNDS					
Administration	1,090,252	-	-	-	-	-	1,090,252
Parks Maintenance	2,741,485	-	-	-	-	-	2,741,485
Program Activities	2,476,805	-	-	-	-	-	2,476,805
Community Events	157,953	-	-	-	-	-	157,953
PARKS AND RECREATION	6,466,495	-	-	-	-	-	6,466,495
Urban Renewal Authority	-	340,000	-	-	-	-	340,000
URBAN RENEWAL	-	340,000	-	-	-	-	340,000
CIPP Fund	-	-	2,034,405	-	-	-	2,034,405
Water Rights Acquisition Fund	-	-	125,000	-	-	-	125,000
Second Creek Drainage Fund	-	-	75,000	-	-	-	75,000
Third Creek Drainage Fund	-	-	3,000	-	-	-	3,000
Buffalo Run Tributary Drainage	-	-	10,000	-	-	-	10,000
DFA 0053 Drainage	-	-	22,000	-	-	-	22,000
Impact Fee Fund	-	-	807,500	-	-	-	807,500
CAPITAL PROJECTS	-	-	3,076,905	-	-	-	3,076,905
Sales Tax Bond Issues Fund	-	4,059,512	-	-	-	-	4,059,512
DEBT SERVICE	-	4,059,512	-	-	-	-	4,059,512
Chemical Roundup Fund	-	25,000	-	-	-	-	25,000
Elected Officials Retirement Fund	-	-	-	36,960	-	-	36,960
Police Donation Fund	-	8,000	-	-	-	-	8,000
Commerce City Housing Authority	-	60,000	-	-	-	-	60,000
OTHER FUNDS	-	93,000	-	36,960	-	-	129,960
GRAND TOTALS BY FUND	46,859,900	4,492,512	3,076,905	36,960	0	-	54,466,277
Information Technology							
Administration	-	-	-	-	284,357	-	284,357
Operations	-	-	-	-	1,881,286	-	1,881,286
GIS	-	-	-	-	355,186	-	355,186
Fleet Maintenance	-	-	-	-	3,859,735	-	3,859,735
Facility Services	-	-	-	-	1,577,077	-	1,577,077
INTERNAL SERVICE FUND TOTAL	-	-	-	-	7,957,641	-	7,957,641
Maintenance	-	-	-	-	-	836,431	836,431
Operations	-	-	-	-	-	591,311	591,311
Restaurant	-	-	-	-	-	886,604	886,604
Facility Services	-	-	-	-	-	114,400	114,400
Equipment & Improvements	-	-	-	-	-	72,384	72,384
Debt Service	-	-	-	-	-	-	-
GOLF COURSE FUND TOTAL	-	-	-	-	-	2,501,130	2,501,130

CITY OF COMMERCE CITY ANNUAL BUDGET

REVENUE SUMMARY

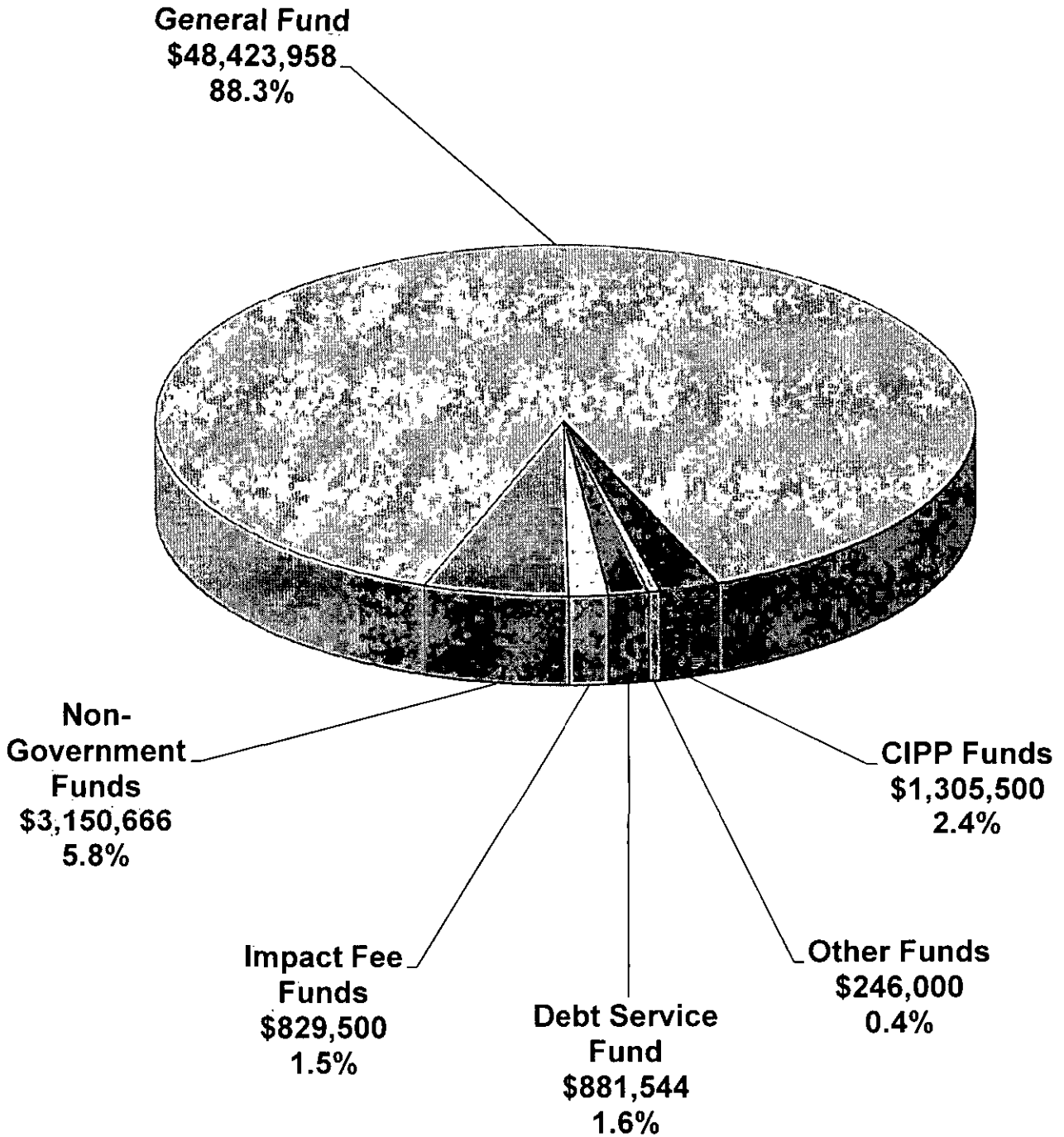
FISCAL YEAR 2013

ACTUAL RECEIPTS 2011	BUDGETED RECEIPTS 2012	PROJECTED RECEIPTS 2012	SOURCE	ESTIMATED RECEIPTS 2013
GENERAL FUND				
** TAXES **				
2,150,984	2,214,239	2,214,239	GENERAL PROPERTY TAX	2,280,666
139,363	160,000	160,000	OWNERSHIP TAX	145,000
75,265	140,000	140,000	VEHICLE TRANSFER TAX	140,000
2,619,162	2,350,000	2,350,000	FRANCHISE TAX	2,600,000
10,887	8,000	8,000	ACCOMMODATIONS TAX	8,000
37,458,149	34,142,732	34,142,732	SALES AND USE TAX	35,167,014
** LICENSES AND PERMITS **				
16,669	33,600	33,600	LIQUOR	33,600
48,670	49,000	49,000	OCCUPATION	49,000
70,135	70,000	70,000	CONTRACTORS	70,000
809,653	420,000	420,000	BUILDING PERMITS	465,000
58,649	100,000	100,000	EXCAVATING PERMITS	75,000
1,490	1,750	1,750	OTHER	2,000
INTERGOVERNMENTAL				
436,797	430,000	430,000	ROAD AND BRIDGE TAX	435,000
96,266	100,000	100,000	CIGARETTE TAX	95,000
1,453,672	1,500,000	1,500,000	HIGHWAY USERS TAX	1,500,000
160,612	165,000	165,000	MOTOR VEHICLE REGISTRATIONS	165,000
** CHARGES FOR SERVICES **				
39,744	47,000	47,000	ZONING	50,750
290,942	140,000	140,000	PLAN CHECKS	155,000
130,539	151,101	151,101	DOCKET FEES	145,000
326,018	386,719	386,719	COURT SURCHARGE	365,000
104,660	115,000	115,000	FUEL SURCHARGE	115,000
81,517	70,000	70,000	HOUSING AUTHORITY REVENUE	70,000
-4,203	6,000	6,000	SPECIAL DUTY ASSIGNMENT	6,000
13,477	13,000	13,000	EMPLOYEE ACTIVITY COMMITTEE	13,500
144,149	90,000	90,000	WEED REMOVAL FEES	115,000
22,453	15,000	0	PAWN SHOP FEES	0
10,552	15,300	15,300	PASSPORTS	15,300
41,517	50,000	50,000	TOWING ADM FEES	50,000
182,459	35,000	35,000	REIMBURSED BY OTHERS	75,000
20,748	30,000	30,000	REIMBURSED BY OTHERS - CITY NEWS	30,000
70,719	67,000	67,000	NMTF REIMBURSEMENT	69,000
185,821	75,000	75,000	REIMBURSEMENTS - SCHOOL DISTRICT	100,000
812,603	779,737	779,737	ACTIVITY FUND	815,728
22,427	25,325	25,325	OTHER	21,600

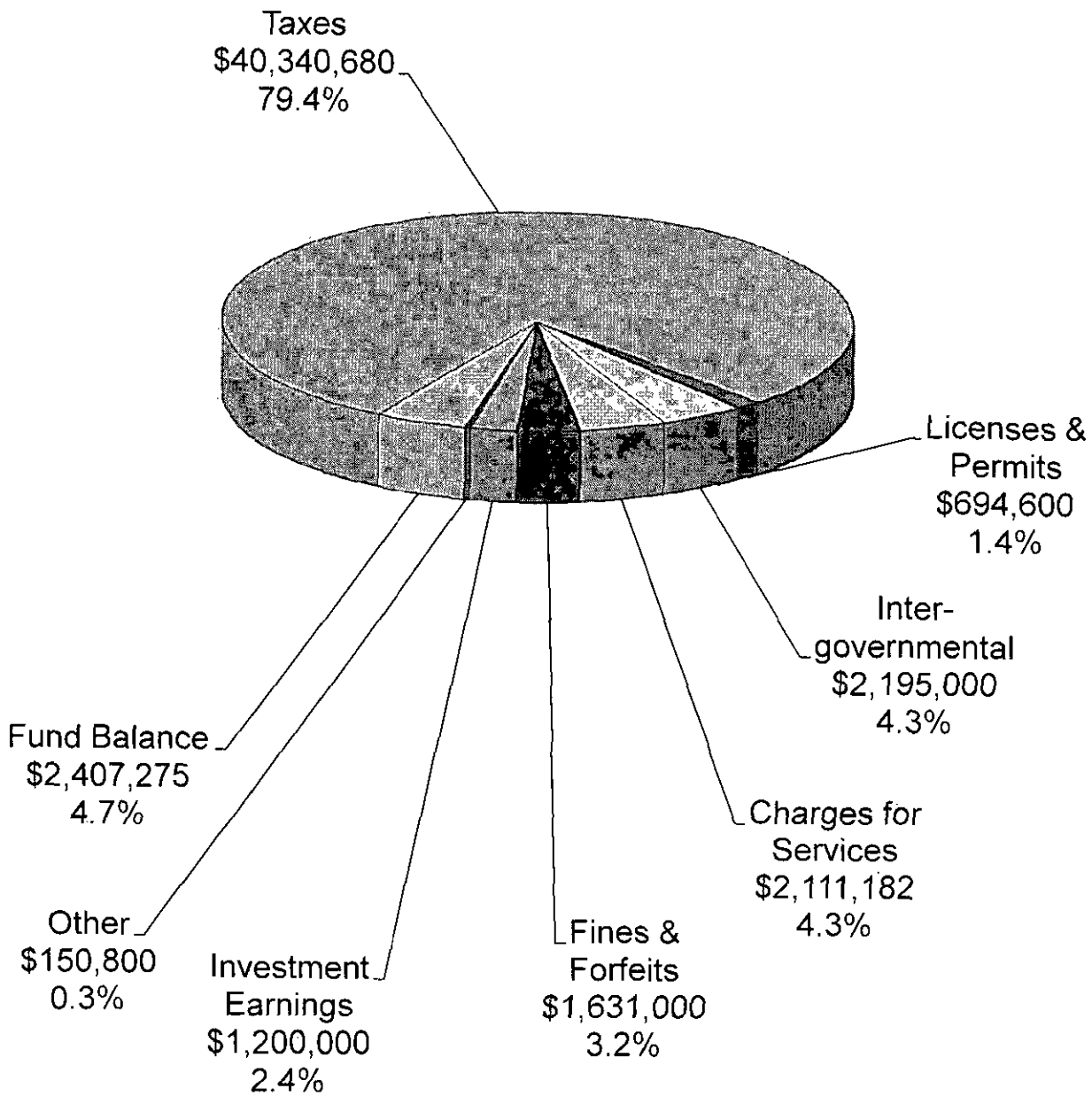
CITY OF COMMERCE CITY ANNUAL BUDGET

REVENUE SUMMARY			FISCAL YEAR 2013	
ACTUAL RECEIPTS 2011	BUDGETED RECEIPTS 2012	PROJECTED RECEIPTS 2012	SOURCE	ESTIMATED RECEIPTS 2013
			** FINES AND FORFEITS **	
1,085,531	1,301,826	1,301,826	MUNICIPAL COURT	1,100,000
27,827	12,000	12,000	DUI FINES	18,000
10,298	12,000	12,000	BOND FEES	12,500
506,361	575,000	575,000	PHOTO RED LIGHT ENFORCEMENT	500,000
90	500	500	OTHER	500
			** MISCELLANEOUS **	
1,402,924	1,100,000	1,100,000	INVESTMENT EARNINGS	1,200,000
103,594	150,000	150,000	UNCLASSIFIED REVENUE	150,000
8	800	800	OTHER	800
0	0	0	LOAN INTEREST	0
<u>51,239,198</u>	<u>47,147,629</u>	<u>47,132,629</u>	TOTAL GENERAL REVENUES	<u>48,423,958</u>
			OTHER FUNDS	
275,390	240,000	240,000	PARK & REC CIP FUND/OPEN SPACE	260,000
383,886	350,500	350,500	CONSERVATION TRUST FUND	362,500
748,273	600,000	600,000	TRANSPORTATION TAX	650,000
3,614	7,500	7,500	POLICE DONATION FUND	8,000
65,218	30,000	30,000	URBAN RENEWAL AUTHORITY FUND	30,000
850,904	851,504	851,504	KSS DEBT REIMBURSEMENT	851,544
33,178	33,000	33,000	CABLE SUBSCRIBER FEES (PEG)	33,000
25,000	25,000	25,000	CHEMICAL ROUNDUP FUND	25,000
175,352	550,000	550,000	IMPACT FEE FUND - PARKS	555,000
274,675	600,000	600,000	IMPACT FEE FUND - ROAD	250,000
-900	2,500	2,500	IMPACT FEE FUND - LANDSCAPE	2,500
20,415	35,000	35,000	IMPACT FEE FUND - DFA 0053 DRAINAGE	22,000
100,515	225,000	225,000	WATER ACQUISITION FUND	125,000
50,026	100,000	100,000	SECOND CREEK DRAINAGE BASIN FUND	75,000
5,488	20,000	20,000	BR TRIBUTARY DRAIN BASIN FUND	10,000
0	3,000	3,000	THIRD CREEK	3,000
<u>3,011,034</u>	<u>3,673,004</u>	<u>3,673,004</u>	TOTAL OTHER FUNDS	<u>3,262,544</u>
<u>54,250,232</u>	<u>50,820,633</u>	<u>50,805,633</u>	TOTAL GOVERNMENT FUNDS	<u>51,686,502</u>
			ENTERPRISE FUNDS	
696,373	625,000	625,000	WASTE MANAGEMENT FUND	650,000
2,213,233	2,391,534	2,391,534	GOLF COURSE	2,500,666
<u>2,909,606</u>	<u>3,016,534</u>	<u>3,016,534</u>	TOTAL ENTERPRISE FUNDS	<u>3,150,666</u>
<u>57,159,838</u>	<u>53,837,167</u>	<u>53,822,167</u>	GRAND TOTAL GOVERNMENT FUNDS AND ENTERPRISE FUNDS	<u>54,837,168</u>

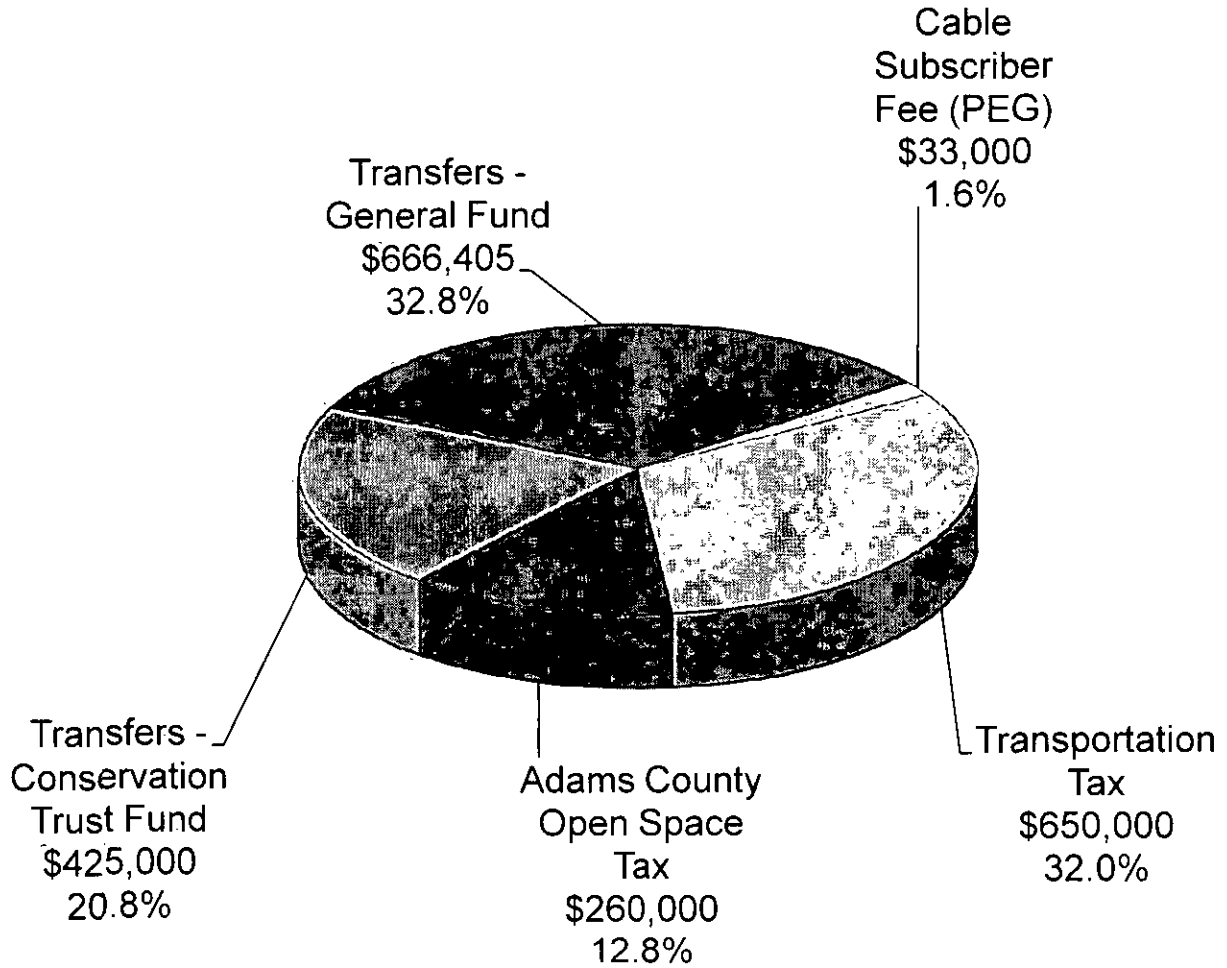
Revenue Summary 2013



Summary of Financial Sources General Fund 2013



**Summary of Financial Sources
Capital Improvement and Preservation Plan
CIPP Fund
2013**



CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Revenue Overview

The City strives to maintain a strong, diverse revenue base recognizing that becoming too dependent upon any individual revenue source would make the City's revenues more vulnerable to economic cycles. The voters of Commerce City have exempted all Commerce City revenues, with the exception of property tax revenues, from the revenue and expenditure limitations imposed by the TABOR Amendment and authorized their expenditure. All revenues are conservatively projected, monitored and updated as necessary. Total 2013 revenues (excluding restricted impact fees) are projected to increase 2.7% to \$48,443,958 from estimated 2012 revenues of \$47,147,629. Outlined below are descriptions and a brief analysis of the City's largest revenue sources:

Taxes, Licenses & Intergovernmental Revenues

Property Tax – Property taxes are levied on December 31, and attach an enforceable lien on property as of January 1. Taxes are due following January 1st, the first half-payment is due by February 28th and the second half-payment is due by June 15th; or full payment is due by April 30th. The City of Commerce City's property tax mill levy is 3.28 mills and has not changed since 1988. For fiscal year 2012 property tax revenue was estimated to be \$2,214,239 based on an estimated assessed valuation of \$673,270,410. The 2013 budget includes projected property tax revenues of \$2,280,666 based on an estimated assessed valuation of \$685,632,900.

Building Permit Fees – Building permit fees are based on the dollar valuation of the construction work to be performed. Permit fees are established by ordinance and are budgeted based on local construction and development trends. Estimated revenues for the 2013 budget are projected at \$465,000; reflecting a projected increase of 11% from the 2012 budget due to an increase in construction activity.

Other Permit and Construction Fees – The City assesses other fees with respect to new residential and commercial construction. The 2013 budget includes Plan Check fees of \$155,000.

Sales and Use Taxes – The City of Commerce City collects a 3.5% tax on the sales of tangible personal property and specific services. A use tax is levied as a complement to the City's sales tax and is imposed upon taxable purchases on which a sales tax was not legally imposed. The City imposes the use tax on building materials, motor vehicles and other tangible personal property (e.g., furniture, fixtures, supplies and equipment).

Budgeted sales and use tax revenues for 2013 are projected to increase 3.0% over 2012 budgeted revenues to \$35,167,014.

Sales and use tax revenues now flow into the General Fund. A large transfer of \$3,207,968 goes to the Sales Tax Bond issues. Small amounts are transferred from the General Fund, to the Housing Authority and Elected Officials Retirement Fund. Sales and use tax revenues provide the largest single source of revenue for the City.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Revenue Overview (cont.)

Franchise Fees – The City currently has a nonexclusive franchise agreement with Xcel Energy for the right to furnish, sell and distribute gas and electricity to residents and businesses within the community. The agreement provides Xcel Energy with access to public property to provide gas and electric services. In consideration for this franchise, Xcel Energy pays the City of Commerce City a sum equal to 3% of all revenues received from the sale of gas and electricity. In addition, the City receives franchise fees from the cable TV provider set at 5% of gross revenues and from United Power equal to 3% of their electricity revenues. The franchise fees are estimated to be \$2,600,000 in the 2013 budget.

Municipal Court Fees – Municipal Court fees consist, primarily, of fines and forfeitures assessed against parties found guilty of any municipal offense through the court system. Estimated total revenues for the 2013 budget are \$2,256,000.

Highway User's Tax – The Highway User's Tax (HUT) is a State tax shared back with local governments. HUT revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses and motor vehicle registration fees. The HUT is distributed monthly among the state, counties and municipalities through a formula based on the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements. HUT is projected to remain flat at \$1,500,000 in the 2013 budget.

Excavating Permits – Excavation permit fee revenues are received from various contractors performing excavation activities within the City's various right-of-ways. The 2013 budget decreased 25% to \$75,000. This amount is due to the current level in construction activity.

Motor Vehicle Registration Fees – Motor Vehicle Registration fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle and the age of the vehicle. The revenues received by a county, city or municipality are actual fees collected for the month based on the number and type of vehicles registered. The City anticipates \$165,000 in motor vehicle fees for 2013.

Recreation Activity Fees – The City of Commerce City owns and operates a recreation center for Commerce City residents. A variety of recreation programs and activities are offered through the recreation center. To access the activities and programs, users are assessed a membership fee. Activity fee revenues are anticipated to increase 4.6% to \$815,728.

Conservation Trust Proceeds – The Conservation Trust Fund is primarily funded with State lottery proceeds. Municipal lottery proceeds are based on the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site. The City of Commerce City normally transfers Conservation Trust proceeds to the CIPP Fund. Lottery revenues are projected at \$362,500 in 2013. In 2013, we propose to use \$287,500 of this revenue for park maintenance costs, \$75,000 for equipment replacement at the Golf Course.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Revenue Overview (cont.)

Impact Fee Fund – Impact fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with the necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. In 2013 the Second Creek Drainage Basin Impact Fee is estimated to provide \$75,000 in revenues, the Buffalo-Run Tributary Drainage fee is estimated to provide \$10,000 in revenues, the Third Creek Drainage Basin is estimated to provide \$3,000 in revenues, and the DFA053 Drainage Basin is estimated to provide \$22,000 in revenues.

The 2013 budget includes road impact fees, drainage systems, and parks/open space and trails in the City's northern growth areas.

Future Growth Fund – Previously, the City Council directed that two points of the 3.5% use tax on new construction occurring north of 88th Avenue be transferred to the Future Growth Fund for future capital projects. The transfers have been suspended for 2005 through 2013 so the revenue can be used to fund the debt service for the \$64 million bond issue.

Water Rights Acquisition Fund – The Water Rights Acquisition Fund exists for the purchase of irrigation and potable water rights. The Water Rights Acquisition Fee is estimated to generate \$125,000 in 2013.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

EXPENDITURE SUMMARY

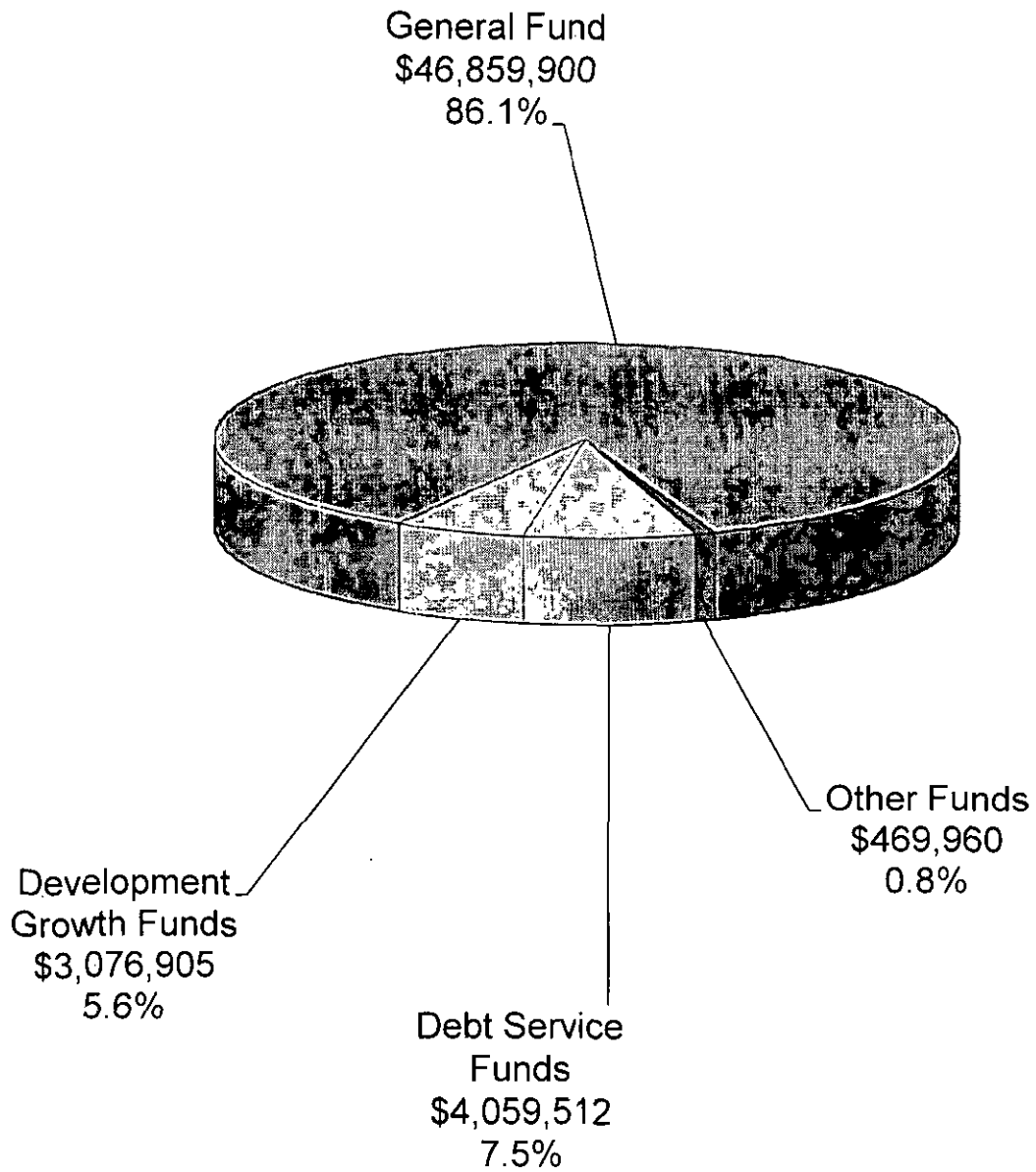
FISCAL YEAR 2013

	PERSONNEL SERVICES		MATERIAL AND SUPPLIES	OPERATING EXPENSES	CAPITAL OUTLAY	TOTAL
	SALARIES	BENEFITS				
ADMINISTRATION	1,822,631	258,244	28,500	1,757,127	0	3,866,502
HUMAN RESOURCES	468,539	60,111	9,900	336,007	0	874,557
FINANCE	1,730,105	5,136,728	33,595	4,259,197	0	11,159,625
COMMUNITY DEVELOPMENT	1,943,176	255,841	26,650	881,859	0	3,107,526
PUBLIC SAFETY	9,069,390	1,115,743	347,700	3,432,683	61,050	14,026,566
PUBLIC WORKS	2,132,261	284,539	406,919	2,540,781	0	5,364,500
REFUSE COLLECTION	0	0	0	1,994,129	0	1,994,129
PARKS AND RECREATION	3,221,131	365,007	450,240	2,352,492	77,625	6,466,495
ELECTED OFFICIALS RETIREMENT FUND				36,960		36,960
COMMERCE CITY HOUSING AUTHORITY				60,000		60,000
POLICE DONATION FUND				8,000		8,000
URBAN RENEWAL AUTHORITY FUND				340,000		340,000
SALES TAX BOND ISSUES FUND				4,059,512		4,059,512
CHEMICAL ROUNDUP FUND				25,000		25,000
IMPACT FEE FUND				807,500		807,500
WATER RIGHTS ACQUISITION FUND				125,000		125,000
CIPP FUND				2,034,405		2,034,405
SECOND CREEK DRAINAGE BASIN FUND				75,000		75,000
DFA 0053 DRAINAGE				22,000		22,000
THIRD CREEK DRAINAGE FUND				3,000		3,000
BUFFALO RUN TRIBUTARY DRAINAGE				10,000		10,000
TOTAL	20,387,233	7,476,213	1,303,504	25,160,652	138,675	54,466,277

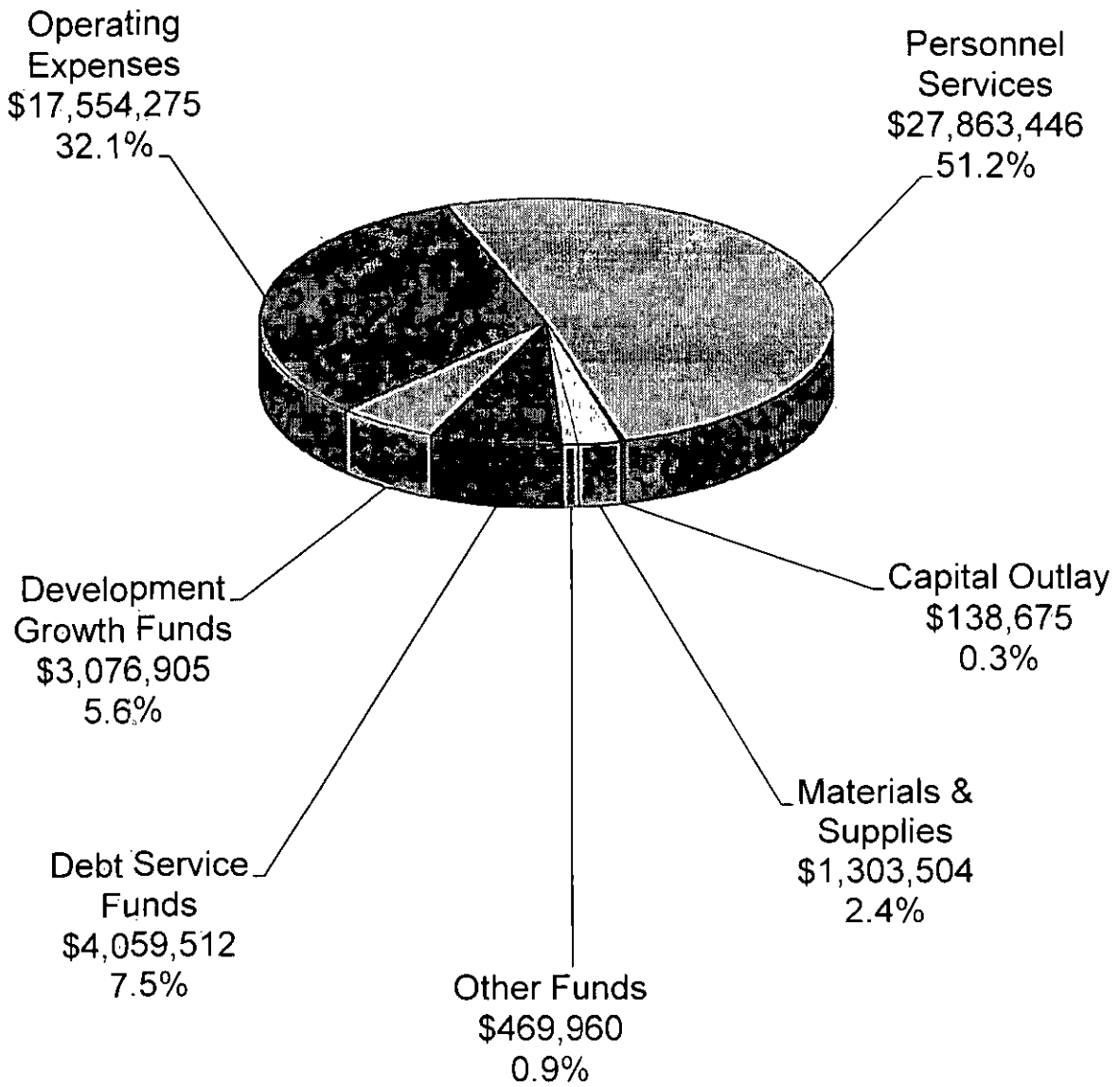
NOTE:

- EXCLUDES FINANCE AUTHORITY FUND
- EXCLUDES GOLF ENTERPRISE FUND
- EXCLUDES SOLID WASTE MANAGEMENT FUND
- INCLUDES INTERNAL SERVICE FUNDS ALLOCATION

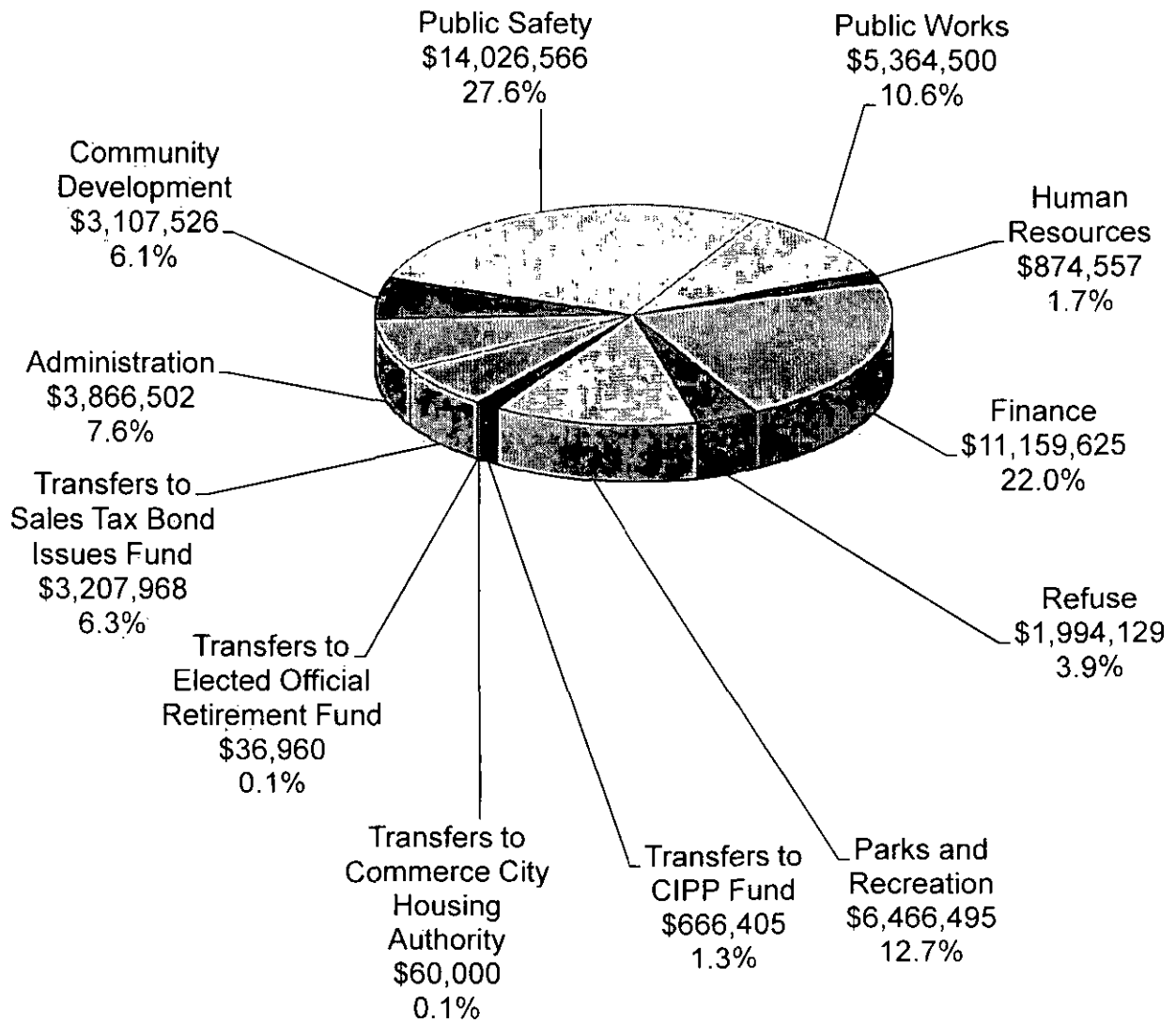
Expenditure Summary By Fund 2013



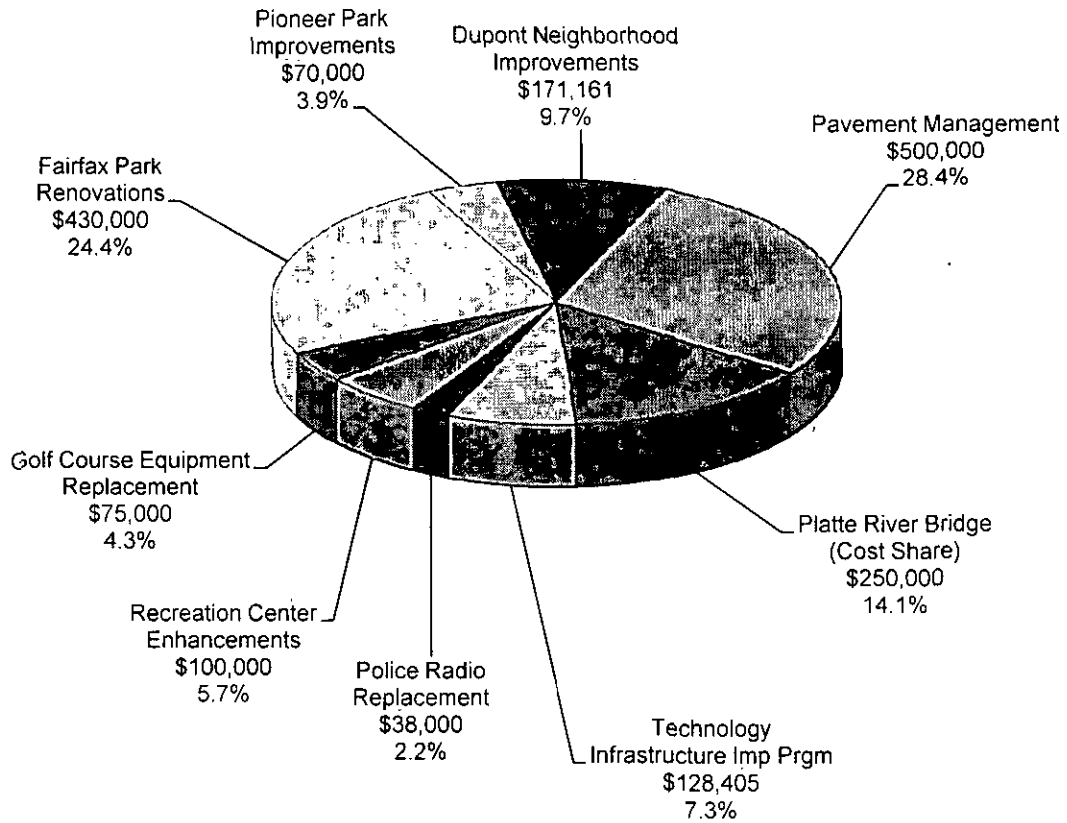
Expenditures Summary By Type 2013



Summary of Financial Uses General Fund 2013



Summary of Financial Uses Capital Improvement and Preservation Plan CIPP Fund 2013



CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Expenditures Overview

Planned expenditures for the 2013 fiscal year, including the General Fund and Capital Projects, and including allocated costs from the Internal Service Funds, but excluding the Golf Enterprise Fund and Solid Waste Management Fund, have been budgeted at \$54,466,277.

The majority of program operating budgets reflect an increase from the 2012 budget.

Departmental Operating Budgets

Outlined below is a brief discussion of the 2013 departmental budgets.

Administration – Administration consists of eight programs with a combined 2013 budget of \$3,866,502 representing a decrease from the 2012 budget. The programs comprising administration are as follows:

- ◆ **Legislative** – The budget for legislative activities is \$527,629 representing a 4.3% increase from 2012 budgeted expenditures. This budget continues to provide financial support for scholarships, agencies and non-profit organizations that directly benefit City residents.
- ◆ **Legal** – The legal department is composed of two divisions. The legal costs for specialized legal services such as for condemnation, labor relations, environmental law and water rights are also included in this budget program. Any legal costs pertaining to the Commerce City General Improvement District, Urban Renewal Authority and the Commerce City Housing Authority are billed separately and are not included within this budget.
 - * City Attorney – The 2013 City Attorney budget remained flat at \$444,106 compared to the 2012 budget of \$441,019.
 - * Legal Services – The 2013 legal services budget remained flat at \$244,500.
- ◆ **City Manager's Office** – The City Manager's Office is composed of five programs.
 - * City Manager – The budget for the City Manager decreased 34.0% to \$775,930 compared to the 2012 budget of \$1,176,074. The decrease is due to re-organization of the division.
 - * City Clerk – The City Clerk budget increased 10.1% to \$291,881 compared to the 2012 budget of \$265,091.
 - * Economic Development – The Economic Development budget decreased by 2.9% to \$488,621 from \$503,249 in 2012. The decrease is due to re-organization of the division.
 - * Intergovernmental – The Intergovernmental budget increased 195.0% to \$299,651 compared to the 2012 budget of \$101,590 due to re-organization of the division and transferring a position to this division.
 - * Communications – The Communications budget decreased 1.8% to \$791,184 from \$805,570 in 2012. The decrease is due to aligning costs to normal levels.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Expenditures Overview (cont.)

Human Resources – The Human Resources Department consists of four divisions with a combined budget of \$874,557 representing an increase of 1.7% from the \$860,089 in 2012.

- * Human Resources – The Human Resources budget increased 2.2% to \$734,373 compared to the \$718,649 budgeted in 2012. This increase is due to personnel costs.
- * Organizational Development – The Organizational Development training budget decreased 4.9% to \$42,500 compared to the \$44,700 budgeted in 2012 to align with actual costs.
- * Risk Management – The 2013 budget is \$84,184 for a risk manager position and the associated expenses for this division and remained flat from 2012.
- * Employee Activity Committee – The 2013 budget increased 3.8% to \$13,500 compared to the \$13,000 budgeted in 2012. These expenses are associated with the projects produced from this committee.

Finance – Finance includes five programs with a combined 2013 budget of \$11,159,625 representing a 2.4% increase from the 2012 budget of \$10,899,125 due to changes in employee benefit costs in 2013. The five programs comprising Finance are as follows:

- * Financial Planning and Budgeting – This program has decreased 2.0% to \$438,197 from \$447,210 in 2012 due to the personnel costs.
- * Financial Services – The Financial Services budget has increased by 3.2% to \$1,035,416. The 2012 Financial Services budget was \$1,002,898. The increase is due to changes in operating expenses:
- * Tax – The budget decreased 2.0% to \$981,833 compared to the \$1,002,245 in 2011. The decrease is due to changes in operating costs.
- * Judicial – The City's Municipal Court budget increased 10.4% to \$651,748 from \$590,131 in 2012. This budget provides funding for the administration and operation of the City's Municipal Court, contracting for the supervision of the Community Services Youth Offender program, prosecuting attorney compensation and jury trials.
- * Internal Services – Internal Services provides the insurance coverage for all City operations and contains budget appropriations for other city-wide expenditures as well. Internal Services increased 2.5% to \$8,052,431 from \$7,856,641 in 2012, due to budgeted costs in Health Insurance, Workers' Compensation and general insurance premiums to match actual expenditures. Other services and activities include:

Health and Dental Insurance
Unemployment Insurance
Employee Assistance Program
Section 125 Flex Administration
CIRSA Liability Insurance
City Postage Costs
Property Tax Rebate Program

Life Insurance and Disability Insurance
General Leave
Retiree Health Insurance Trust
Workers' Compensation
Bi-lingual Reward Program
Central Office Copier Lease/Supplies
Armored Car Service

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Expenditures Overview (cont.)

Community Development – Community Development consists of five programs. The department’s 2013 budget decreased 3.6% to \$3,107,526 from the \$3,223,838 in 2012.

- * Administration – The Administration budget increased 3.1% to \$419,506 from \$406,999 in 2012. The increase is due to changes in allocations for 2013.
- * Community Planning – The budget increased 2.8% to \$543,131 compared to \$528,375 in 2012. The increase is due to personnel costs increasing as a result of reclassifications and normal operating cost increases.
- * Building Safety – The Building Safety budget decreased 6.3% to \$914,259 from \$975,547. The increase is due to staffing level changes for 2013. The budget provides for building inspection, plans examination and the related operations.
- * Neighborhood Services – The Neighborhood Services budget has decreased by 7.0% to \$1,141,984 compared to the \$1,227,324 in 2012. The decrease is due to the staffing level changes for 2013.
- * Housing – The Housing program budget increased by 3.6% to \$88,646 from \$85,593 in 2012. The increase is due to the personnel costs for 2013. Housing provides the staffing to administer the various housing grant programs on behalf of the Commerce City Housing Authority. The Housing Authority reimburses the City for these costs.

Public Safety – The Public Safety Department is organized into six programs. The Public Safety departmental budget for 2013 increased 3.8% to \$14,026,566 compared to \$13,509,932 in 2012.

- * Administration – The 2013 Administration budget decreased 1.2% to \$1,520,692 from \$1,539,228 in 2012. The decrease is due to re-organization of the division and operating expenses.
- * Support Operations – The 2013 budget increased 10.0% to \$3,317,163 compared to the \$3,686,978 in 2012. The decrease is due to the alignment of operating expenses to normal levels and re-organization of the division.
- * Patrol Operations – The 2013 Patrol Operations budget increased 13.2% to \$8,196,289 from \$7,242,792 in 2012. The budget increase is primarily due to re-organization of the division.
- * Community Justice – The 2013 Community Justice budget decreased 21.6% to \$254,666 from \$324,650 in 2012. The decrease is due to operating expenses.
- * Special Investigations Unit – The 2013 budget increased 0.4% to \$504,456 from \$502,366 in 2012. The increase is primarily due to changes in operating expenses.
- * Emergency Management – The 2013 Emergency Management budget increased 9.1% to \$233,300 from \$213,918 in 2012. The budget increase is primarily due to aligning operating costs to normal levels for 2013.

For clarification purposes, Police Department grants have not been included as a part of the six programs. All grants are budgeted in a Special Revenue Grants Fund established to record and account for all grant funded activities.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Expenditures Overview (cont.)

Public Works –The department is composed of six individual programs including Administration, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning, Refuse Collection (trash and rubbish removal), and Engineering (civil and traffic engineering). The 2013 Public Works Department budget remained flat at \$7,358,629 from \$7,357,359 in 2012.

- * Administration – The Administration budget increased 2.5% to \$449,080 from \$438,245 in 2012. The increase is due primarily to allocation expenses.
- * Street and Traffic Maintenance – The budget decreased by 8.9% to \$2,077,715 from \$2,280,022 in 2012. The decrease is due to allocation changes and operating expenses.
- * Snow and Ice Control – The budget increased by 3.4% to \$335,863 from \$324,846 in 2012 due to increased vehicle allocations for 2013.
- * Street Cleaning – The budget increased by 4.8% to \$449,040 from \$428,520 in 2012 primarily due to a change in allocations, primarily increased vehicle allocations for 2013.
- * Refuse Collection – The budget increased by 4.1% to \$1,994,129 from \$1,914,806 in 2012. The increase is due primarily to the per-unit cost of refuse collection and the addition of new homes.
- * Engineering – The budget increased by 4.2% to \$2,052,802 from \$1,970,920 in 2012. The increase is due primarily to allocation expenses and operating expenses.

Parks and Recreation –The department consists of Administration, Parks Maintenance Administration, Recreation Activities, and Community Events. The combined 2013 budget increased 2.3% to \$6,466,495 compared to \$6,318,937 in 2012.

- * Administration – The Administration budget decreased 3.2% to \$1,090,252 compared to \$1,126,230 in 2012. The decrease is due to personnel costs and based on the equipment replacement schedule in 2013.
- * Parks Maintenance Administration – The Parks Maintenance Administration budget increased 1.5% to \$2,741,485 compared to \$2,700,569 in 2012. The increase is due normal increase of operating expenses.
- * Recreation Activities – Recreation Activities includes the youth, adult and senior activities. The budget increased 6.1% to \$2,476,805 compared to \$2,334,185 in 2012. The increase is due to normal operating expense increases.
- * Community Events – The Community Events budget remained relatively flat at \$157,953 .

Internal Service Funds

- ◆ **Fleet Management** – The primary function of the Fleet Management Internal Service Fund is to provide for the replacement, maintenance and repairs of all City owned vehicles. As funds are available, it may also provide for the addition of equipment or vehicles to the fleet. The fund is under the administration of the Public Works Department.

The 2013 budget increased 0.6% to \$3,859,735 from \$3,835,703 of which \$1,296,800 is allocated to equipment and vehicle replacements, and \$2,562,935 allocated to garage operations.

Based upon a fixed formula, depreciation schedules and a 7% inflationary factor, the fleet management budget is charged back to the appropriate user department, which is to provide for a 100% cost recovery back to the Fleet Management Fund. Current policy provides for the replacement of police patrol vehicles on a three-year rotation schedule.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Expenditures Overview (cont.)

- ◆ **Information Technology** – The primary function of the Information Technology Internal Service Fund is to provide City-wide telephone maintenance and equipment, computer services, software and capital needs. The primary objective of this fund is to provide leadership in the use of technology and to plan, develop, support and maintain the information services and technologies. Each user department is charged for computer and telecommunication services, software and equipment. The IT Strategic Plan now guides the development of this operation.

The 2013 budget increased 12.5% to \$2,520,829 from the 2012 budgeted expenditures of \$2,241,697. The increase is due to aligning operating expenses to current costs/usage.

- ◆ **Facility Services** – The 2013 budget increased 9.6% to \$1,577,077 compared to \$1,438,608 in 2012. The increase is primarily due to increases in operating expenses. The program provides maintenance and custodial services for the Municipal Services Center, Recreation Center, Civic Center, and all utilities for City buildings. General maintenance and custodial services for the Golf Enterprise Fund are budgeted within the Golf Enterprise budget.

Capital Improvement and Preservation Plan – CIPP Fund – The CIPP Fund accounts for financial resources, comprised of transfers from the Solid Waste Management Fund, Special Improvement Fund, Conservation Trust Fund (Lottery) revenue, Adams County Open Space revenues, Transportation Tax revenues and transfers from the Impact Fee Fund and Fund Balance, designated by the City Council to fund the costs of large capital improvement projects. Annually, the City Council approves funding for this fund based on the City's five year Capital Budget. Unexpended, but restricted funds are carried over from one budget year to the next without the need for an annual City Council appropriation. Council considered the CIPP Fund's 2013 budget at the budget retreat. The total is included in the 2013 budget.

Future Growth Fund – The Future Growth Fund accounts for the two points of the 3.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2013 so that the funds can be used for the debt service payments on the \$64 million bond issue.

Impact Fee Fund – The Impact Fee Fund accounts for the City's Parks/Open Space Impact Fee, Transportation Impact Fee and Drainage Impact Fee. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. The Road Impact Fee Fund is designated for reimbursement of arterial road costs under the developer agreements.

Enterprise Funds

- ◆ **Solid Waste Management** – On February 16, 1999, the City Council enacted Ordinance Number 1271 to establish the Solid Waste Management Enterprise Fund. All operations, maintenance and activities of the Enterprise shall be conducted as a City-owned business in such a manner to continue to qualify as an Enterprise. The City Council constitutes the governing body of the Enterprise. The Enterprise does not have the power to levy or assess any tax nor shall it accept or receive any grants from any Colorado or local government to the extent prohibited to maintain the Enterprise status.

This Fund is financed with a service charge of five percent (5%) of the disposal fees assessed against users of the solid waste disposal sites and facilities in the City. Expenditures are restricted to managing the impacts of the solid waste landfill operation. Therefore, capital expenditures are limited to the construction and maintenance of road and bridge access to and from solid waste disposal sites and facilities in the City. The money may also be spent for inspections, rectifying environmental problems or removal of litter generated by waste disposal sites and facilities, staff support and overhead and other costs related to solid waste disposal sites and facilities. The Council considered the 2013 proposed budget at the budget retreat. The total is included in the 2013 budget.

CITY OF COMMERCE CITY ANNUAL BUDGET

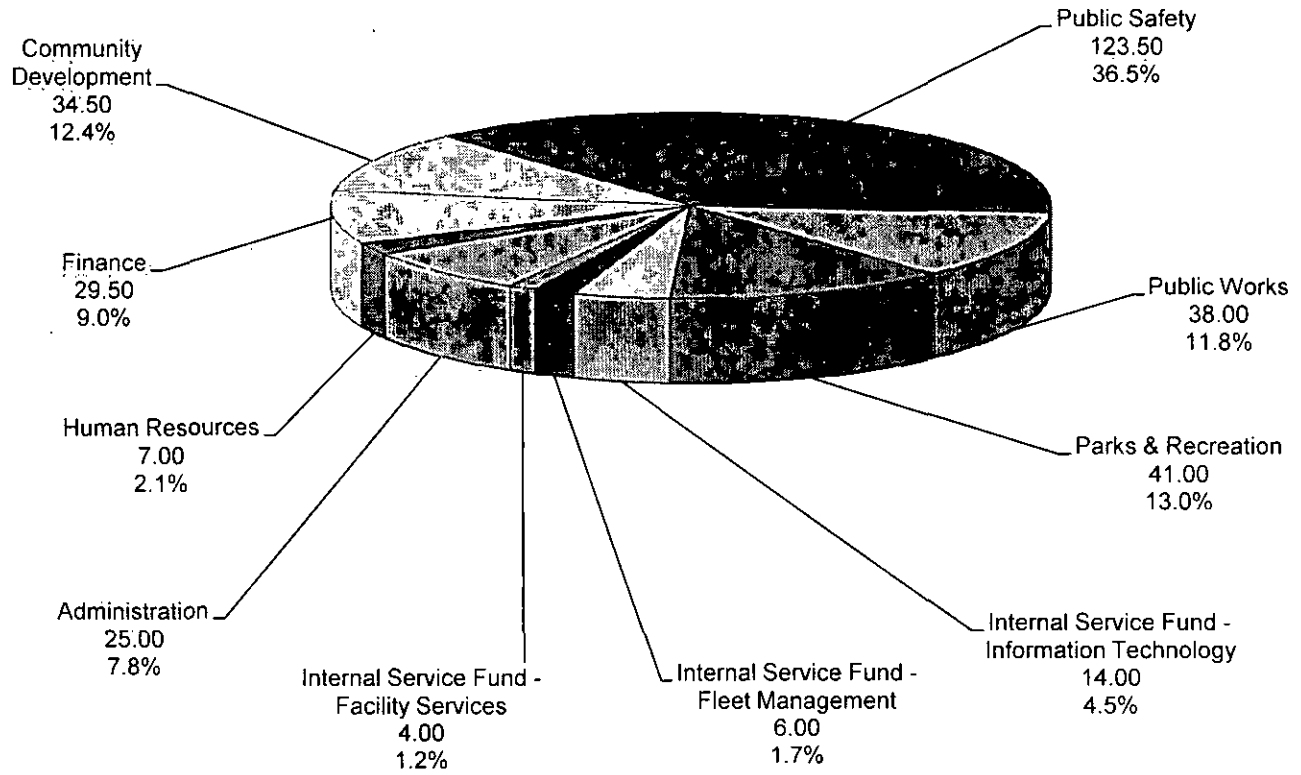
2013 Expenditures Overview (cont.)

- ◆ **Buffalo Run Golf Course** – The Buffalo Run Golf Course will enter its seventeenth full year of operations in 2013. This consists of six programs including Golf Operations, Golf Maintenance, Restaurant, Facility Services, Golf Debt Service, and Equipment and Improvements. The Golf Enterprise Fund's 2013 budget increased 4.6% to \$2,501,130 compared to \$2,391,534 in 2012.

The Golf Operations Program includes the cost of all operating activities including the clubhouse, office operations, pro-shop, cart barn, tournaments and other activities, and is budgeted at \$591,311. The Golf Maintenance program is responsible for the management of all costs related to maintaining and enhancing the playability of the course and is budgeted at \$836,431. The Restaurant program is responsible for the management and all costs related to maintaining restaurant services at Buffalo Run. Restaurant is budgeted at \$886,604. Facility Services is budgeted at \$114,400 for janitorial services, supplies and utilities. Building maintenance is provided by the Facility Services Internal Service Fund (operating as a division of Public Works). The Equipment and Improvement program budgeted at \$72,384 separates costs for new equipment, facility expansion and depreciation costs relating to them.

The debt service cost center provides for the annual repayment of a special revenue note principal and interest, and no payment is budgeted for 2013. On October 1, 2000, the City loaned the Buffalo Run Golf Course \$8.4 million to call and repay variable rate bonds and restructure previous loans from the City. The special revenue note for \$8.4 million was to be repaid over a 30-year period with interest of 4% per year. In 2009, Council converted the loan to 0% interest with an indeterminate term to be repaid as the Golf Course generates revenues in excess of operating costs. The principal payment for 2013 will be deferred and the period for repayment will be extended five years.

Human Resources Overview 2013



	2011	2012	2013
	Actual	Budget	Plan
Administration	27.00	27.00	25.00
Human Resources	6.00	7.00	7.00
Finance	29.50	29.50	29.50
Community Development	36.50	36.50	34.50
Public Safety	121.50	121.50	123.50
Public Works	37.00	38.00	38.00
Parks & Recreation	41.00	41.00	41.00
Internal Service Fund - Information Technology	14.00	14.00	14.00
Internal Service Fund - Fleet Management	6.00	6.00	6.00
Internal Service Fund - Facility Services	4.00	4.00	4.00
Total FTEs	322.50	324.50	322.50
Enterprise Fund - Golf Course	9.00	9.00	9.00

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Compensation and Staffing Overview

The City of Commerce City recognizes that employees are critical to the success of our mission and goals. We must retain and attract competent, professional, and results-oriented staff. The City provides its employees with a total compensation package including both pay and benefits. We attempt to make our total compensation comparable, within our ability to pay, to those found in governmental and private sector organizations in the Denver Metro area. We base rewards on the achievement and support of our stated mission, values, and goals.

The City uses widely recognized surveys to establish the competitive level of compensation for our positions. The midpoint of each pay grade is established by using average salaries paid in the market. The City uses private and public sector job matches. The City also evaluates available dollars to provide any increases in salary.

The 2013 compensation plan is formatted to adhere to the new union contract by which all employees will be eligible for the following increase based on individual performance evaluation rating:

Needs Improvement- 0%
Developing-0.5%- 2.24%
Competent -2.25
Exemplary-2.26%-5.26%

Staffing:

No new positions recommended for 2013:

Compensation Plan:

Provisions of the revised compensation plan concept includes the following:

General information:

Prior to the beginning of each calendar year, the City conducts a survey using a variety of factors to determine the market comparisons of positions in the pay family and evaluate if market would warrant a pay family to be increased. Such market information and factors may include, but not be limited to:

- o Public and private sector organizations
- o The Employment Cost Index-Wages (ECI-W)
- o The market analysis of classifications
- o Budgetary sufficiency and the City's ability to pay
- o Local economic factors

Market adjustments would be calculated for each pay family and adjusted accordingly if approved.

Performance Evaluation System:

Employees receive performance reviews and merit increases, if appropriate, on their evaluation date. Generally, the City budgets will account for an amount sufficient to provide each employee with a merit increase on the evaluation date, based on the employee's overall performance rating, reclassifications and to meet any contract negotiated increases.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Compensation and Staffing Overview (con't)

Exemplary: Performance that consistently achieves results beyond expectations and is distinguished by extraordinary skills and abilities which have been repeatedly tested and proven regardless of challenges. An Exemplary rating will be the exception and must be reviewed and approved by the City Manager or Deputy City Manager.

Competent - Performance is at a contribution level that meets or exceeds the standards and requirements of the job. Most employees will perform at this level.

Developing - Performance demonstrates appropriate progress towards the standards and requirements for learning a new job, skill or duty.

Needs Improvement - Performance is below the expected level and is not meeting the standards and requirements of the job.

Pay Families:

- **General Pay Family:** General pay scale is grades G200-G900. G100 was deleted. Positions are typically FLSA nonexempt; eligible for overtime, positions that perform operational duties. Employees in the general pay family may be eligible for an increase based upon the annual performance evaluation rating conducted by the appropriate supervisor. This is also the pay family where the majority of the AFSCME contract employee's positions are reflected.
- **Professional Pay Family:** Professional pay scale is grades R100-R700. Positions typically interpret policy, are FLSA exempt, require advance knowledge in their field, FLSA supervisor by definition and/or require some technical expertise.
- **Executive Pay Family:** Executive pay scale is grades E100-E500. Positions typically are Department Directors and Division Managers or report to a Department Director, manage a budget function, are FLSA exempt, responsible for performance evaluations, develop policy for approval, have a significant level of decision making and independent judgment and authority and have the ability or authority to place the City in a high liability situation.
- **Police Department:** The Police Department staff covered by the collective bargaining agreement between the City of Commerce City and Fraternal Order of Police, Lodge 19. The contract agreement is from January 1, 2013 to December 31, 2014. Effective the first pay period in January 2013, the base pay rates as of December 31, 2012, shall be increase by one percent (1%) and by one-half percent (0.5%). On April 1, 2013 and 2014 the City will survey the cities as established by the contract for their minimum and maximum pay rates in the jobs classifications as specified by the contract.

Fringe Benefit Program:

The City provides a comprehensive fringe benefits package to City employees including employee health insurance, dental insurance, pension plan contributions and life insurance. Other employee related costs include worker's compensation, unemployment insurance, disability insurance; employee assisted housing program, employee computer loan program, employee assistance program, enhanced training program, Social Security and Medicare, general leave and paid holidays.

Outlined below are the major components of the City's fringe benefits program and their impact on the 2013 Budget:

Health Insurance – The City was quoted rates with multiple plan designs based on employee feedback. The City Manager, Human Resource Department, Employee Benefits Team and an employee survey were tools the City used to evaluate what plan design and co-pay/rate structure would be most reasonable. The 2013 plan year will still continue working with the broker to contract with Kaiser and Anthem for health insurance coverage. It is important to consciously balance the needs of the employees and limit such a hefty increase in times of economic uncertainty. The City is continuing to negotiate the plan design and rate structure to lessen the financial impact to the majority of employees. As in past years, the health insurance rates are established in accordance with FOP contracts and the new AFSCME contract. However, the two plans are opposite of each other in 2013:

CITY OF COMMERCE CITY ANNUAL BUDGET

2013 Compensation and Staffing Overview (con't)

AFSCME: the first 5% increase is paid by the employee, the City pays for the next 5% and anything above 10% increase is borne equally between the employee and the City.

FOP contract: the first 5% increase is paid by the City, the employee pays for the next 5% and anything above 10% increase is borne equally between the employee and the City.

- Retiree Health Insurance Trust – Council authorized establishment of the Retiree Health Insurance Trust and it will be funded over 15 years starting in 2007. If there are windfall tax receipts, it may be funded in less than 15 years. As per Resolution 2006-40, new employees hired as of July 1, 2006 will not be included in the Retiree Health Insurance Trust.
- Dental Insurance – The City has negotiated a two year rate guarantee through 12/21/2013.
- Retirement Plan Contribution – The City contributes 6% of each general, professional, and executive team employee's salary, along with the employee match of 6%, to the City's retirement plans under ICMA. Under the collective bargaining agreement, the sworn members of the collective bargaining agreement will receive a 10% matching contribution from the City, plus the employee's contribution of 10%, to the retirement plan.
- Workers' Compensation – The City's Workers' Compensation premium for 2013 is projected to increase; however the amount is unknown at this time. Increases are based on the increase in payroll, increases in higher-rated job classes (especially police officers and maintenance workers), and the worker's compensation claims filed.
- Employee Assisted Housing Program – The Employee Assisted Housing Program is a popular program. The program provides financial assistance to employees of up to \$10,000 in down payment assistance or closing costs for homes purchased in Commerce City. The employee receives a loan from the City, which is "forgiven" over 6 to 10 years of continued employment with the City. This program will continue for 2013.
- Employee Computer Loan Program – The City will continue to provide an employee home computer purchase program for 2013. The purpose of the program is to increase computer literacy for all employees, resulting in higher use of technology and added productivity.

CITY OF COMMERCE CITY ANNUAL BUDGET

PERSONNEL SERVICES	FISCAL YEAR 2013		
	SALARIES	BENEFITS	TOTAL
ADMINISTRATION	1,822,631	258,244	2,080,875
HUMAN RESOURCES	468,539	60,111	528,650
FINANCE	1,730,105	5,136,728	6,866,833
COMMUNITY DEVELOPMENT	1,943,176	255,841	2,199,017
PUBLIC SAFETY	9,069,390	1,115,743	10,185,133
PUBLIC WORKS	2,132,261	284,539	2,416,800
PARKS AND RECREATION	<u>3,221,131</u>	<u>365,007</u>	<u>3,586,138</u>
SUBTOTAL	20,387,233	7,476,213	27,863,446
INTERNAL SERVICE FUNDS			
FACILITY SERVICES	250,113	28,729	278,842
FLEET MANAGEMENT	330,203	44,392	374,595
INFORMATION TECHNOLOGY	<u>971,082</u>	<u>130,799</u>	<u>1,101,881</u>
SUBTOTAL	1,551,398	203,920	1,755,318
GOLF COURSE ENTERPRISE FUND			
Restaurant	385,611	61,673	447,284
Maintenance	409,873	109,916	519,789
Operations	<u>268,639</u>	<u>57,857</u>	<u>326,496</u>
SUBTOTAL	1,064,123	229,446	1,293,569
GRAND TOTAL	23,002,754	7,909,579	30,912,333

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND

FISCAL YEAR 2014

FINANCIAL SOURCES		FINANCIAL USES	
GENERAL FUND			
GENERAL FUND REVENUES	49,771,438	ADMINISTRATION	3,854,075
		HUMAN RESOURCES	872,446
		FINANCE	11,779,048
		COMMUNITY DEVELOPMENT	3,116,177
		PUBLIC SAFETY	14,129,400
		PUBLIC WORKS	5,409,107
		REFUSE COLLECTION	2,096,058
		PARKS AND RECREATION	6,488,576
TRANSFERS FROM:		TRANSFERS TO:	
REVENUE SOURCE TO BE DETERMINED	1,284,377	COMMERCE CITY HOUSING AUTHORITY	60,000
		ELECTED OFFICIALS RETIREMENT FUND	37,440
		SALES TAX BOND ISSUES FUND	3,213,488
TOTAL FINANCIAL SOURCES	51,055,815	TOTAL FINANCIAL USES	51,055,815

CAPITAL IMPROVEMENTS AND PRESERVATION PLAN - CIPP FUND

TRANSPORTATION TAX	670,000	PROJECTS TO BE DETERMINED	1,990,500
ADAMS COUNTY OPEN SPACE TAX	265,000		
CABLE SUBSCRIBERS FEE (PEG)	33,000		
TRANSFERS FROM:			
CONSERVATION TRUST FUND	372,500		
SOLID WASTE MANAGEMENT FUND	650,000		
TOTAL FINANCIAL SOURCES	1,990,500	TOTAL FINANCIAL USES	1,990,500

CONSERVATION TRUST FUND

REVENUES	365,000	TRANSFERS TO:	
INVESTMENT EARNINGS	7,500	CIPP FUND	372,500
TOTAL FINANCIAL SOURCES	372,500	TOTAL FINANCIAL USES	372,500

IMPACT FEE FUND

IMPACT FEE REVENUES		RESTRICTED IMPACT-PARKS/OPEN SPACE	560,000
IMPACT FEES-PARKS/OPEN SPACE	560,000	RESTRICTED IMPACT-ROAD	250,000
IMPACT FEES-ROAD	250,000	RESTRICTED IMPACT-LANDSCAPE	2,500
IMPACT FEES-LANDSCAPE	2,500		
TOTAL FINANCIAL SOURCES	812,500	TOTAL FINANCIAL USES	812,500

CITY OF COMMERCE CITY ANNUAL BUDGET

FINANCIAL SOURCES		FINANCIAL USES	
SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND			
FISCAL YEAR 2014			
SECOND CREEK DRAINAGE BASIN FUND			
IMPACT FEE REVENUES		RESTRICTED IMPACT	
SECOND CREEK DRAINAGE BASIN	75,000	SECOND CREEK DRAINAGE BASIN	75,000
TOTAL FINANCIAL SOURCES	75,000	TOTAL FINANCIAL USES	75,000
BUFFALO RUN TRIBUTARY DRAINAGE FUND			
IMPACT FEE REVENUES		RESTRICTED IMPACT	
BUFFALO RUN TRIBUTARY DRAINAGE	10,000	BUFFALO RUN TRIBUTARY DRAINAGE	10,000
TOTAL FINANCIAL SOURCES	10,000	TOTAL FINANCIAL USES	10,000
DFA 0053 DRAINAGE			
IMPACT FEE REVENUES		RESTRICTED IMPACT	
DFA 0053 DRAINAGE	25,000	DFA 0053 DRAINAGE	25,000
TOTAL FINANCIAL SOURCES	25,000	TOTAL FINANCIAL USES	25,000
THIRD CREEK DRAINAGE BASIN FUND			
IMPACT FEE REVENUES		RESTRICTED IMPACT	
THIRD CREEK DRAINAGE BASIN	3,000	THIRD CREEK DRAINAGE BASIN	3,000
TOTAL FINANCIAL SOURCES	3,000	TOTAL FINANCIAL USES	3,000
WATER RIGHTS ACQUISITION FUND			
WATER ACQUISITION FEE	135,000	PROJECT EXPENSE	135,000
TOTAL FINANCIAL SOURCES	135,000	TOTAL FINANCIAL USES	135,000
SALES TAX BOND ISSUES FUND			
KSS REIMBURSEMENT	544,024		
TRANSFERS FROM:		2005 BOND ISSUE PRINCIPAL	440,000
GENERAL FUND	3,213,488	2005 BOND ISSUE INTEREST	679,093
URBAN RENEWAL AUTHORITY	310,000	2006 BOND ISSUE PRINCIPAL	1,050,000
		2006 BOND ISSUE INTEREST	1,898,419
TOTAL FINANCIAL SOURCES	4,067,512	TOTAL FINANCIAL USES	4,067,512

CITY OF COMMERCE CITY ANNUAL BUDGET

SUMMARY OF FINANCIAL SOURCES AND FINANCIAL USES BY FUND		FISCAL YEAR 2014	
FINANCIAL SOURCES		FINANCIAL USES	
FINANCE AUTHORITY FUND			
LEASE PAYMENT	2,009,481	2006 BOND ISSUE PRINCIPAL	555,000
		2006 BOND ISSUE INTEREST	1,451,231
		BANK SERVICE FEES	3,250
TOTAL FINANCIAL SOURCES	2,009,481	TOTAL FINANCIAL USES	2,009,481
POLICE DONATION FUND			
REVENUES	8,000	SCHOOL RESOURCE PROGRAM	1,500
		EXPLORER PROGRAM	3,500
		K-9 PROGRAM	1,500
		SPECIAL SERVICE UNIT	1,500
TOTAL FINANCIAL SOURCES	8,000	TOTAL FINANCIAL USES	8,000
ELECTED OFFICIALS RETIREMENT FUND			
TRANSFERS FROM: GENERAL FUND	37,440	RETIREMENT PAYMENTS	37,440
TOTAL FINANCIAL SOURCES	37,440	TOTAL FINANCIAL USES	37,440
COMMERCE CITY HOUSING AUTHORITY			
TRANSFERS FROM: GENERAL FUND	60,000	HOUSING ADMINISTRATION	60,000
TOTAL FINANCIAL SOURCES	60,000	TOTAL FINANCIAL USES	60,000
URBAN RENEWAL AUTHORITY FUND			
REVENUES	310,000	PROJECT EXPENSE	35,000
INVESTMENT EARNINGS	35,000	TRANSFER TO: SALES TAX BOND ISSUES FUND	310,000
TOTAL FINANCIAL SOURCES	345,000	TOTAL FINANCIAL USES	345,000
CHEMICAL ROUNDUP FUND			
REVENUES	25,000	CHEMICAL ROUNDUP EXPENSE	25,000
TOTAL FINANCIAL SOURCES	25,000	TOTAL FINANCIAL USES	25,000

CITY OF COMMERCE CITY ANNUAL BUDGET

FINANCIAL SOURCES		FINANCIAL USES	
SOLID WASTE MANAGEMENT FUND			
REVENUES	650,000	TRANSFERS TO: CIPP FUND	650,000
TOTAL FINANCIAL SOURCES	650,000	TOTAL FINANCIAL USES	650,000
GOLF ENTERPRISE FUND			
REVENUES	2,501,415	OPERATIONS	591,447
		MAINTENANCE	836,461
		RESTAURANT	886,723
		FACILITY SERVICES	114,400
		DEBT SERVICE	0
		EQUIPMENT & IMPROVEMENTS	72,384
TOTAL FINANCIAL SOURCES	2,501,415	TOTAL FINANCIAL USES	2,501,415

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

CITY BUDGET SUMMARY
BY FUND TYPE

FISCAL YEAR 2014

CITY DEPARTMENT BY PROGRAM	GENERAL FUND	SPECIAL REVENUE/ COMPONENT			INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	CITY TOTAL
		UNITS/ DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS	TRUST/ AGENCY FUNDS			
Legislative	502,729	-	-	-	-	-	502,729
Legal	691,691	-	-	-	-	-	691,691
City Manager	778,141	-	-	-	-	-	778,141
City Clerk	319,555	-	-	-	-	-	319,555
Intergovernmental	299,378	-	-	-	-	-	299,378
Economic Development	488,967	-	-	-	-	-	488,967
Communications	773,614	-	-	-	-	-	773,614
ADMINISTRATION	3,854,075	-	-	-	-	-	3,854,075
Human Resources	731,725	-	-	-	-	-	731,725
Risk Management	84,221	-	-	-	-	-	84,221
Employee Activity Committee	14,000	-	-	-	-	-	14,000
Organizational Development	42,500	-	-	-	-	-	42,500
HUMAN RESOURCES	872,446	-	-	-	-	-	872,446
Financial Planning & Budgeting	438,338	-	-	-	-	-	438,338
Financial Services	1,036,933	-	-	-	-	-	1,036,933
Tax	1,130,741	-	-	-	-	-	1,130,741
Municipal Court	651,611	-	-	-	-	-	651,611
Internal Services	8,521,425	-	-	-	-	-	8,521,425
FINANCE	11,779,048	-	-	-	-	-	11,779,048
Administration	420,654	-	-	-	-	-	420,654
Planning	543,267	-	-	-	-	-	543,267
Building Safety	915,044	-	-	-	-	-	915,044
Neighborhood Services	1,148,493	-	-	-	-	-	1,148,493
Housing	88,719	-	-	-	-	-	88,719
COMMUNITY DEVELOPMENT	3,116,177	-	-	-	-	-	3,116,177
Administration	1,498,723	-	-	-	-	-	1,498,723
Support Operations	3,307,841	-	-	-	-	-	3,307,841
Patrol Operations	8,328,689	-	-	-	-	-	8,328,689
Community Justice	254,841	-	-	-	-	-	254,841
Special Investigation Unit	505,421	-	-	-	-	-	505,421
Emergency Management	233,885	-	-	-	-	-	233,885
PUBLIC SAFETY	14,129,400	-	-	-	-	-	14,129,400
Administration	449,671	-	-	-	-	-	449,671
Street & Traffic Maintenance	2,102,373	-	-	-	-	-	2,102,373
Snow & Ice Control	335,863	-	-	-	-	-	335,863
Engineering	2,071,775	-	-	-	-	-	2,071,775
Street Cleaning	449,425	-	-	-	-	-	449,425
Refuse Collection	2,096,058	-	-	-	-	-	2,096,058
PUBLIC WORKS	7,505,165	-	-	-	-	-	7,505,165

CITY OF COMMERCE CITY ANNUAL BUDGET

CITY BUDGET SUMMARY BY FUND TYPE

FISCAL YEAR 2014

CITY DEPARTMENT BY PROGRAM	GENERAL FUND	SPECIAL REVENUE/ COMPONENT		TRUST/ AGENCY FUNDS	INTERNAL SERVICE FUNDS	ENTERPRISE FUNDS	CITY TOTAL
		UNITS/ DEBT SERVICE FUNDS	CAPITAL PROJECTS FUNDS				
Administration	1,140,443	-	-	-	-	-	1,140,443
Parks Maintenance	2,734,524	-	-	-	-	-	2,734,524
Program Activities	2,455,656	-	-	-	-	-	2,455,656
Community Events	157,953	-	-	-	-	-	157,953
PARKS AND RECREATION	6,488,576	-	-	-	-	-	6,488,576
Urban Renewal Authority	-	345,000	-	-	-	-	345,000
URBAN RENEWAL	-	345,000	-	-	-	-	345,000
CIPP Fund	-	-	1,990,500	-	-	-	1,990,500
Water Rights Acquisition Fund	-	-	135,000	-	-	-	135,000
Second Creek Drainage Fund	-	-	75,000	-	-	-	75,000
Third Creek Drainage Fund	-	-	3,000	-	-	-	3,000
Buffalo Run Tributary Drainage	-	-	10,000	-	-	-	10,000
DFA 0053 Drainage	-	-	25,000	-	-	-	25,000
Impact Fee Fund	-	-	812,500	-	-	-	812,500
CAPITAL PROJECTS	-	-	3,051,000	-	-	-	3,051,000
Sales Tax Bond Issues Fund	-	4,067,512	-	-	-	-	4,067,512
DEBT SERVICE	-	4,067,512	-	-	-	-	4,067,512
Chemical Roundup Fund	-	25,000	-	-	-	-	25,000
Elected Officials Retirement Fund	-	-	-	37,440	-	-	37,440
Police Donation Fund	-	8,000	-	-	-	-	8,000
Commerce City Housing Authority	-	60,000	-	-	-	-	60,000
OTHER FUNDS	-	93,000	-	37,440	-	-	130,440
GRAND TOTALS BY FUND	47,744,887	4,505,512	3,051,000	37,440	-	-	55,338,839
Information Technology	-	-	-	-	284,289	-	284,289
Administration	-	-	-	-	1,879,395	-	1,879,395
Operations	-	-	-	-	355,118	-	355,118
GIS	-	-	-	-	3,842,147	-	3,842,147
Fleet Maintenance	-	-	-	-	1,557,793	-	1,557,793
Facility Services	-	-	-	-	-	-	-
INTERNAL SERVICE FUND TOTAL	-	-	-	-	7,918,742	-	7,918,742
Maintenance	-	-	-	-	-	836,461	836,461
Operations	-	-	-	-	-	591,447	591,447
Restaurant	-	-	-	-	-	886,723	886,723
Facility Services	-	-	-	-	-	114,400	114,400
Equipment & Improvements	-	-	-	-	-	72,384	72,384
Debt Service	-	-	-	-	-	-	-
GOLF COURSE FUND TOTAL	-	-	-	-	-	2,501,415	2,501,415

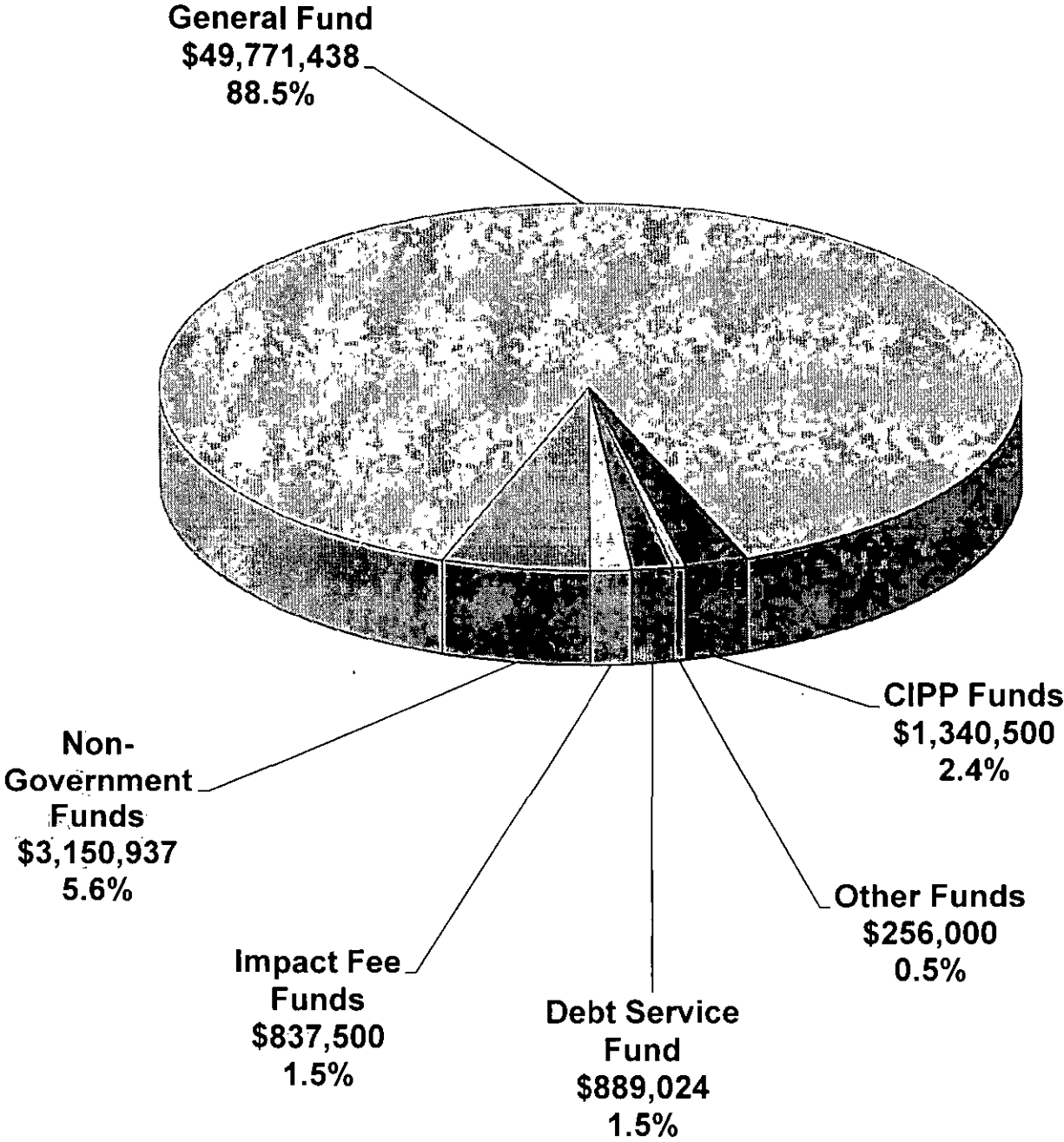
CITY OF COMMERCE CITY ANNUAL BUDGET

REVENUE SUMMARY			FISCAL YEAR 2013 - 2014		
ACTUAL RECEIPTS 2011	BUDGETED RECEIPTS 2012	PROJECTED RECEIPTS 2012	SOURCE	ESTIMATED RECEIPTS 2013	ESTIMATED RECEIPTS 2014
GENERAL FUND					
** TAXES **					
2,150,984	2,214,239	2,214,239	GENERAL PROPERTY TAX	2,280,666	2,349,086
139,363	160,000	160,000	OWNERSHIP TAX	145,000	150,000
75,265	140,000	140,000	VEHICLE TRANSFER TAX	140,000	140,000
2,619,162	2,350,000	2,350,000	FRANCHISE TAX	2,600,000	2,650,000
10,887	8,000	8,000	ACCOMMODATIONS TAX	8,000	8,500
37,458,149	34,142,732	34,142,732	SALES AND USE TAX	35,167,014	36,222,024
** LICENSES AND PERMITS **					
16,669	33,600	33,600	LIQUOR	33,600	33,600
48,670	49,000	49,000	OCCUPATION	49,000	51,000
70,135	70,000	70,000	CONTRACTORS	70,000	70,000
809,653	420,000	420,000	BUILDING PERMITS	465,000	465,000
58,649	100,000	100,000	EXCAVATING PERMITS	75,000	85,000
1,490	1,750	1,750	OTHER	2,000	2,100
INTERGOVERNMENTAL					
436,797	430,000	430,000	ROAD AND BRIDGE TAX	435,000	435,000
96,266	100,000	100,000	CIGARETTE TAX	95,000	95,000
1,453,672	1,500,000	1,500,000	HIGHWAY USERS TAX	1,500,000	1,500,000
160,612	165,000	165,000	MOTOR VEHICLE REGISTRATIONS	165,000	167,000
** CHARGES FOR SERVICES **					
39,744	47,000	47,000	ZONING	50,750	53,250
290,942	140,000	140,000	PLAN CHECKS	155,000	155,000
130,539	151,101	151,101	DOCKET FEES	145,000	149,000
326,018	386,719	386,719	COURT SURCHARGE	365,000	375,000
104,660	115,000	115,000	FUEL SURCHARGE	115,000	117,000
81,517	70,000	70,000	HOUSING AUTHORITY REVENUE	70,000	70,000
-4,203	6,000	6,000	SPECIAL DUTY ASSIGNMENT	6,000	6,000
13,477	13,000	13,000	EMPLOYEE ACTIVITY COMMITTEE	13,500	14,000
144,149	90,000	90,000	WEED REMOVAL FEES	115,000	120,000
22,453	15,000	0	PAWN SHOP FEES	0	0
10,552	15,300	15,300	PASSPORTS	15,300	15,700
41,517	50,000	50,000	TOWING ADM FEES	50,000	55,000
182,459	35,000	35,000	REIMBURSED BY OTHERS	75,000	85,000
20,748	30,000	30,000	REIMBURSED BY OTHERS - CITY NEWS	30,000	30,000
70,719	67,000	67,000	NMTF REIMBURSEMENT	69,000	71,000
185,821	75,000	75,000	REIMBURSEMENTS - SCHOOL DISTRICT	100,000	110,000
812,603	779,737	779,737	ACTIVITY FUND	815,728	815,728
22,427	25,325	25,325	OTHER	21,600	22,150

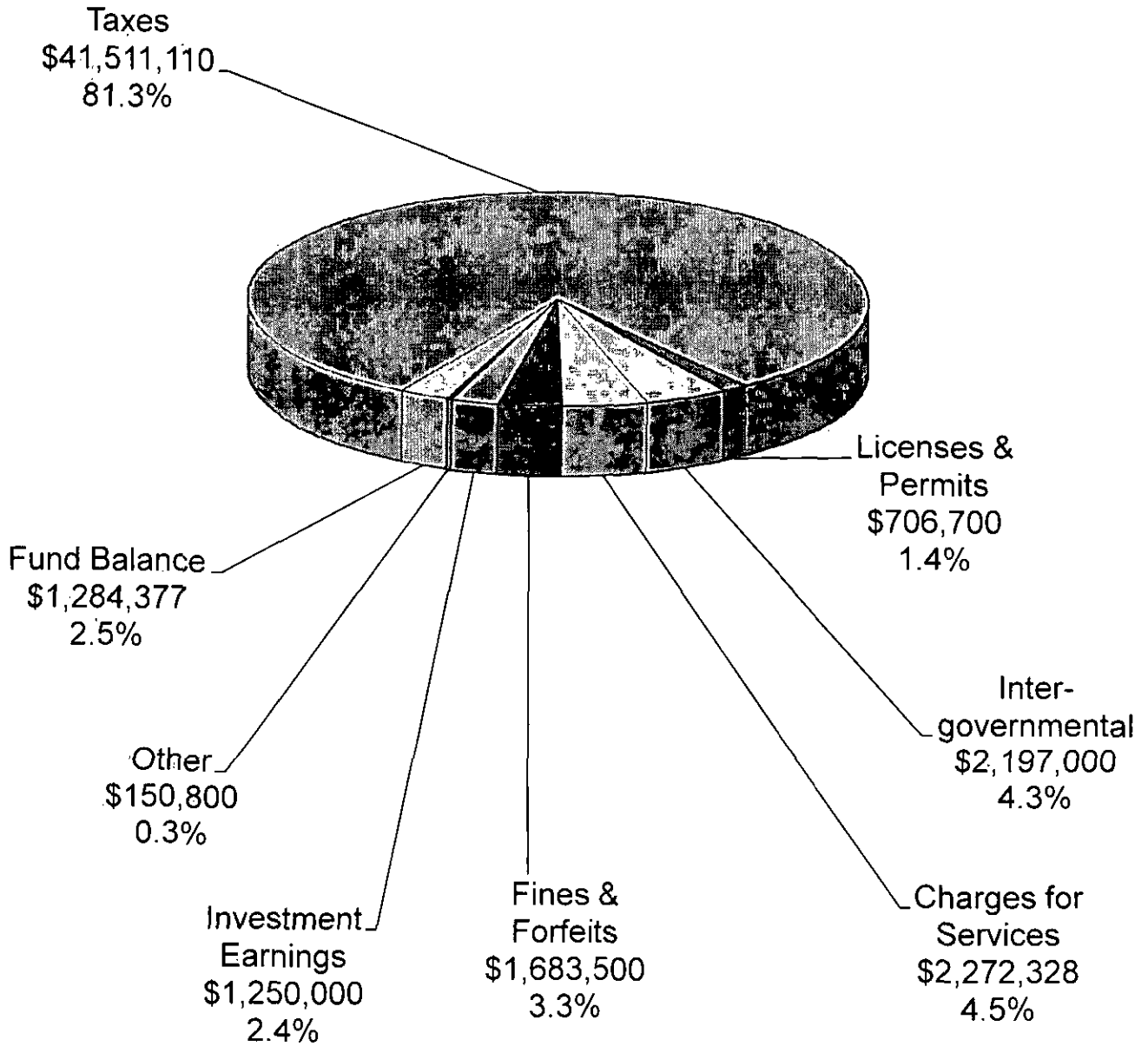
CITY OF COMMERCE CITY ANNUAL BUDGET

REVENUE SUMMARY			FISCAL YEAR 2013 - 2014		
ACTUAL RECEIPTS 2011	BUDGETED RECEIPTS 2012	PROJECTED RECEIPTS 2012	SOURCE	ESTIMATED RECEIPTS 2013	ESTIMATED RECEIPTS 2014
** FINES AND FORFEITS **					
1,085,531	1,301,826	1,301,826	MUNICIPAL COURT	1,100,000	1,150,000
27,827	12,000	12,000	DUI FINES	18,000	20,000
10,298	12,000	12,000	BOND FEES	12,500	13,000
506,361	575,000	575,000	PHOTO RED LIGHT ENFORCEMENT	500,000	500,000
90	500	500	OTHER	500	500
** MISCELLANEOUS **					
1,402,924	1,100,000	1,100,000	INVESTMENT EARNINGS	1,200,000	1,250,000
103,594	150,000	150,000	UNCLASSIFIED REVENUE	150,000	150,000
8	800	800	OTHER	800	800
0	0	0	LOAN INTEREST	0	0
<u>51,239,198</u>	<u>47,147,629</u>	<u>47,132,629</u>	TOTAL GENERAL REVENUES	<u>48,423,958</u>	<u>49,771,438</u>
OTHER FUNDS					
275,390	240,000	240,000	PARK & RECREATION FUND/OPEN SPACE	260,000	265,000
383,886	350,500	350,500	CONSERVATION TRUST FUND	362,500	372,500
748,273	600,000	600,000	TRANSPORTATION TAX	650,000	670,000
3,614	7,500	7,500	POLICE DONATION FUND	8,000	8,000
65,218	30,000	30,000	URBAN RENEWAL AUTHORITY FUND	30,000	35,000
850,904	851,504	851,504	KSS DEBT REIMBURSEMENT	851,544	854,024
33,178	33,000	33,000	CABLE SUBSCRIBER FEES (PEG)	33,000	33,000
25,000	25,000	25,000	CHEMICAL ROUNDUP FUND	25,000	25,000
175,352	550,000	550,000	IMPACT FEE FUND - PARKS	555,000	560,000
274,675	600,000	600,000	IMPACT FEE FUND - ROAD	250,000	250,000
-900	2,500	2,500	IMPACT FEE FUND - LANDSCAPE	2,500	2,500
20,415	35,000	35,000	IMPACT FEE FUND - DFA 0053 DRAINAGE	22,000	25,000
100,515	225,000	225,000	WATER ACQUISITION FUND	125,000	135,000
50,026	100,000	100,000	SECOND CREEK DRAINAGE BASIN FUND	75,000	75,000
5,488	20,000	20,000	BR TRIBUTARY DRAIN BASIN FUND	10,000	10,000
0	3,000	3,000	THIRD CREEK	3,000	3,000
<u>3,011,034</u>	<u>3,673,004</u>	<u>3,673,004</u>	TOTAL OTHER FUNDS	<u>3,262,544</u>	<u>3,323,024</u>
<u>54,250,232</u>	<u>50,820,633</u>	<u>50,805,633</u>	TOTAL GOVERNMENT FUNDS	<u>51,686,502</u>	<u>53,094,462</u>
ENTERPRISE FUNDS					
696,373	625,000	625,000	WASTE MANAGEMENT FUND	650,000	650,000
2,213,233	2,391,534	2,391,534	GOLF COURSE	2,500,666	2,500,937
<u>2,909,606</u>	<u>3,016,534</u>	<u>3,016,534</u>	TOTAL ENTERPRISE FUNDS	<u>3,150,666</u>	<u>3,150,937</u>
<u>57,159,838</u>	<u>53,837,167</u>	<u>53,822,167</u>	GRAND TOTAL GOVERNMENT FUNDS AND ENTERPRISE FUNDS	<u>54,837,168</u>	<u>56,245,399</u>

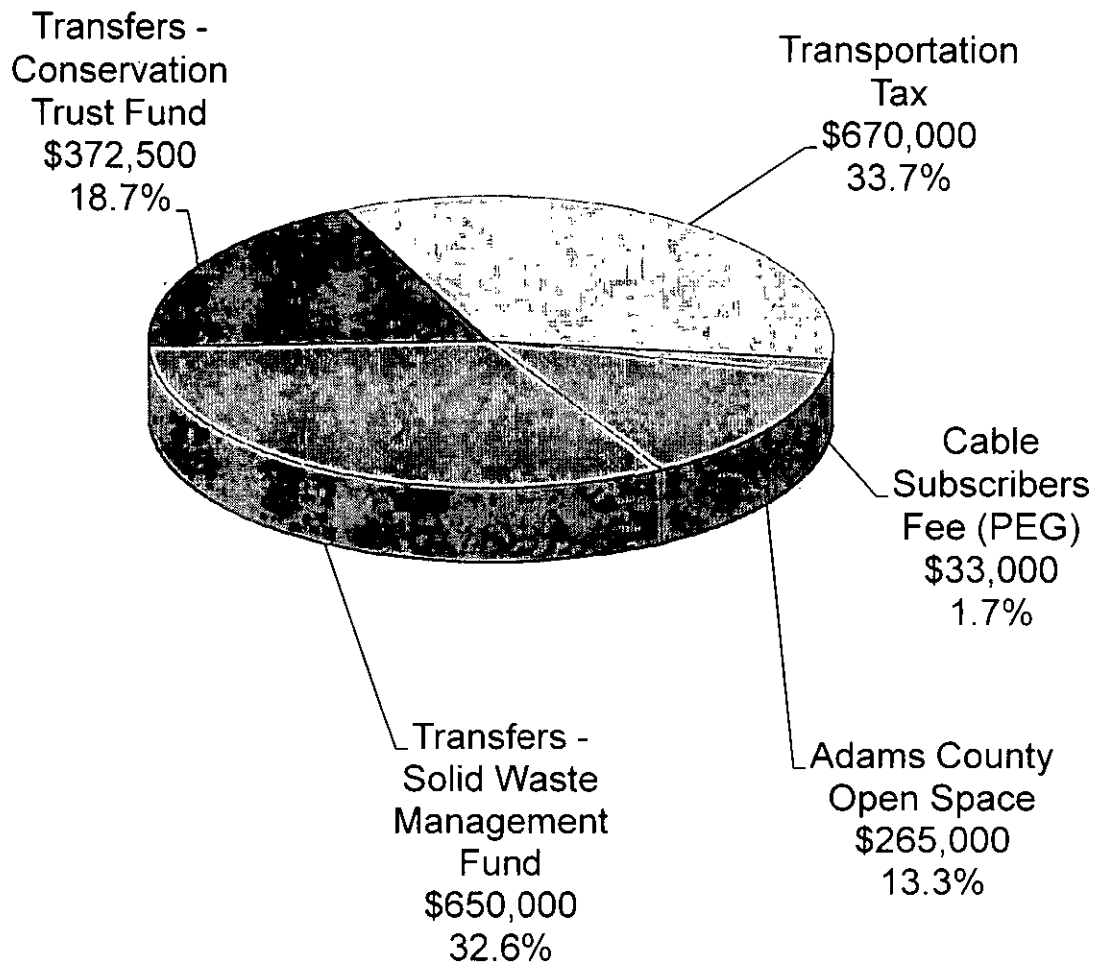
Revenue Summary 2014



Summary of Financial Sources General Fund 2014



**Summary of Financial Sources
Capital Improvement and Preservation Plan
CIPP Fund
2014**



CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Revenue Overview

The City strives to maintain a strong, diverse revenue base recognizing that becoming too dependent upon any individual revenue source would make the City's revenues more vulnerable to economic cycles. The voters of Commerce City have exempted all Commerce City revenues, with the exception of property tax revenues, from the revenue and expenditure limitations imposed by the TABOR Amendment and authorized their expenditure. All revenues are conservatively projected, monitored and updated as necessary. Total 2014 revenues (excluding restricted impact fees) are projected to increase 3% to \$49,771,438 from estimated 2013 revenues of \$48,423,958. Outlined below are descriptions and a brief analysis of the City's largest revenue sources:

Taxes, Licenses & Intergovernmental Revenues

Property Tax – Property taxes are levied on December 31, and attach an enforceable lien on property as of January 1. Taxes are due following January 1st, the first half-payment is due by February 28th and the second half-payment is due by June 15th; or full payment is due by April 30th. The City of Commerce City's property tax mill levy is 3.28 mills and has not changed since 1988. For fiscal year 2013 property tax revenue was estimated to be \$2,280,666 based on an estimated assessed valuation of \$685,632,900. The 2014 budget includes projected property tax revenues of \$2,349,086 based on an estimated assessed valuation of \$718,952,744. The increase is due to the projected growth in new residential housing developments.

Building Permit Fees – Building permit fees are based on the dollar valuation of the construction work to be performed. Permit fees are established by ordinance and are budgeted based on local construction and development trends. Estimated revenues for the 2014 budget are projected at \$465,000; remaining flat from the 2013 budget due to construction activity.

Other Permit and Construction Fees – The City assesses other fees with respect to new residential and commercial construction. The 2014 budget includes Plan Check fees of \$155,000.

Sales and Use Taxes – The City of Commerce City collects a 3.5% tax on the sales of tangible personal property and specific services. A use tax is levied as a complement to the City's sales tax and is imposed upon taxable purchases on which a sales tax was not legally imposed. The City imposes the use tax on building materials, motor vehicles and other tangible personal property (e.g., furniture, fixtures, supplies and equipment).

Budgeted sales and use tax revenues for 2013 are projected to increase 2% over 2013 budgeted revenues to \$36,222,024.

Sales and use tax revenues now flow into the General Fund. A large transfer of \$3,213,488 goes to the Sales Tax Bond issues. Small amounts are transferred from the General Fund, to the Housing Authority and Elected Officials Retirement Fund. Sales and use tax revenues provide the largest single source of revenue for the City.

Franchise Fees – The City currently has a nonexclusive franchise agreement with Xcel Energy for the right to furnish, sell and distribute gas and electricity to residents and businesses within the community. The agreement provides Xcel Energy with access to public property to provide gas and electric services. In consideration for this franchise, Xcel Energy pays the City of Commerce City a sum equal to 3% of all revenues received from the sale of gas and electricity. In addition, the City receives franchise fees from the cable TV provider set at 5% of gross revenues and from United Power equal to 3% of their electricity revenues. The franchise fees are estimated to be \$2,650,000 in the 2014 budget.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Revenue Overview (cont.)

Municipal Court Fees – Municipal Court fees consist, primarily, of fines and forfeitures assessed against parties found guilty of any municipal offense through the court system. Estimated total revenues for the 2014 budget are \$2,324,500.

Highway User's Tax – The Highway User's Tax (HUT) is a State tax shared back with local governments. HUT revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses and motor vehicle registration fees. The HUT is distributed monthly among the state, counties and municipalities through a formula based on the number of vehicles registered and the miles of streets in each municipality relative to the same data in other municipalities. These funds may be expended on new construction, safety, reconstruction, improvements, repairs and maintenance, and capacity improvements. HUT is projected to remain flat at \$1,500,000 in the 2014 budget.

Excavating Permits – Excavation permit fee revenues are received from various contractors performing excavation activities within the City's various right-of-ways. The 2014 budget increased 13% to \$85,000. The increase is due to an estimated increase in construction activity.

Motor Vehicle Registration Fees – Motor Vehicle Registration fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle and the age of the vehicle. The revenues received by a county, city or municipality are actual fees collected for the month based on the number and type of vehicles registered. The City anticipates \$167,000 in motor vehicle fees for 2014.

Recreation Activity Fees – The City of Commerce City owns and operates a recreation center for Commerce City residents. A variety of recreation programs and activities are offered through the recreation center. To access the activities and programs, users are assessed a membership fee. Activity fee revenues are anticipated to remain the same in 2014 at \$815,728.

Conservation Trust Proceeds – The Conservation Trust Fund is primarily funded with State lottery proceeds. Municipal lottery proceeds are based on the most current population estimates prepared by the Division of Local Government. Funds can only be used for the acquisition, development and maintenance of parks, or for capital improvements to or maintenance of recreational facilities on any public site. The City of Commerce City normally transfers Conservation Trust proceeds to the CIPP Fund. Lottery revenues are projected at \$372,500 in 2014.

Impact Fee Fund – Impact fees represent a monetary charge on development to recoup a proportionate share of the public capital costs required to accommodate development with the necessary public infrastructure. Impact management includes subdivision dedication requirements, payments in lieu of dedication, environmental impact mitigation, and user and connection charges. In 2014, the Second Creek Drainage Basin Impact Fee is estimated to provide \$75,000 in revenues, the Buffalo Run Tributary Drainage fee is estimated to provide \$10,000 in revenues, the Third Creek Drainage Basin is estimated to provide \$3,000 in revenues, and the DFA053 Drainage Basin is estimated to provide \$25,000 in revenues.

The 2014 budget includes road impact fees, drainage systems, and parks/open space and trails in the City's northern growth areas.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2014 Revenue Overview (cont.)

Future Growth Fund – Previously, the City Council directed that two points of the 3.5% use tax on new construction occurring north of 88th Avenue be transferred to the Future Growth Fund for future capital projects. The transfers have been suspended for 2005 through 2013 so the revenue can be used to fund the debt service for the \$64 million bond issue. Council will need to provide policy direction regarding what the City will do in 2014.

Water Rights Acquisition Fund – The Water Rights Acquisition Fund exists for the purchase of irrigation and potable water rights. The Water Rights Acquisition Fee is estimated to generate \$135,000 in 2014.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

EXPENDITURE SUMMARY

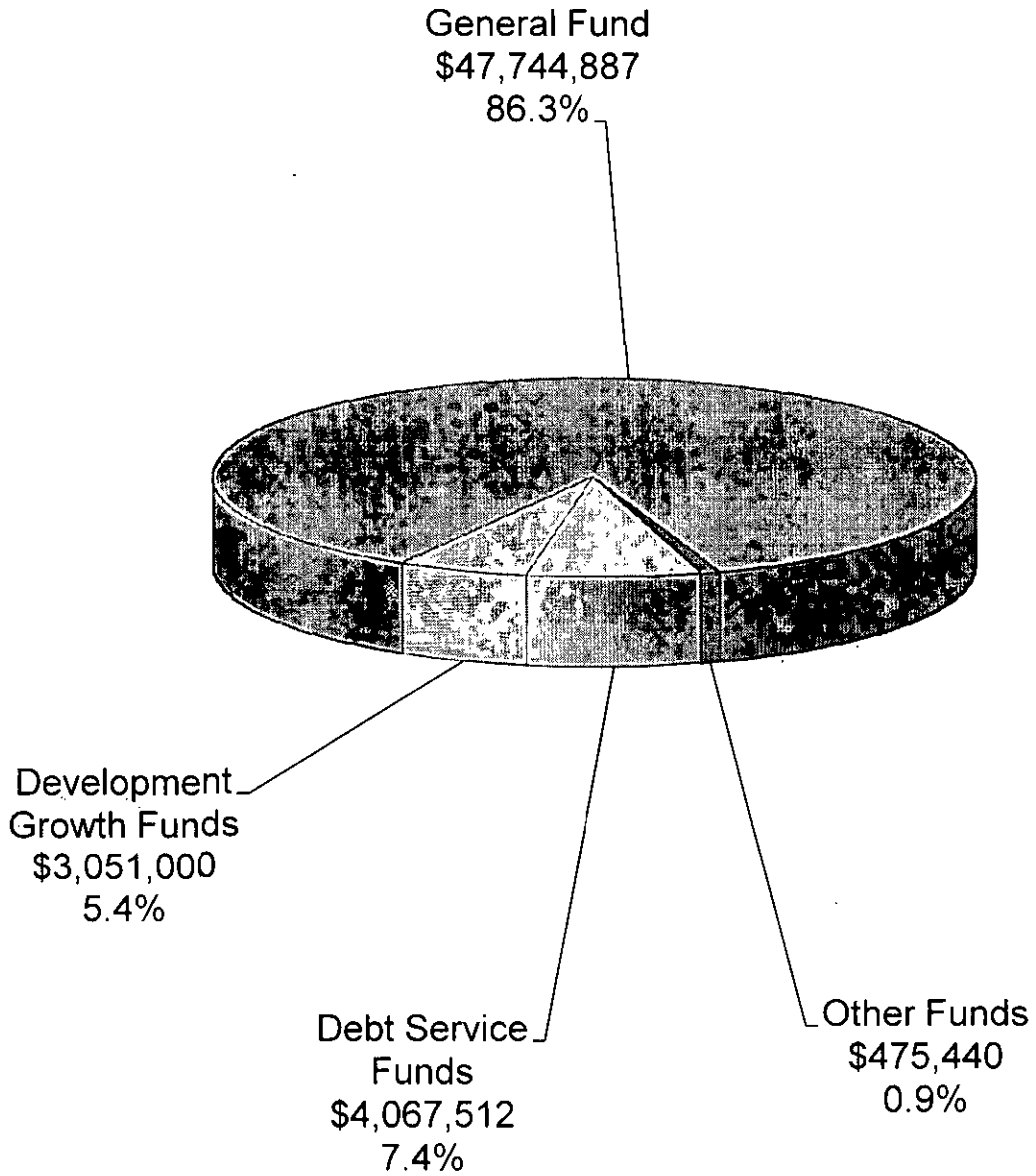
FISCAL YEAR 2014

	PERSONNEL SERVICES		MATERIAL AND SUPPLIES	OPERATING EXPENSES	CAPITAL OUTLAY	TOTAL
	SALARIES	BENEFITS				
ADMINISTRATION	1,822,631	258,244	20,700	1,752,500		3,854,075
HUMAN RESOURCES	468,539	60,111	10,400	333,396		872,446
FINANCE	1,860,706	5,469,045	33,595	4,415,702		11,779,048
COMMUNITY DEVELOPMENT	1,943,176	255,841	26,650	890,510		3,116,177
PUBLIC SAFETY	9,070,308	1,115,743	339,550	3,542,749	61,050	14,129,400
PUBLIC WORKS	2,132,261	284,539	413,050	2,579,257		5,409,107
REFUSE COLLECTION				2,096,058		2,096,058
PARKS AND RECREATION	3,251,444	370,223	450,240	2,339,044	77,625	6,488,576
ELECTED OFFICIALS RETIREMENT FUND				37,440		37,440
COMMERCE CITY HOUSING AUTHORITY				60,000		60,000
POLICE DONATION FUND				8,000		8,000
URBAN RENEWAL AUTHORITY FUND				345,000		345,000
SALES TAX BOND ISSUES FUND				4,067,512		4,067,512
CHEMICAL ROUNDUP FUND				25,000		25,000
IMPACT FEE FUND				812,500		812,500
WATER ACQUISITION FUND				135,000		135,000
CIPP FUND				1,990,500		1,990,500
SECOND CREEK DRAINAGE BASIN FUND				75,000		75,000
DFA 0053 DRAINAGE				25,000		25,000
THIRD CREEK DRAINAGE FUND				3,000		3,000
BUFFALO RUN TRIBUTARY DRAINAGE				10,000		10,000
TOTAL	20,549,065	7,813,746	1,294,185	25,543,168	138,675	55,338,839

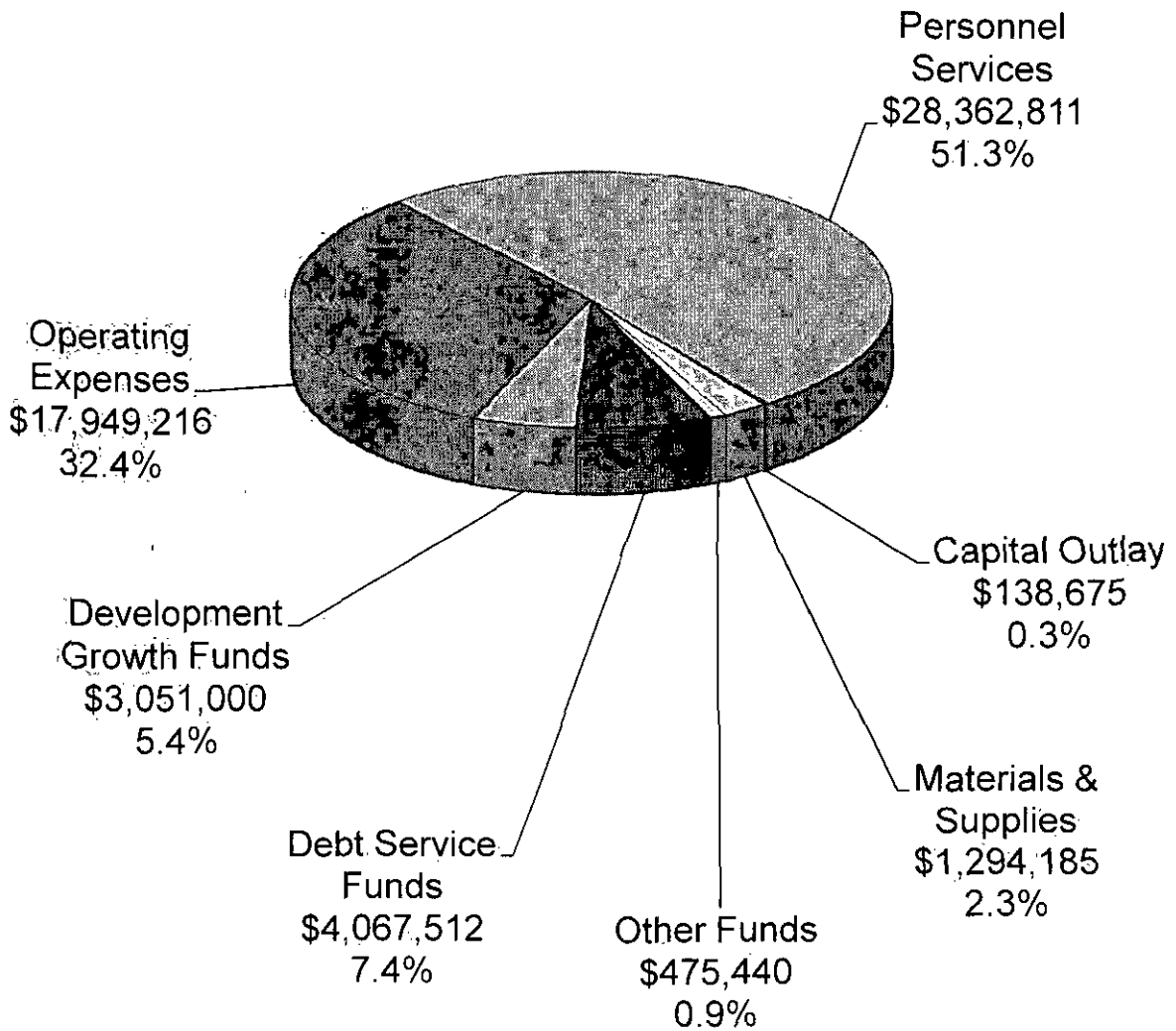
NOTE:

- EXCLUDES FINANCE AUTHORITY FUND
- EXCLUDES GOLF ENTERPRISE FUND
- EXCLUDES SOLID WASTE MANAGEMENT FUND
- INCLUDES INTERNAL SERVICE FUNDS ALLOCATION

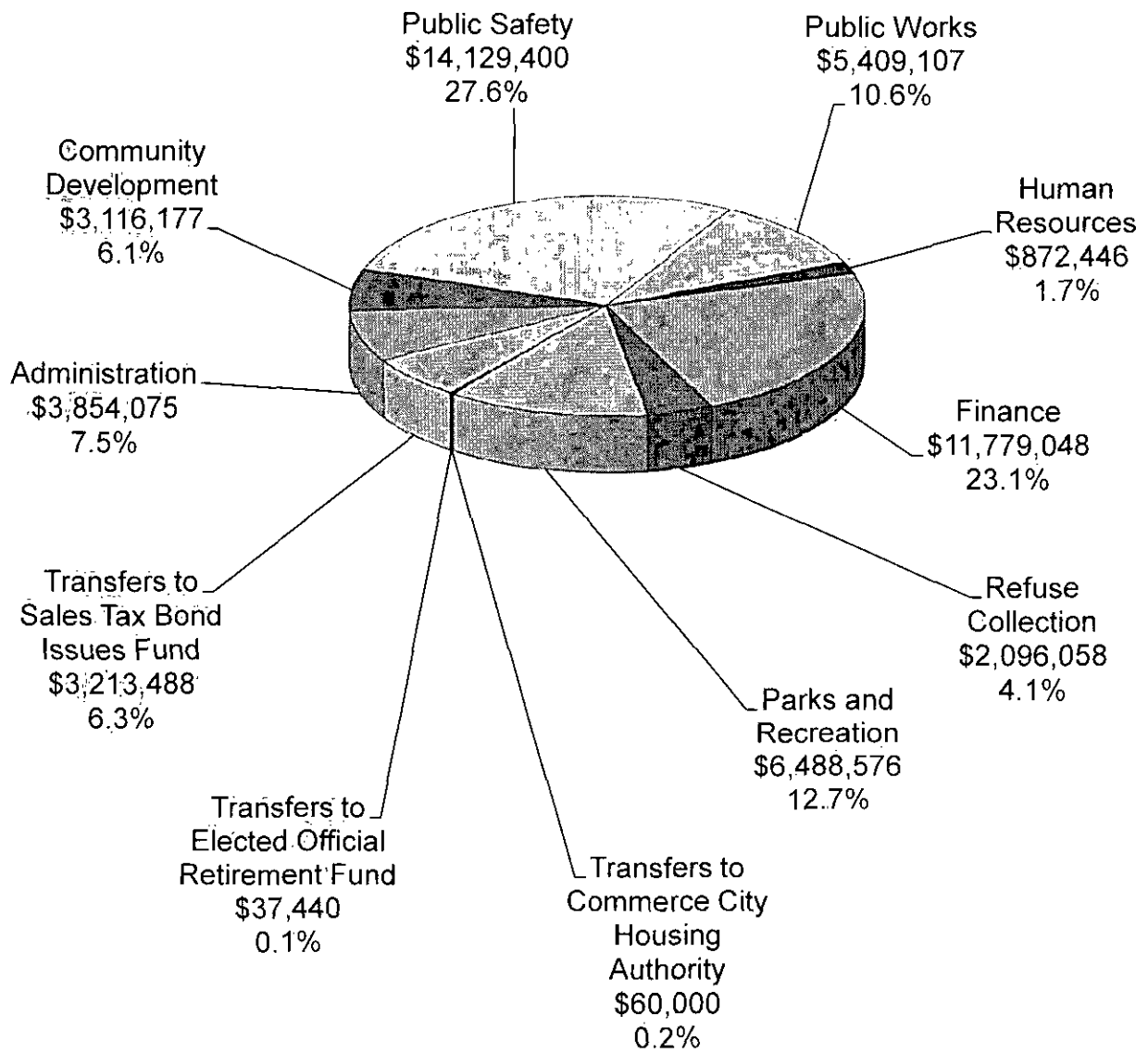
Expenditure Summary By Fund 2014



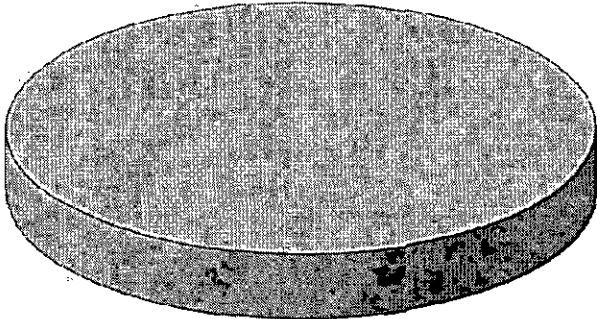
Expenditures Summary By Type 2014



Summary of Financial Uses General Fund 2014



**Summary of Financial Uses
Capital Improvement and Preservation Plan
CIPP Fund
2014**



Projects to be
Determined
\$1,990,500
100%

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Expenditures Overview

Planned expenditures for the 2014 fiscal year, including the General Fund and Capital Projects, and including allocated costs from the Internal Service Funds, but excluding the Golf Enterprise Fund and Solid Waste Management Fund, have been budgeted at \$55,338,839.

The majority of program operating budgets reflect an increase from the 2013 budget. The 2014 proposed budget will be reviewed and adjustments will be made during the next budget cycle.

Departmental Operating Budgets

Outlined below is a brief discussion of the 2014 departmental budgets.

Administration – Administration consists of eight programs with a combined 2014 budget of \$3,854,075 representing a decrease from the 2013 budget. The programs comprising administration are as follows:

- ◆ **Legislative** – The budget for legislative activities is \$502,729 representing a decrease of 4.7% from 2013 budgeted expenditures. This budget continues to provide financial support for scholarships, agencies and non-profit organizations that directly benefit City residents.
- ◆ **Legal** – The total budget for all legal services is \$691,691 for the City Attorney and outside special council. The legal costs for specialized legal services such as for condemnation, labor relations, environmental law and water rights are also included in this budget program. Any legal cost pertaining to the Commerce City General Improvement District, Urban Renewal Authority and the Commerce City Housing Authority are billed separately and are not included within this budget.
 - * City Attorney – The 2014 City Attorney budget remained relatively flat at \$444,191 compared to the 2013 budget of \$444,106.
 - * Legal Services – The 2014 legal services budget remained flat at \$247,500 .
- ◆ **City Manager's Office** – The City Manager's Office is composed of five programs. All changes are due to aligning operating costs to normal levels.
 - * City Manager – The budget for the City Manager increased 0.3% to \$778,141 compared to the 2013 budget of \$775,930.
 - * City Clerk – The City Clerk budget increased 9.5% to \$319,555 compared to the 2013 budget of \$291,881 due to the anticipated election costs.
 - * Economic Development – The Economic Development budget increased by 0.1% to \$488,967 from \$488,621 in 2013.
 - * Intergovernmental – The Intergovernmental budget remained relatively flat at \$299,378 from \$299,651 in 2013.
 - * Communications – The Communications budget decreased 2.2% to \$773,614 from \$791,184 in 2013.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Expenditures Overview (cont.)

Human Resources – The Human Resources Department consists of four divisions with a combined budget of \$872,446 representing slight decrease from the \$874,557 in 2013.

- * **Human Resources** – The Human Resources budget decreased 0.4% to \$731,725 compared to the \$734,373 budgeted in 2013.
- * **Risk Management** – The Risk Management division remained relatively flat at \$84,221 compared to the \$84,184 budgeted in 2013.
- * **Employee Activity Committee** – The Employee Activity Committee budget for 2014 increased 3.7% to \$14,000 compared to the \$13,500 budgeted in 2013.
- * **Organizational Development** – The Organizational Development training budget for 2014 remained at the 2013 level of \$42,500.

Finance – Finance includes five programs with a combined 2014 budget of \$11,779,048 representing a 5.6% increase from the 2013 budget of \$11,159,625. The five programs comprising Finance are as follows:

- * **Financial Planning and Budgeting** – This program has remained flat at \$438,338 from \$438,197 in 2013.
- * **Financial Services** – The Financial Services budget has increased by 0.1% to \$1,036,933. The 2013 Financial Services budget was \$1,035,416.
- * **Tax** – The budget increased 15.2% to \$1,130,741 compared to the \$981,833 in 2013.
- * **Judicial** – The City's Municipal Court budget remained flat at \$651,611 from \$651,748 in 2013. This budget provides funding for the administration and operations of the City's Municipal Court, contracting for the supervision of the Community Services Youth Offender program, prosecuting attorney compensation and jury trials.
- * **Internal Services** – Internal Services provides the insurance coverage for all City operations and contains budget appropriations for other city-wide expenditures as well. Internal Services increased 5.8% to \$8,521,425 from \$8,052,431 in 2013, due to projected increases in Health Insurance, Workers' Compensation and general insurance premiums. Other services and activities include:

Health and Dental Insurance
Unemployment Insurance
Employee Assistance Program
Section 125 Flex Administration
CIRSA Liability Insurance
City Postage Costs
Property Tax Rebate Program

Life Insurance and Disability Insurance
General Leave
Retiree Health Insurance Trust
Workers' Compensation
Bi-lingual Reward Program
Central Office Copier Lease/Supplies
Armored Car Service

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Expenditures Overview (cont.)

Community Development – Community Development consists of five programs. The department's 2014 budget increased 0.3% to \$3,116,177 from the \$3,107,526 in 2013. All increases are due to normal operating cost decreases.

- * Administration – The Administration budget increased to \$420,654 from \$419,506 in 2013.
- * Community Planning – The budget remained flat at \$543,267 compared to \$543,131 in 2013.
- * Building Safety – The Building Safety budget increased 0.1% to \$915,044 from \$914,259. The budget provides for building inspection, plans examination and the related operations.
- * Neighborhood Services – The Neighborhood Services budget has increased 0.6% to \$1,148,493 compared to the \$1,141,984 in 2013.
- * Housing – The Housing program budget increased to \$88,719 from \$88,646 in 2013.

Public Safety – The Public Safety Department is organized into six programs. The Public Safety departmental budget for 2014 increased 0.7% to \$14,129,400 compared to \$14,026,566 in 2013.

- * Administration – The 2014 Administration budget decreased 1.4% to \$1,498,723 from \$1,520,692 in 2013.
- * Support Operations – The 2014 budget decreased 0.3% to \$3,307,841 compared to the \$3,317,163 in 2013.
- * Patrol Operations – The 2014 Patrol Operations budget increased 1.6% to \$8,328,689 from \$8,196,289 in 2013.
- * Community Justice – The 2014 Community Justice budget increased to \$254,841 from \$254,666 in 2013.
- * Special Investigations Unit – The 2013 budget increased 0.2% to \$505,421 from \$504,456 in 2013.
- * Emergency Management – The 2013 budget increased to \$233,885 from \$233,300 in 2013.

For clarification purposes, Police Department grants have not been included as a part of the six programs. All grants are budgeted in a Special Revenue Grants Fund established to record and account for all grant funded activities.

Public Works – The department is composed of six individual programs including Administration, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning, Refuse Collection (trash and rubbish removal), and Engineering (civil and traffic engineering). The 2014 Public Works Department budget increased 2.0% to \$7,505,165 from \$7,358,629 in 2013.

- * Administration – The Administration budget increased 0.1% to \$449,671 from \$449,080 in 2013.
- * Street and Traffic Maintenance – The budget increased by 1.2% to \$2,102,373 from \$2,077,715 in 2013.
- * Snow and Ice Control – In 2014 the budget remained at the 2013 level of \$335,863.
- * Street Cleaning – The budget increased to \$449,425 from \$449,040 in 2013.
- * Refuse Collection – The budget increased by 5.1% to \$2,096,058 from \$1,994,129 in 2013.
- * Engineering – The budget increased by 0.9% to \$2,071,775 from \$2,052,802 in 2013.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Expenditures Overview (cont.)

Parks and Recreation – The department consists of Administration, Parks Maintenance, Recreation Activities and Community Events. The combined 2014 budget increased to \$6,488,576 compared to \$6,466,495 in 2013. All changes are due to alignment of normal operating costs.

- * Administration – The Administration budget increased 4.6% to \$1,140,443 compared to \$1,090,252 in 2013.
- * Parks Maintenance Administration – The Parks Maintenance Administration budget decreased to \$2,734,524 compared to \$2,741,485 in 2013.
- * Recreation Activities – Recreation Activities includes the youth, adult and senior activities. The budget decreased 0.9% to \$2,455,656 compared to \$2,476,805 in 2013.
- * Community Events – The 2014 Community Events budget remained at the 2013 level of \$157,953.

Internal Service Funds

- ◆ **Fleet Management** – The primary function of the Fleet Management Internal Service Fund is to provide for the replacement, maintenance and repairs of all City owned vehicles. As funds are available, it may also provide for the expansion of equipment or vehicles to the fleet. The fund is under the administration of the Public Works Department.

The 2014 budget decreased 0.5% from \$3,859,735 to \$3,842,147 of which \$1,157,900 is allocated to equipment and vehicle replacements, and \$2,684,247 allocated to garage operations.

Based upon a fixed formula, depreciation schedules and a 7% inflationary factor, the fleet management budget is charged back to the appropriate user department, which is to provide for a 100% cost recovery back to the Fleet Management Fund. Current policy provides for the replacement of police patrol vehicles on a three-year rotation schedule.

- ◆ **Information Technology** – The primary function of the Information Technology Internal Service Fund is to provide City-wide telephone maintenance and equipment, computer services, software and capital needs. The primary objective of this fund is to provide leadership in the use of technology and to plan, develop, support and maintain the information services and technologies. Each user department is charged for computer and telecommunication services, software and equipment. The IT Strategic Plan now guides the development of this operation.

The total amount to be charged/allocated to individual departments and divisions for 2014 is \$2,518,802. The 2014 budget allocation decreased 0.1 % over the 2013 budgeted allocation of \$2,520,829.

- ◆ **Facility Services** – The 2014 budget decreased 1.2% to \$1,557,793 compared to \$1,577,077 in 2013. The decrease is due to normal operating expenses. The program provides maintenance and custodial services for the Municipal Services Center, Recreation Center, Civic Center, and all utilities for City buildings. General maintenance and custodial services for the Golf Enterprise Fund are budgeted within the Golf Enterprise budget.

Capital Improvement and Preservation Plan - CIPP Fund – The CIPP Fund accounts for financial resources comprised of transfers from the Solid Waste Management Fund, Conservation Trust Fund (Lottery) revenue, Adams County Open Space revenues and Transportation Tax revenues. Annually, the City Council approves funding for this fund based on the City's five year CIPP Budget. Unexpended, but restricted funds are carried over from one budget year to the next without the need for an annual City Council appropriation. Council will consider the CIPP Fund's 2014 budget at the 2014 budget meeting.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Expenditures Overview (cont.)

Future Growth Fund – The Future Growth Fund accounts for the two points of the 3.5% use tax paid when building permits are issued on all new construction north of 88th Avenue. This is set aside as revenue for the Future Growth Fund for constructing public infrastructure in the North Range. The money is transferred at the end of the year as part of a restatement of revenues. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. Based upon Council approval, no additional transfers of sales and use tax money are to be made to the Future Growth Fund from 2005 through 2013 so that the funds can be used for the debt service payments on the \$64 million bond issue. Council will need to provide policy direction regarding the set-aside of two points of the 3.5% use tax in 2014.

Impact Fee Fund – The Impact Fee Fund accounts for the City's Parks/Open Space Impact Fee, Transportation Impact Fee and Drainage Impact Fee. The total revenues are budgeted to cover reimbursement payments to developers or special metropolitan districts for their cost of constructing certain public improvements. The Road Impact Fee Fund is designated for reimbursement of arterial road costs under the developer agreements.

Enterprise Funds

- ◆ **Solid Waste Management** – On February 16, 1999, the City Council enacted Ordinance Number 1271 to establish the Solid Waste Management Enterprise Fund. All operations, maintenance and activities of the Enterprise shall be conducted as a City-owned business in such a manner to continue to qualify as an Enterprise. The City Council constitutes the governing body of the Enterprise. The Enterprise does not have the power to levy or assess any tax nor shall it accept or receive any grants from any Colorado or local government to the extent prohibited to maintain the Enterprise status.

This Fund is financed with a service charge of five percent (5%) of the disposal fees assessed against users of the solid waste disposal sites and facilities in the City. Expenditures are restricted to solid waste management purposes only. Therefore, capital expenditures are limited to the construction and maintenance of road and bridge access to and from solid waste disposal sites and facilities in the City. The money may also be spent for inspections, rectifying environmental problems or removal of litter generated by waste disposal sites and facilities, staff support and overhead and other costs related to solid waste disposal sites and facilities. The Council will consider the 2014 CIPP budget at the 2014 budget meeting.

- ◆ **Buffalo Run Golf Course** – The Buffalo Run Golf Course will enter its eighteenth full year of operations in 2014. This consists of six programs including Golf Operations, Golf Maintenance, Restaurant, Facility Services, Golf Debt Service, and Equipment and Improvements. The Golf Enterprise Fund's 2014 budget remained flat at \$2,501,415 compared to \$2,501,130 in 2013.

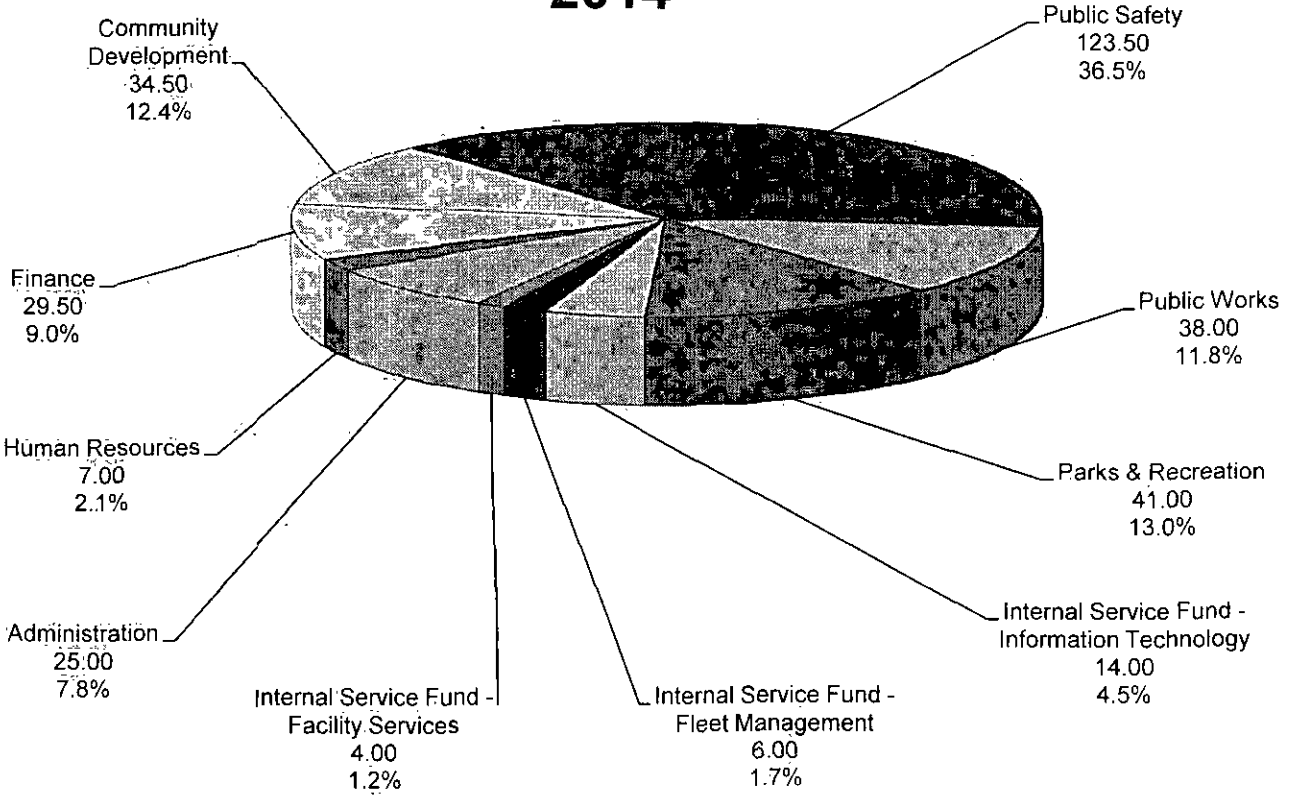
The Golf Operations Program includes the cost of all operating activities including the clubhouse, office operations, pro-shop, cart barn, tournaments and other activities, and is budgeted at \$591,447. The Golf Maintenance program is responsible for the management of all costs related to maintaining and enhancing the playability of the course and is budgeted at \$836,461. The Restaurant program is responsible for the management and all costs related to maintaining restaurant services at Buffalo Run. Restaurant is budgeted at \$886,723. Facility Services is budgeted at \$114,400 for janitorial services, supplies and utilities. Building maintenance is provided by the Facility Services Internal Service Fund (operating as a division of Public Works). The Equipment and Improvement program budgeted at \$72,384 separates costs for new equipment, facility expansion and depreciation costs relating to them.

The debt service cost center provides for the annual repayment of a special revenue note principal and interest, and no payment is budgeted for 2014. On October 1, 2000, the City loaned the Buffalo Run Golf Course \$8.4 million to call and repay variable rate bonds and restructure previous loans from the City. The special revenue note for \$8.4 million was to be repaid over a 30-year period with interest of 4% per year. In 2009, Council converted the loan to 0% interest with an indeterminate term to be repaid as the Golf Course generates revenues in excess of operating costs. The principal payment for 2014 was deferred and the period for repayment was extended five years.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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Human Resources Overview 2014



	2012	2013	2014
	<u>Budget</u>	<u>Budget</u>	<u>Plan</u>
Administration	27.00	25.00	25.00
Human Resources	7.00	7.00	7.00
Finance	29.50	29.50	29.50
Community Development	36.50	34.50	34.50
Public Safety	121.50	123.50	123.50
Public Works	38.00	38.00	38.00
Parks & Recreation	41.00	41.00	41.00
Internal Service Fund - Information Technology	14.00	14.00	14.00
Internal Service Fund - Fleet Management	6.00	6.00	6.00
Internal Service Fund - Facility Services	4.00	4.00	4.00
Total FTEs	324.50	322.50	322.50
Enterprise Fund - Golf Course	9.00	9.00	9.00

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Compensation and Staffing Overview

The City of Commerce City recognizes that employees are critical to the success of our mission and goals. The tough economy will continue to require we do more with less hereby making it ever so important to retain and attract competent, professional, and results-oriented staff. The City provides its employees with a total compensation package including both pay and benefits. We attempt to make our total compensation comparable, within our ability to pay, to those found in governmental and private sector organizations in the Denver Metro area. We base rewards on the achievement and support of our stated mission, values, and goals.

The City uses widely recognized surveys to establish the competitive level of compensation for our positions. The midpoint of each pay grade is established by using average salaries paid in the market. The City uses private and public sector job matches. The City also evaluates available dollars to provide any increases in salary.

The 2014 compensation plan will formatted to adhere to the union contract. The contract will covers January 1, 2012 to December 31, 2013 so it is undetermined what the increase based on individual performance evaluation rating will be in 2014.

Staffing –New positions recommended for 2014:

Undetermined at this time.

Compensation Plan:

Provisions of the revised compensation plan concept includes the following:

General information:

Prior to the beginning of each calendar year, the City conducts a survey using a variety of factors to determine the market comparisons of positions in the pay family and evaluate if market would warrant a pay family to be increased. Such market information and factors may include, but not be limited to:

- Public and private sector organizations
- The Employment Cost Index-Wages (ECI-W)
- The market analysis of classifications
- Budgetary sufficiency and the City's ability to pay
- Local economic factors

Market adjustments would be calculated for each pay family and adjusted accordingly if approved.

Performance Evaluation System:

Employees receive performance reviews and merit increases, if appropriate, on their evaluation date. Generally, the City budgets will account for an amount sufficient to provide each employee with a merit increase on the evaluation date, based on the employee's overall performance rating, reclassifications and to meet any contract negotiated increases.

Exemplary: Performance that consistently achieves results beyond expectations and is distinguished by extraordinary skills and abilities which have been repeatedly tested and proven regardless of challenges. An Exemplary rating will be the exception and must be reviewed and approved by the City Manager or Deputy City Manager.

Competent - Performance is at a contribution level that meets or exceeds the standards and requirements of the job. Most employees will perform at this level.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Compensation and Staffing Overview (con't)

Developing - Performance demonstrates appropriate progress towards the standards and requirements for learning a new job, skill or duty.

Needs Improvement - Performance is below the expected level and is not meeting the standards and requirements of the job.

Pay Families:

It is undetermined what impact market or internal organization may have on the pay families. The pay families are reviewed and modified as necessary by sometimes adding a grade or eliminating a grade, shifting the positions within the grades. The general concept is expected to stay the same in 2014.

- **General Pay Family:** General pay scale is grades G200-G900. G100 was deleted. Positions are typically FLSA nonexempt; eligible for overtime, positions that perform operational duties. Employees in the general pay family may be eligible for an increase based upon the annual performance evaluation rating conducted by the appropriate supervisor. This is also the pay family where the majority of the AFSCME contract employee's positions are reflected.
- **Professional Pay Family:** Professional pay scale is grades R100-R700. Positions typically interpret policy, are FLSA exempt, require advance knowledge in their field, FLSA supervisor by definition and/or require some technical expertise.
- **Executive Pay Family:** Executive pay scale is grades E100-E500. Positions typically are Department Directors and Division Managers or report to a Department Director, manage a budget function, are FLSA exempt, responsible for performance evaluations, develop policy for approval, have a significant level of decision making and independent judgment and authority and have the ability or authority to place the City in a high liability situation.
- **Police Department:** The Police Department staff covered by the collective bargaining agreement between the City of Commerce City and Fraternal Order of Police, Lodge 19. The contract agreement is from January 1, 2013 to December 31, 2014. Effective the first pay period in January 2013, the base pay rates as of December 31, 2012, shall be increase by one percent (1%) and by one-half percent (0.5%). On April 1, 2013 and 2014 the City will survey the cities as established by the contract for their minimum and maximum pay rates in the jobs classifications as specified by the contract.

Fringe Benefit Program – The City provides a comprehensive fringe benefits package to City employees including employee health insurance, dental insurance, pension plan contributions and life insurance. Other employee related costs include worker's compensation, unemployment insurance, disability insurance; employee assisted housing program, employee computer loan program, employee assistance program, enhanced training program, Social Security and Medicare, general leave and paid holidays.

Outlined below are the major components of the City's fringe benefits program and their impact on the 2014 Budget:

- **Health Insurance** – The City anticipates health care coverage quotes to increase. The quotes are based on utilization and severity of claims. It is anticipated that the health risk management plan will start to demonstrate some positive impact on the frequency of severe claims thereby positively lowering quotes. The City is very dedicated to reviewing competitive bids and it is believed that the health risk management plan may also increase the different carriers to place bids that had not accepted our offer in the past. As in past years, the health insurance rates are established in accordance with any union contracts.

CITY OF COMMERCE CITY ANNUAL BUDGET

2014 Compensation and Staffing Overview (con't)

- Retiree Health Insurance Trust – Council authorized establishment of the Retiree Health Insurance Trust and it will be funded over 15 years starting in 2007. If there are windfall tax receipts, it may be funded in less than 15 years. As per Resolution 2006-40, new employees hired as of July 1, 2006 will not be included in the Retiree Health Insurance Trust.
- Dental Insurance – The City has negotiated a two year rate guarantee through 12/21/2013 so we anticipate to receive a rate increase for 2014; however the amount is unknown at this time.
- Retirement Plan Contribution – The City contributes 6% of each general, professional, and executive team employee's salary, along with the employee match of 6%, to the City's retirement plans under ICMA. Under the collective bargaining agreement, the sworn members of the collective bargaining agreement will receive a 10% matching contribution from the City, plus the employee's contribution of 10%, to the retirement plan.
- Workers' Compensation – The City's Workers' Compensation premium for 2014 is projected to increase; however the amount is unknown at this time.
- Employee Assisted Housing Program – The Employee Assisted Housing Program is a popular program. The program provides financial assistance to employees of up to \$10,000 in down payment assistance or closing costs for homes purchased in Commerce City. The employee receives a loan from the City, which is "forgiven" over 6 to 10 years of continued employment with the City. This program is anticipated to continue for 2014.
- Employee Computer Loan Program – The City is anticipated to continue to provide an employee home computer purchase program for 2014. The purpose of the program is to increase computer literacy for all employees, resulting in higher use of technology and added productivity.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PERSONNEL SERVICES

FISCAL YEAR 2014

	SALARIES	BENEFITS	TOTAL
ADMINISTRATION	1,822,631	258,244	2,080,875
HUMAN RESOURCES	468,539	60,111	528,650
FINANCE	1,860,706	5,469,045	7,329,751
COMMUNITY DEVELOPMENT	1,943,176	255,841	2,199,017
PUBLIC SAFETY	9,070,308	1,115,743	10,186,051
PUBLIC WORKS	2,132,261	284,539	2,416,800
PARKS AND RECREATION	<u>3,251,444</u>	<u>370,223</u>	<u>3,621,667</u>
SUBTOTAL	20,549,065	7,813,746	28,362,811
INTERNAL SERVICE FUNDS			
FACILITY SERVICES	250,113	28,729	278,842
FLEET MAINTENANCE	330,203	44,392	374,595
INFORMATION TECHNOLOGY	<u>971,082</u>	<u>130,799</u>	<u>1,101,881</u>
SUBTOTAL	1,551,398	203,920	1,755,318
GOLF COURSE ENTERPRISE FUND			
Restaurant	385,611	61,673	447,284
Maintenance	409,873	109,830	519,703
Operations	<u>268,639</u>	<u>57,855</u>	<u>326,494</u>
SUBTOTAL	1,064,123	229,358	1,293,481
GRAND TOTAL	23,164,586	8,247,024	31,411,610

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY FUND SUMMARY

GENERAL FUND

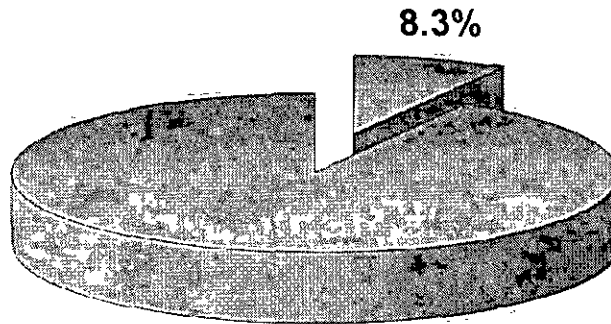
	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	45,019,762	41,679,415	41,679,415	41,679,415
REVENUES:				
Taxes	44,360,298	39,014,971	40,340,680	41,519,610
Licenses and Permits	1,005,266	674,350	694,600	706,700
Intergovernmental	96,266	2,195,000	2,195,000	2,197,000
Charges for Services	2,509,207	2,111,182	2,211,878	2,263,828
Fines and Forfeits	1,630,107	1,901,326	1,631,000	1,683,500
Investment Earnings	1,403,562	1,100,000	1,200,000	1,250,000
Miscellaneous	170,877	150,800	150,800	150,800
TRANSFERS IN:				
CIPP Fund	0	0	0	0
Special Improvement District Fund	74,701	0	0	0
Reserve-Equipment Fund Balance	0	17,588	22,007	0
Information Technology Retained Earnings	67,840	700,000	0	0
Fleet Management Fund Balance	0	700,000	0	0
Water Acquisition Fund	0	0	0	0
Conservation Trust Fund	0	0	0	0
Retirement Plan Fund	0	0	0	0
Prairie Gateway Fund	0	0	0	0
Energy Lease Agreement	0	0	0	0
Fund Balance	0	6,643,923	2,385,268	0
Ordinances	0	0	0	0
Revenue Source To Be Determined	0	0	0	1,284,377
TOTAL REVENUES	51,318,124	55,209,140	50,831,233	51,055,815
EXPENDITURES:				
General Government	45,887,348	46,215,032	46,859,900	47,744,887
TRANSFERS OUT:				
CIPP Fund	4,025,808	5,696,500	666,405	0
Finance Authority Fund	1,532	0	0	0
Golf Fund	36,004	0	0	0
Fleet Management Fund	41,312	0	0	0
Information Technology Fund	24,650	0	0	0
Facility Management Fund	86,082	0	0	0
Commerce City Housing Authority	0	60,000	60,000	60,000
Elected Officials Retirement Fund	32,316	34,400	36,960	37,440
Sales Tax Bond Issues Fund	4,523,419	3,203,208	3,207,968	3,213,488
Ordinances	0	0	0	0
TOTAL EXPENDITURES	54,658,471	55,209,140	50,831,233	51,055,815
ENDING FUND BALANCE				
Estimated Undesignated Fund Balance	17,162,120	17,162,120	17,162,120	17,162,120
Designated Current Year Fund Balance	0	0	0	0
Designated Fund Balance	4,065	4,065	4,065	4,065
Reserve-Court Surcharge	470,261	470,261	470,261	470,261
Reserve-Operating	4,528,253	4,528,253	4,528,253	4,528,253
Reserve-Safeguard	6,551,408	6,551,408	6,551,408	6,551,408
Reserve-Emergency Reserve Fund	1,245,789	1,245,789	1,245,789	1,245,789
Reserve-PCPPP	58,537	58,537	58,537	58,537
Reserve-Emp Assisted Housing	236,393	236,393	236,393	236,393
Interfund Loan Receivable/Golf	7,405,000	7,405,000	7,405,000	7,405,000
Interfund Loan Receivable/URA	4,000,000	4,000,000	4,000,000	4,000,000
Reserve - Equipment	17,589	17,589	17,589	17,589
TOTAL ENDING FUND BALANCE	41,679,415	41,679,415	41,679,415	41,679,415

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Administration



	<u>2013 Budget</u>	<u>2014 Plan</u>
Legislative	\$ 527,629	\$ 502,729
Legal	\$ 691,606	\$ 691,691
City Manager	\$ 775,930	\$ 778,141
City Clerk	\$ 291,881	\$ 319,555
Economic Development	\$ 488,621	\$ 488,967
Communications	\$ 791,184	\$ 773,614
Intergovernmental	\$ 299,651	\$ 299,378
Total	\$ 3,866,502	\$ 3,854,075

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Administration

DESCRIPTION

Under general policy direction of the City Council the City Manager functions as the Chief Executive Officer; exercising supervision and administrative direction over all City departments and divisions of the City Manager's office. The Office of the City Manager provides and coordinates all administrative, strategic, operational, technical and analytical support functions for the City Council.

To advise, direct and evaluate department heads and other management personnel in a manner consistent with present and future community needs and in conformity with all laws, policies and general direction provided by the City Council.

To provide policy recommendation to the City Council pertaining to the numerous and diverse statutory regulations in regard to City policies, procedures, ordinances and state statutes, and to complete all necessary requirements as required by law.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

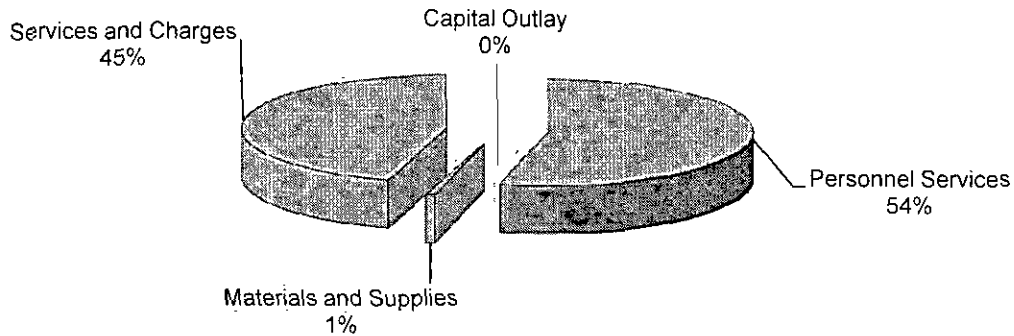
Department:

Administration

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 2,130,618	\$ 2,363,656	\$ 2,080,875	\$ 2,080,875
Materials and Supplies	\$ 21,261	\$ 28,425	\$ 28,500	\$ 20,700
Services and Charges	\$ 2,381,395	\$ 1,637,581	\$ 1,757,127	\$ 1,752,500
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 4,533,274	\$ 4,029,662	\$ 3,866,502	\$ 3,854,075

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 4,533,274	\$ 4,029,662	\$ 3,866,502	\$ 3,854,075
TOTAL:	\$ 4,533,274	\$ 4,029,662	\$ 3,866,502	\$ 3,854,075

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	27.00	27.00	25.00	25.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Legislative
DEPARTMENT: Administration

DESCRIPTION

The City Council serves as the legislative and governing body of the City and has the responsibility for establishing City policies, goals and enacting law. The City Council has the authority to adopt ordinances, resolutions and policies as needed to conduct the business of the City. The City Council may, by ordinance, enter into contracts or intergovernmental agreements with other governmental entities to furnish or receive services or provide for cooperative delivery.

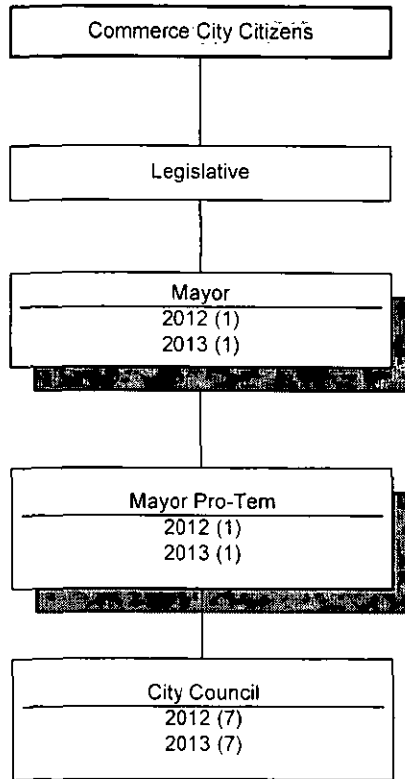
The City Council annually appropriates, from anticipated and available revenues, the monies to conduct the business of the City. A budget is submitted each year for the City Council to review and approve that establishes spending levels within the various funds the City operates. The City Council appoints the City Manager, City Attorney and Municipal Court Judge, as well as the various members of boards, commissions and advisory committees.

The City Council reviews and approves an annual budget as a policy document that promotes City goals and objectives. The City Council approves all contracts, intergovernmental agreements and projects that will enhance the quality of municipal services; reviews and takes positions on state and federal legislative matters of municipal concern; and works with other overlapping governmental jurisdictions, such as school and fire districts, to ensure full services to the community.

CORE BUSINESS SERVICES

- Intergovernmental Relations
- Community Relations
- Community Issues

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : LEGISLATIVE
DEPARTMENT : ADMINISTRATION

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
95,160	96,224	72,207	96,224	601-SALARIES	97,828	97,828
7,378	7,361	5,418	7,361	604-BENEFITS	7,484	7,484
MATERIALS AND SUPPLIES						
471	750	275	750	621-OFFICE SUPPLIES	750	750
3,128	3,125	4,641	3,125	622-OPERATING SUPPLIES	3,150	3,150
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
17,428	17,185	12,889	17,185	715-FACILITY ALLOCATION	18,430	18,247
42,454	40,391	-30,293	40,391	720-COMPUTER ALLOCATION	34,401	34,684
306,772	340,623	248,159	340,623	730-OPERATING EXPENSES	365,586	340,586
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>472,791</u>	<u>505,659</u>	<u>373,882</u>	<u>505,659</u>	TOTALS	<u>527,629</u>	<u>502,729</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Legal
DEPARTMENT: Administration

DESCRIPTION

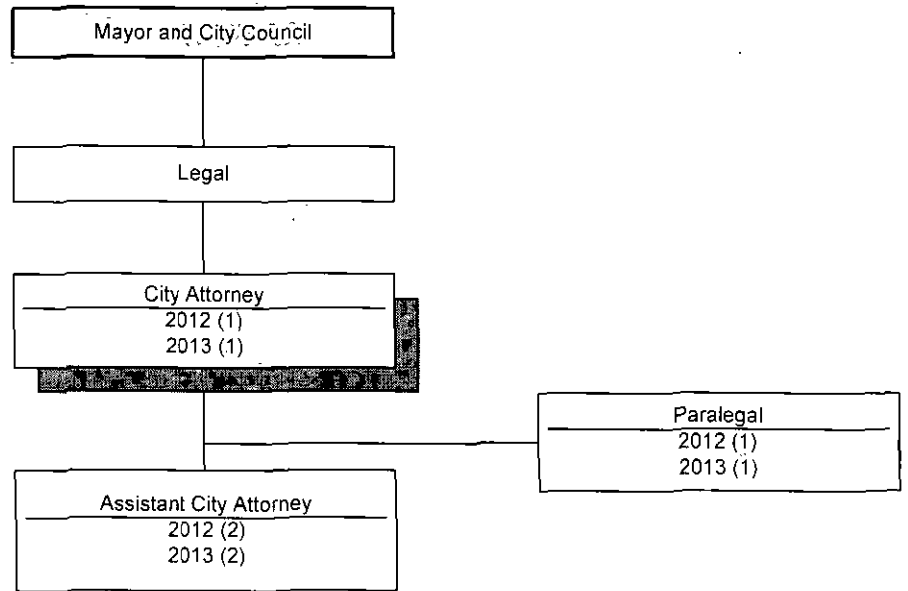
The City Attorney's office advises the City Council and City officials in matters relating to their official powers and duties, represents the City and City employees before state and federal courts and administrative agencies, and performs such other duties as the City Council may prescribe by ordinance or resolution.

To provide the City Council, City Manager, department directors and other City officials, including boards and commissions, with a necessary legal service. City Attorney's office attends City Council, Board, Commission and Authority meetings and advises governing body during course of official proceedings. Provide legal advice to the City Council, boards and commissions, and the City departments on issues such as ordinances, resolutions, public improvement agreements, contracts and personnel matters.

CORE BUSINESS SERVICES

- Intergovernmental Relations
- Legal Matters

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: LEGAL - CITY ATTORNEY
DEPARTMENT: ADMINISTRATION

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
352,675	355,083	269,691	355,083	601-SALARIES	354,833	354,833
46,995	48,472	36,394	48,472	604-BENEFITS	48,438	48,438
MATERIALS AND SUPPLIES						
417	800	119	800	621-OFFICE SUPPLIES	800	800
815	800	3,633	800	622-OPERATING SUPPLIES	800	800
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
6,774	6,848	5,136	6,848	715-FACILITY ALLOCATION	7,345	7,271
17,746	16,766	12,575	16,766	720-COMPUTER ALLOCATION	19,390	19,549
7,014	12,250	6,716	12,250	730-OPERATING EXPENSES	12,500	12,500
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
432,437	441,019	334,264	441,019	TOTALS	444,106	444,191

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : LEGAL SERVICES
DEPARTMENT : ADMINISTRATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	3,000	9,909	3,000	601-SALARIES	3,000	3,000
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
134,555	244,500	187,530	244,500	730-OPERATING EXPENSES	244,500	244,500
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<hr/> 134,555	<hr/> 247,500	<hr/> 197,439	<hr/> 247,500	TOTALS	<hr/> 247,500	<hr/> 247,500

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: City Manager
DEPARTMENT: Administration

DESCRIPTION

Under general policy direction of the City Council the City Manager functions as the Chief Executive Officer, exercising supervision and administrative direction over all City departments and divisions of the City Manager's office. The Office of the City Manager provides and coordinates all administrative, technical and analytical support functions for the City Council.

To advise, direct and evaluate department heads and other management personnel in a manner consistent with present and future community needs and in conformity with all laws, policies and general direction provided by the City Council.

To provide policy recommendation to the City Council pertaining to the numerous and diverse statutory regulations in regard to City policies, procedures, ordinances and state statutes, and to complete all necessary requirements as required by law.

OBJECTIVES

- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service and address future needs
- Implement aggressive and proactive risk management strategies reducing litigation and financial losses
- Continue to develop the city's new identity and maintain and enhance a positive image of the City of Commerce City
- Manage the City's Non-City Agency Grant Program effectively and efficiently to guarantee that the distribution of funds is done in an effective and efficient manner and that Commerce City residents receive full benefit from those grant programs by requiring appropriate accounting and reporting measures
- Continue to enhance and maintain existing avenues, programs and forums to listen to, communicate with and inform the City's citizens, Council and employees:
 - Foster open communications between community members and the City
 - Maintain customer service programs as an effective avenue for citizens and staff to work together to identify and resolve complaints and issues received from council and citizens, and maintain a process for communicating results with appropriate parties
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals
- Continue to provide accurate and timely information to City Council, members of the public and staff
- Continue to work and enhance the City's relationship with SACWSD and the development community
- Continue to identify and acquire the water and waste water resources to facilitate continued economic development in Commerce City
- Continue to enhance the City's working relationship with DRCOG and other regional partners

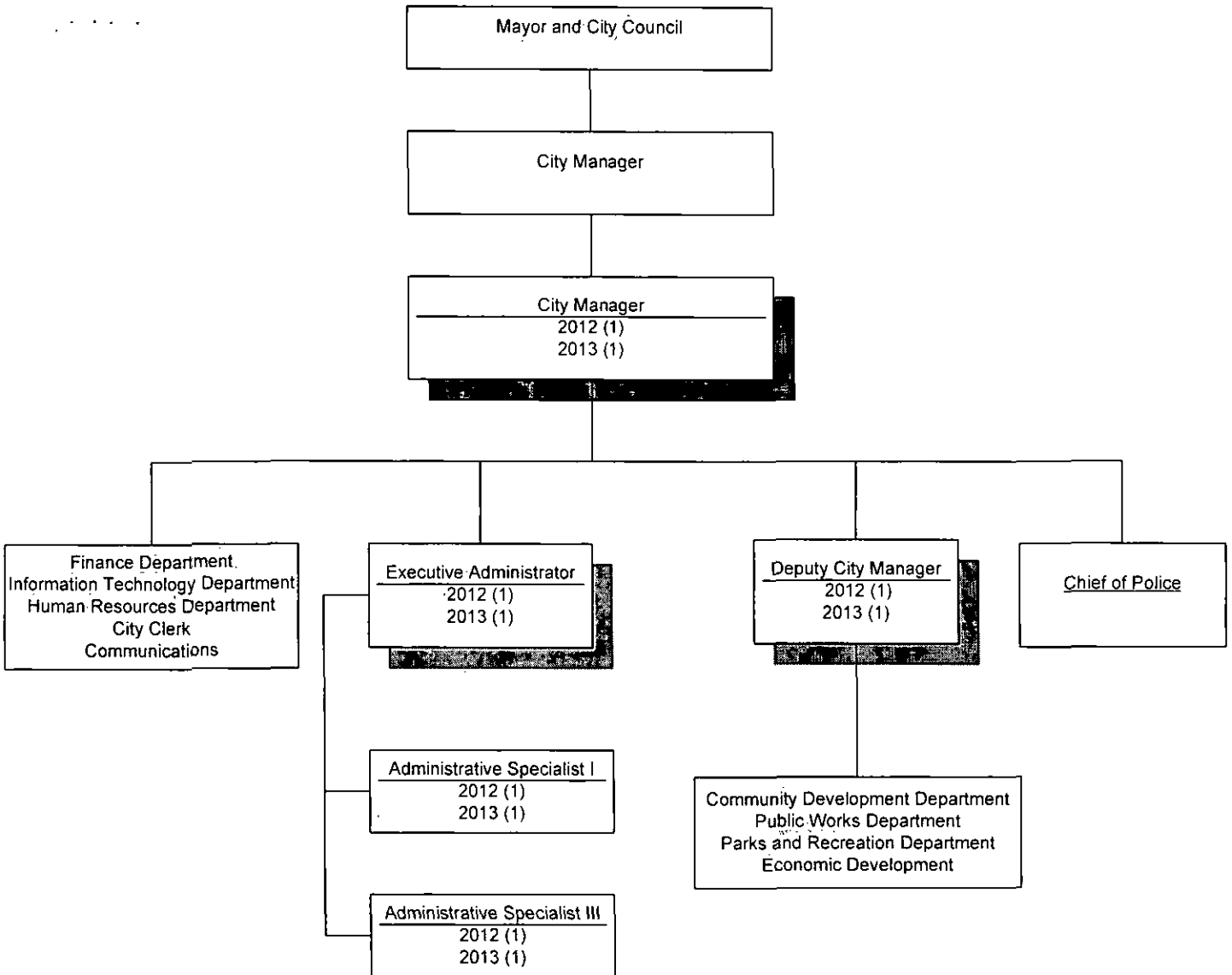
CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: City Manager
DEPARTMENT: Administration

CORE BUSINESS SERVICES

- Intergovernmental relations
- Community relations
- Community issues
- Strategic planning
- Coordinate and direct organizational operations
- Communications
- City Council relations
- Development of policy recommendations
- Legal matters
- Financial stewardship
- Water resources

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM : CITY MANAGER
DEPARTMENT : ADMINISTRATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
710,483	758,990	465,910	758,990	601-SALARIES	453,464	453,464
94,993	110,413	61,114	110,413	604-BENEFITS	76,531	76,531
MATERIALS AND SUPPLIES						
1,683	1,500	708	1,500	621-OFFICE SUPPLIES	1,500	1,500
5,025	3,875	3,816	3,875	622-OPERATING SUPPLIES	3,625	3,625
SERVICES AND CHARGES						
13,317	12,843	9,632	12,843	710-VEHICLE ALLOCATION	19,927	21,982
35,782	28,903	21,677	28,903	715-FACILITY ALLOCATION	30,998	30,688
56,607	44,460	33,345	44,460	720-COMPUTER ALLOCATION	56,650	57,116
225,124	199,000	166,283	199,000	730-OPERATING EXPENSES	133,235	133,235
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,143,014</u>	<u>1,159,984</u>	<u>762,485</u>	<u>1,159,984</u>	TOTALS	<u>775,930</u>	<u>778,141</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

Program: City Clerk
Department: Administration

DESCRIPTION

The city clerk's division, under general policy direction of the deputy city manager, is organized into three functional areas: elections, legislative, and administrative. The division also serves as a passport acceptance facility for the US Department of State.

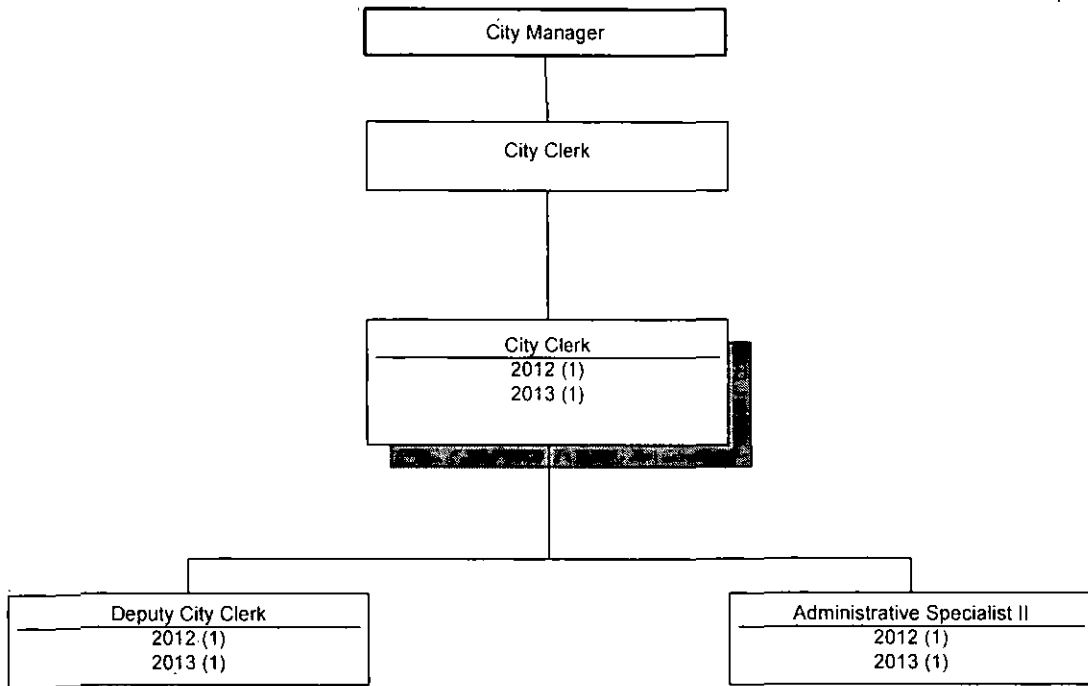
OBJECTIVES

- Provide a full range of internal and external programs and services in support of department operations and the implementation of Council goals:
 - Conduct and manage municipal and general improvement district elections
 - Serve as deputy county clerk and recorder for purposes of voter registration only in Adams County
 - Coordinate with city council to establish municipal ward boundaries and election precincts
 - Recruit and train election judges, test voting equipment, develop official ballots
 - Manage and maintain campaign finance filings
 - Assemble and distribute all documents related to the presentation and distribution of policy and legislation acted upon by city council
 - Record membership and coordinate appointments to the various city boards and commissions
 - Formulate division policy and develop performance measures
 - Administer citywide records storage and destruction
 - Administer a quality liquor licensing program
 - Coordinate compliance with public records disclosure
 - Serve as a passport acceptance facility for the US Department of State

CORE BUSINESS SERVICES

- Intergovernmental relations
- Community relations
- Community issues
- Communications
- City Council relations
- Records management

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : CITY CLERK
DEPARTMENT : ADMINISTRATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
163,558	162,922	125,070	162,922	601-SALARIES	164,760	164,760
21,510	22,278	17,000	22,278	604-BENEFITS	22,493	22,493
MATERIALS AND SUPPLIES						
984	1,800	210	1,800	621-OFFICE SUPPLIES	1,800	1,800
1,092	1,600	164	1,600	622-OPERATING SUPPLIES	1,600	1,600
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
13,132	13,872	10,404	13,872	715-FACILITY ALLOCATION	14,877	14,729
38,698	36,429	27,322	36,429	720-COMPUTER ALLOCATION	39,161	39,483
19,671	26,190	7,589	26,190	730-OPERATING EXPENSES	47,190	74,690
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>258,646</u>	<u>265,091</u>	<u>187,759</u>	<u>265,091</u>	TOTALS	<u>291,881</u>	<u>319,555</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Economic Development
DEPARTMENT: Administration

DESCRIPTION

The Economic Development Division works to recruit, develop, expand and retain quality commercial, office, retail and industrial business; attracts quality diversified residential projects; and promotes education and workforce opportunities in the City of Commerce City for the long-term economic vitality and sustainability of the City.

The division is responsible for attracting and retaining primary employers within the following five Target Industries:

- (1) Denver International Airport (DIA) Technology;
- (2) Advanced Manufacturing;
- (3) Business & Professional Services;
- (4) Retail/Hospitality/Leisure; and
- (5) Logistics & Distribution.

The division also works to enhance and improve the reputation of Commerce City, diversify revenues, and increase the generation of sales and use taxes.

OBJECTIVES

Per the Economic Development Strategic Plan passed by City Council on April 4, 2010, Commerce City's four overarching economic development goals include:

- GOAL 1: IMPLEMENT A TARGETED MARKETING AND BUSINESS DEVELOPMENT CAMPAIGN
- GOAL 2: EXPAND SUPPORT TO EXISTING INDUSTRIES AND ENTREPRENEURS
- GOAL 3: HELP PUT APPROPRIATE REAL ESTATE OPTIONS AND INFRASTRUCTURE IN PLACE
- GOAL 4: ELEVATE WORKFORCE SKILLS TO MEET EMPLOYER NEEDS.

Within these four goals exists the following key strategies:

- Focus business development efforts on the targeted industries
- Develop and carry out a comprehensive retail recruitment strategy
- Establish an Economic Development Advisory Group.
- Identify and promote an updated, positive community image.
- Strengthen the economic development section of the City of Commerce City website.
- Utilize the retention and expansion program to help identify suppliers and related companies for possible recruitment
- Consider refinements to the City's tax policies to ensure an optimal business climate.
- Consider refinements to the City's incentives policies to ensure competitiveness for strategic, targeted businesses.
- Promote and leverage recent success.
- Shorten development review process times for strategic prospect companies.
- Consider development of a community wide Sustainable Economic Development Initiative
- Expand Business Retention and Expansion Program (BRE) outreach to existing industries.
- Improve local and regional support to entrepreneurs.
- Actively participate in and encourage business participation in programs intended to increase the volume of government contracts performed by local companies.
- Increase recognition of local business success stories
- Encourage entrepreneurship from a young age through regional K-12 programs.
- Prepare an updated master list of industrial, office, and retail sites and identify pressing infrastructure requirements.

CITY OF COMMERCE CITY ANNUAL BUDGET

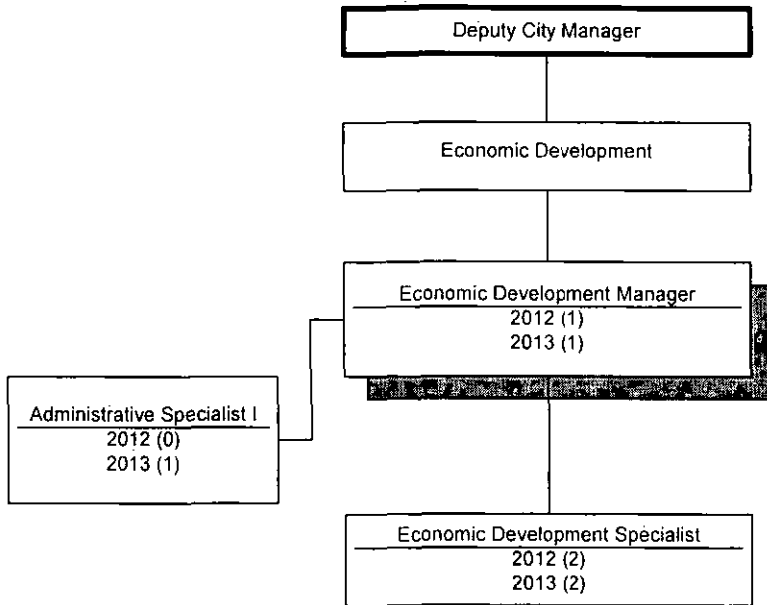
PROGRAM: Economic Development
DEPARTMENT: Administration

- Continue to build a stronger relationship with the Denver region's commercial real estate community by continuing and expanding the Business and Development Summit.
- Develop a strategy for redevelopment of the former Mile High Greyhound Park site.
- Continue to push for provision of fiber optic service to key employment centers.
- Collaborate with the Union Pacific and Burlington Northern Santa Fe Railroads on development of spurs for their rail-served parcels.
- Continue to preserve and enhance transportation access for cars and truck traffic.
- Advocate for "over the fence" access to Denver International Airport as well as access to Pena Blvd. via Tower Road from Commerce City
- Conduct in-depth research to determine occupations and skill sets most in demand by the targeted industries.
- Ensure that employer feedback about workforce strengths and weaknesses is periodically gathered through City-employer programs and communicated to area workforce development providers.
- Elevate high school graduation rates and technical training among area residents.
- Increase local employer understanding and utilization of workforce development programs.

CORE BUSINESS SERVICES

- "The 3 Rs": Recruitment, Retention, and Retail
- Promote economic development opportunities through marketing, public relations and attraction activities
- Provide informational data, statistics, maps and resources to developers, investors, real estate brokers, site selectors, retail brokers and others in order to attract quality businesses or to assist business expansion within the City
- Assist with site selection for new or expanding businesses
- Facilitate the development process
- Provide information about available economic resources and incentives
- Provide responsive and effective business solutions
- Represent the City with regional planning activities
- Offer assistance or referrals to existing businesses
- Support business owners and developers at pre-development meetings
- Attend the International Council of Shopping Centers (ICSC) annual convention and promote to prospective retailers the retail opportunities within the City
- Participate in activities with external government and economic development organizations in order to promote economic development in Commerce City

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ECONOMIC DEVELOPMENT
DEPARTMENT : ADMINISTRATION

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
253,544	286,751	148,135	286,751	601-SALARIES	262,590	262,590
34,094	42,945	19,637	42,945	604-BENEFITS	36,524	36,524
MATERIALS AND SUPPLIES						
1,280	1,500	3,126	1,500	621-OFFICE SUPPLIES	1,500	1,500
288	0	65	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
6,195	7,422	5,567	7,422	715-FACILITY ALLOCATION	7,960	7,880
78,382	49,821	37,366	49,821	720-COMPUTER ALLOCATION	51,802	52,228
928,984	114,810	78,057	114,810	730-OPERATING EXPENSES	128,245	128,245
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,302,766</u>	<u>503,249</u>	<u>291,953</u>	<u>503,249</u>	TOTALS	<u>488,621</u>	<u>488,967</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Communications
DEPARTMENT: Administration

DESCRIPTION

The Communications Division is responsible for internal and external communication and outreach including planning, development and execution of these types of initiatives on behalf of the city. Through these efforts, we strive to provide accurate, credible, consistent information to employees and the public.

The “art” of communications is getting increasingly challenging with the 24-hour news cycle, tweets and blog comments, billboards and ads on the side of busses, to name just a few. Facebook alone processes one billion messages per day. As such, the city must approach communications with as many varied tools as possible in as many places where people might look for them. Tools should include both the ability to push as well as pull information. The city has to push out information to where people already are: mailboxes, e-mail inboxes, social media sites, etc. The information also has to be available when people want to pull it down, meaning they want to research a topic on our Web site at 2 a.m. regardless of the fact that the city is not open for business.

OBJECTIVES

Engage in proactive, on-going communication

- Communicate directly with citizens of Commerce City through a city newspaper to include feature stories and information of community-wide interest, a bi-weekly electronic e-mail to include timely department updates and community happenings that is distributed to all citizens who register their e-mail address with the city, real-time updates to the city Web site that can be pushed out to citizens using RSS feeds or the Notify Me function.
- Provide city employees with up-to-date information through a bi-monthly employee e-newsletter, real-time updates on the city intranet site and the appropriate use of mass distribution e-mails.
- Provide information about city events and services to home owners associations, block watches, Neighbors-to-Neighbors groups, neighborhood organizations and community groups that they can pass on directly to the citizens actively involved in their organization.

Utilize creative and varied communications tools

- Establish a strong city presence on Facebook, Twitter, Linked In and any other social media tools that provide the opportunity to communicate directly and in real time with Commerce City residents as needed.
- Research and implement a cost effective means of broadcasting city council and other city events as well as video packages on Channel 8 and/or other communications channels that are appropriate.

Facilitate meaningful community engagement

- Engage citizens in the planning and implementation of the 50th anniversary celebration in 2012 as a way to involve the community in improving the image of Commerce City.
- Create partnership with community organizations that link citizens who are looking for meaningful ways to improve and give back to the community with those citizens who are in need of the support and outreach of neighbors and friends.
- Create relationships with home owners associations, block watches, Neighbors-to-Neighbors groups, neighborhood organizations and community groups that create a two-way dialogue about city services and citizens need.

Expand communications reach beyond the city borders

- Develop relationships with general and targeted media outlets that facilitates fair, accurate and timely information to the metro area and beyond through newspaper, magazine, television and radio placements at least once per month.
- Work to ensure that city progress is prominently featured in trade publications like business journals, CML and NLC newsletters, People on the Move columns and other places so that peers outside the community understand the great strides being made in Commerce City.

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Communications
DEPARTMENT: Administration

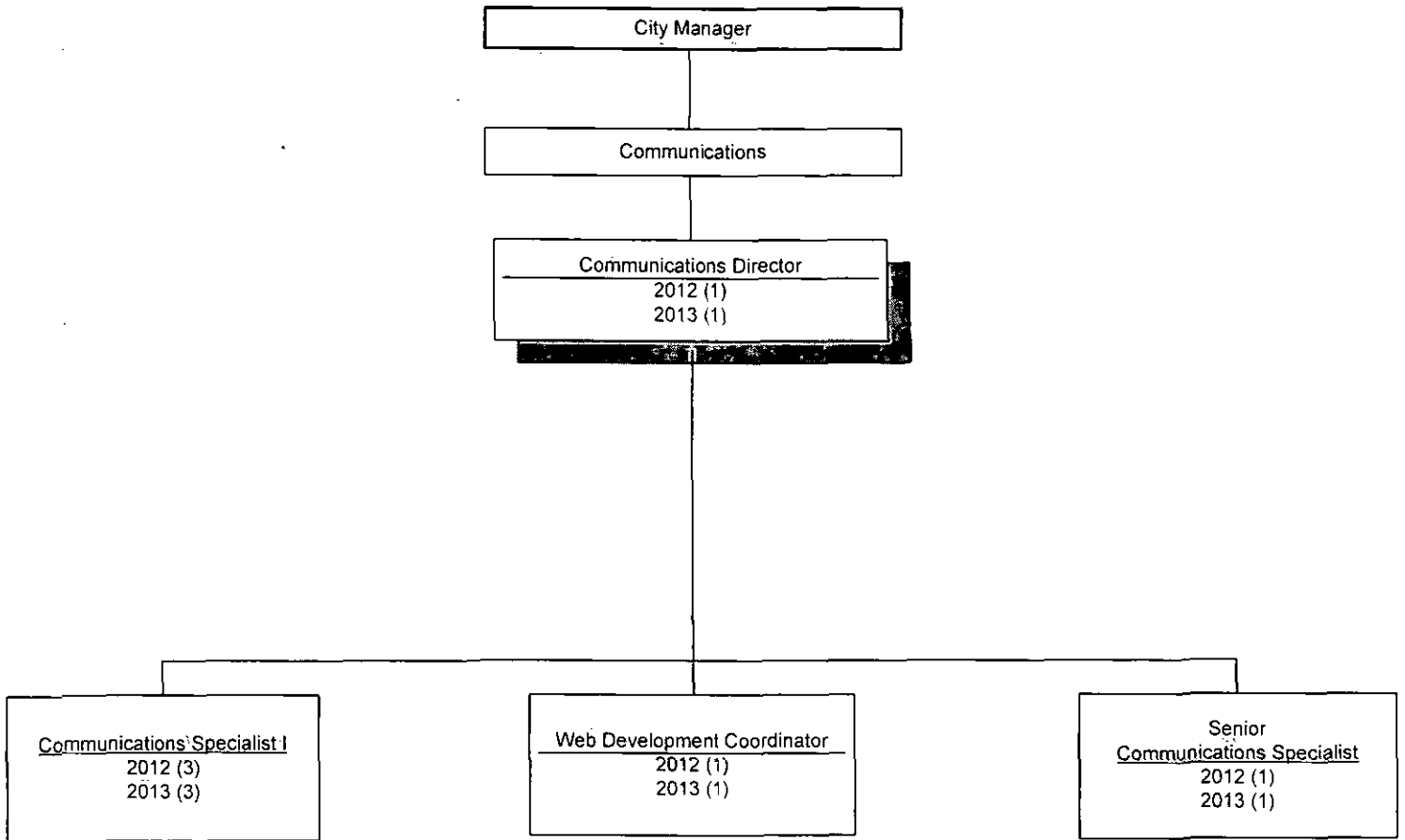
Develop and implement strong a marketing campaign to support the retention and recruitment of businesses to the city

- Create traditional and emerging marketing materials to recruit and retain businesses within the five target industries identified in the Economic Development Strategic Plan and identify the most efficient and effective way to get those materials into the hands of industry leaders driving economic development decisions.
- Create targeted media lists for economic development trade publications, regional general distribution outlets, and municipal/government journals that facilitate placing stories with a positive tone about Commerce City.

CORE BUSINESS SERVICES

- Expand Commerce City's web site to provide a dynamic, effective communications venue for residents, businesses and outside interests
- Develop a presence for the city in existing and developing social media venues including Twitter, Facebook, Linked In and others
- Produce a city publication that facilitates the timely distribution of relevant and compelling information using various distribution methods, i.e. printed, electronic, video
- Plan and implement strategic campaigns that work to communicate to citizens how city initiatives will improve their quality of life
- Develop standards to ensure the marketing efforts have a consistent and effective brand presence across every communication venue and that the brand remains relevant and timely
- Develop media campaigns and drive pro-active messaging to build awareness and positive perceptions
- Provide marketing and public relations support to city-wide events that enhance quality of life, provide specialized outreach and improve diversity awareness
- Foster positive community relationships through on-going communication and involvement between citizens, businesses, schools, non-profit organizations and local government

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: COMMUNICATIONS
DEPARTMENT: ADMINISTRATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
241,577	343,152	248,034	343,152	601-SALARIES	327,768	327,768
30,270	49,071	34,158	49,071	604-BENEFITS	44,743	44,743
MATERIALS AND SUPPLIES						
1,136	1,500	510	1,500	621-OFFICE SUPPLIES	1,500	1,500
7,213	10,600	4,993	10,600	622-OPERATING SUPPLIES	10,600	3,100
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
7,261	13,486	10,114	13,486	715-FACILITY ALLOCATION	14,463	14,319
18,441	45,456	34,092	45,456	720-COMPUTER ALLOCATION	48,480	48,879
378,678	342,305	199,270	342,305	730-OPERATING EXPENSES	343,630	333,305
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>684,577</u>	<u>805,570</u>	<u>531,171</u>	<u>805,570</u>	TOTALS	<u>791,184</u>	<u>773,614</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Intergovernmental
DEPARTMENT: Administration

DESCRIPTION

Under the general direction of the Deputy City Manager, the Grants Administrator provides oversight and coordination of the City's grants. Over the years, the City has obtained a number of grants; however, each individual department administered them. This program brings coordination and management of these programs under one umbrella.

Provides a coordinated approach to the grant application process and oversight of grants obtained to guarantee compliance, appropriate and prompt reporting, and to guarantee that the City receives the full benefit of grants.

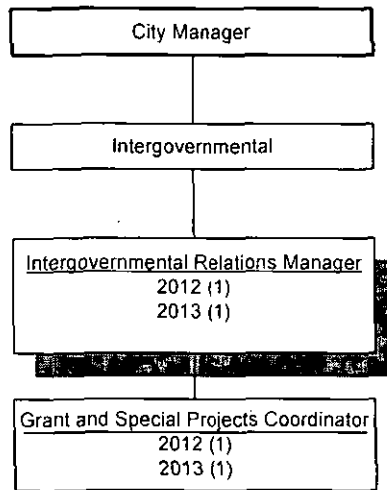
OBJECTIVES

- Manage the City's existing grants effectively and efficiently to guarantee that the funds are received in a timely manner, and expended appropriately
- Secure grant funding that will meet the City's needs for the future
- Provide support to the Grants Team

CORE BUSINESS SERVICES

- Research and obtain new funding resources through alternate means while monitoring and maintaining current programs

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

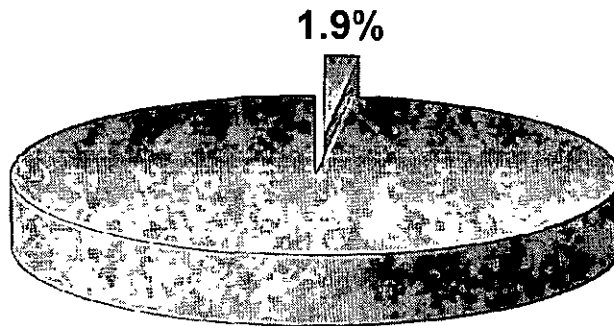
PROGRAM :	INTERGOVERNMENTAL
DEPARTMENT :	ADMINISTRATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
69,159	67,733	51,954	67,733	601-SALARIES	161,388	161,388
9,220	9,261	7,088	9,261	604-BENEFITS	22,031	22,031
MATERIALS AND SUPPLIES						
(29)	450	79	450	621-OFFICE SUPPLIES	500	450
(2,243)	125	1,157	125	622-OPERATING SUPPLIES	375	125
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
1,459	1,522	1,141	1,522	715-FACILITY ALLOCATION	1,632	1,616
13,110	4,599	3,449	4,599	720-COMPUTER ALLOCATION	5,248	5,291
13,812	17,900	12,001	17,900	730-OPERATING EXPENSES	108,477	108,477
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>104,488</u>	<u>101,590</u>	<u>76,869</u>	<u>101,590</u>	TOTALS	<u>299,651</u>	<u>299,378</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Human Resources



	2013 <u>Budget</u>	2014 <u>Plan</u>
Administration	\$ 734,373	\$ 731,725
Employee Activity Committee	\$ 13,500	\$ 14,000
Risk Management	\$ 84,184	\$ 84,221
Organizational Development	\$ 42,500	\$ 42,500
Total	\$ 874,557	\$ 872,446

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Human Resources

DESCRIPTION

In today's competitive marketplace, pay and benefits are not enough to keep quality employees. According to a research study, intrinsic rewards such as the challenge of the job, the vision and capability of the company's leadership, and the opportunities to grow and learn, have a more significant impact on retention than organizations think. The Human Resources Department is a strategic partner responsible for preparing and adapting the organization for the fluid transition through change.

Comprehensive services includes the following:

Human Resources planning, budgeting, allocating and utilizing resources effectively; continuously searching for proactive ways to improve and evolve the organization; administering the recruitment and pre-employment process for new hire selection; active in employee and labor relations, communication, and organizational health; administers the performance appraisal and review systems; full gamut of employee services; creation and marketing of H.R. programs and services; review and implementation of multi-option benefit plans (Health, Dental, Vision, Pre-Paid Legal, EAP, 401, 457, COBRA/HIPAA, FMLA, STD, LTD, Flex, Workers' Compensation, Wellness Program, Continual Education Administration); internal and external customer service to create a unified, involved and informed community/employee population.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

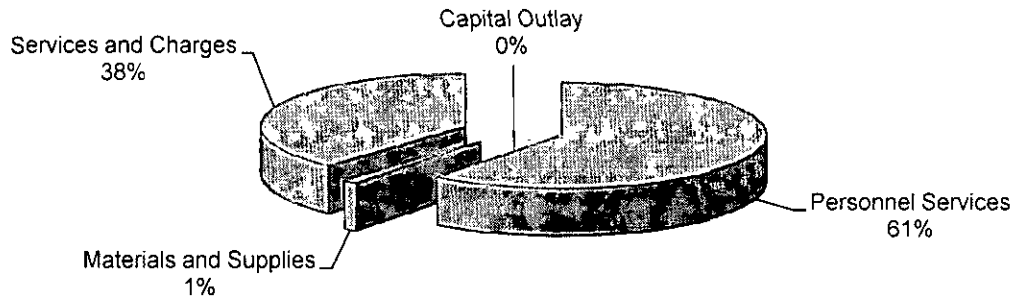
Department:

Human Resources

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 474,549	\$ 519,386	\$ 528,650	\$ 528,650
Materials and Supplies	\$ 6,812	\$ 9,400	\$ 9,900	\$ 10,400
Services and Charges	\$ 314,915	\$ 331,303	\$ 336,007	\$ 333,396
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 796,276	\$ 860,089	\$ 874,557	\$ 872,446

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 796,276	\$ 860,089	\$ 874,557	\$ 872,446
TOTAL:	\$ 796,276	\$ 860,089	\$ 874,557	\$ 872,446

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	6.00	7.00	7.00	7.00

CITY OF COMMERCE CITY

ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Human Resources

DESCRIPTION

Under the administrative direction of the Director of Human Resources, the Human Resources Department is positioned to be a strategic partner with the City's departments, managers, employees and citizens. The department provides a wide range of services to include planning, budgeting, allocating and utilizing resources effectively, continuously searching for proactive ways to improve and evolve the organization, administer the recruitment and pre-employment process for new hire selection, active in employee and labor relations, communication, and organizational health, administers the performance appraisal and review systems, full gamut of employee services, creation and marketing of H.R. programs and services, review and implementation of multi-option benefit plans, (Health, Dental, Vision, EAP, 401, 457, COBRA/HIPAA, FMLA, STD, LTD, Flex, Workers' compensation, Wellness program, Continual Education administration) training, internal and external customer service to create a unified, involved and informed community/employee. Human Resources has the primary responsibility for ensuring the City meets Federal, State and Local Laws, the identification and administration of the comprehensive employee benefits plans, Americans with Disabilities Act coordination and employee relations.

OBJECTIVES

- Utilize enhanced information and communication technologies to create a unified, involved and informed community:
 - Continually evaluate and improve the systems in place to communicate job openings and abilities to submit resume/application on line
 - Provide resources for the community/ applicants on issues that could enhance career opportunities- GED resources and Adams County One Stop Career Center
 - Continually mentor and coach the interns from local Colleges and attend local job fairs
- Develop relationships between the city, citizens and businesses to foster a relationship of trust and respect:
 - Assist with providing information as requested for salary surveys and job duties
 - Provide citizens with excellent customer service when they inquire about any of the services that the City may provide
 - Provide assistance in directing citizens to the correct organization if the city was not able to meet their needs
- Awareness and appreciation of Diversity:
 - Provide continual training for employees on diversity issues
 - Administer and update the Equal Employment Opportunity Plan (EEOP)
- Recruit and retain quality staff
 - Continually monitor the pre-employment screening process
 - Comparing essential job functions to the candidates qualifications
 - Cross-functional interview panels
 - Multiple interviews
 - Background, CBI, pre-employment drug screens
 - Continually provide a quality orientation on the City's policies and procedures
 - Continually educate and review of trends, updates, legal issues, policies and procedures
 - Continually review of the scope and economics of providing a rich benefit package
 - Continually strive to create and provide services and events that enrich "employment life" (Benefits Fair, Education Fair, EAP, Wellness Program)

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Human Resources

OBJECTIVES (cont.)

- Create a continuous learning environment:
 - Provide timely and effective training on issues, trends and factors that impact the diverse ranges of employees and job needs
 - *Research adult learning techniques and provide diverse methods and utilize different instructors/resources*
- Integration of values throughout the organization:
 - Be role models for the values
- Manage financial resources responsibly:
 - Research and utilize the best tool for the task
 - Recycle paper and office supplies
 - Content management
- *Manage infrastructure and equipment responsibly:*
 - Perform employee ergonomic evaluations and train employee on proper body mechanics
 - Utilize facilities for training and employee meetings
- Provide innovative communications solutions – open Communications:
 - Utilize e-mails as a tool to document when appropriate
 - Provide face-to-face communication as often as possible to increase visibility of H.R. and eliminate communication barriers
 - Participate in the Employee Newsletter
 - Benefit statements
 - Timely exchange of information or response to inquires, provide follow up to ensure needs are met
- Provide enlightened and proactive leadership:
 - Hold consistent H.R. meetings to discuss current issues in the industry and/or internal issues and provide a decimation of information to leadership in the organization
 - Be responsive to the needs of the organization
 - Meet with department directors to work with them as a resource to solve current issues
- Continuously improve and evolve organization:
 - Review and update the H.R. Mission and Goals annually
 - 2008 applied and received Cost Containment Certification with the Department of Labor
 - Actively practice the H.R. Mission
 - Analysis and recommendations
 - Quality control
 - Research and produce proactive products
- Allocate and utilize resources effectively:
 - Prudent decisions
 - Viewing the organization as a whole not just from the H.R. department or the department with which we are working
- Eliminate boundaries between departments to achieve mutual support:
 - Continually strive and encourage an environment of security, trust, and confidentiality
 - Actively participate on cross-functional teams for development of processes and policies
 - *Open communications*
 - Being visible

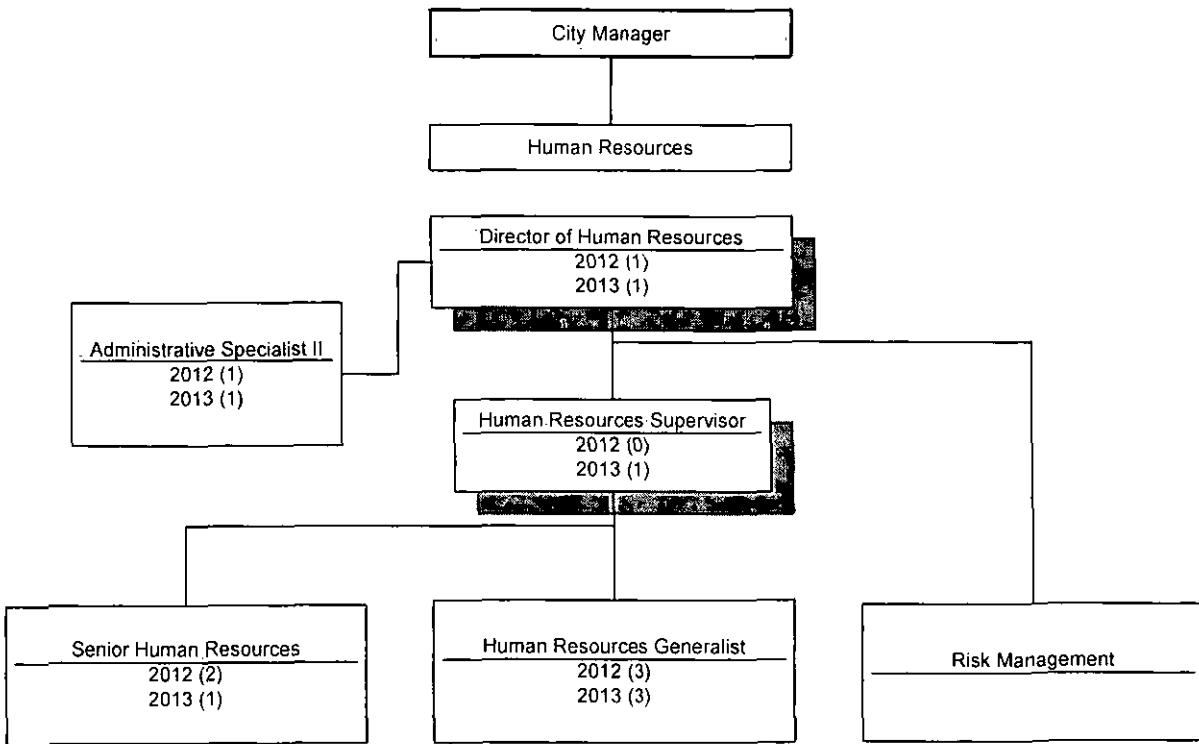
CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Human Resources

CORE BUSINESS SERVICES

- Retention and recruitment of qualified employees
- Employee Relations
- Employee training and continued education
- Benefit management
- Employee orientation
- Maintain employee records
- Investigation and inquires
- Succession Planning
- Compensation Management
- Legal Mandate Compliance- ADA, EEO, FMLA, FLSA, HIPPA
- Performance Management Systems
- Policies and Procedures
- Workers Compensation and Safety Management
- Employee Health
- Compliance to Federal, State and local laws

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



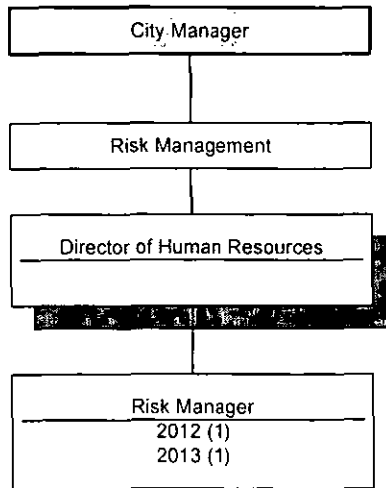
**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: ADMINISTRATION
DEPARTMENT: HUMAN RESOURCES

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
387,649	391,673	288,215	391,673	601-SALARIES	403,539	403,539
50,610	53,554	38,538	53,554	604-BENEFITS	51,238	51,238
MATERIALS AND SUPPLIES						
1,118	2,300	1,937	2,300	621-OFFICE SUPPLIES	2,300	2,300
2,789	3,000	1,647	3,000	622-OPERATING SUPPLIES	3,000	3,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
25,117	23,905	17,929	23,905	715-FACILITY ALLOCATION	25,637	25,381
148,184	148,837	111,628	148,837	720-COMPUTER ALLOCATION	151,179	152,422
97,966	95,380	50,470	95,380	730-OPERATING EXPENSES	97,480	93,845
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>713,432</u>	<u>718,649</u>	<u>510,364</u>	<u>718,649</u>	TOTALS	<u>734,373</u>	<u>731,725</u>

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : RISK MANAGEMENT
DEPARTMENT: HUMAN RESOURCES

2012-FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
32,250	65,251	49,178	65,251	601-SALARIES	65,000	65,000
4,041	8,908	6,633	8,908	604-BENEFITS	8,873	8,873
MATERIALS AND SUPPLIES						
110	500	56	500	621-OFFICE SUPPLIES	500	500
0	600	0	600	622-OPERATING SUPPLIES	600	600
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	1,522	1,141	1,522	715-FACILITY ALLOCATION	0	0
3,878	3,659	2,744	3,659	720-COMPUTER ALLOCATION	4,526	4,563
420	3,300	1,821	3,300	730-OPERATING EXPENSES	4,685	4,685
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>40,699</u>	<u>83,740</u>	<u>61,573</u>	<u>83,740</u>	TOTALS	<u>84,184</u>	<u>84,221</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ORGANIZATIONAL DEVELOPMENT
DEPARTMENT : HUMAN RESOURCES

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
19,599	44,700	14,079	44,700	730-OPERATING EXPENSES	42,500	42,500
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>19,599</u>	<u>44,700</u>	<u>14,079</u>	<u>44,700</u>	TOTALS	<u>42,500</u>	<u>42,500</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

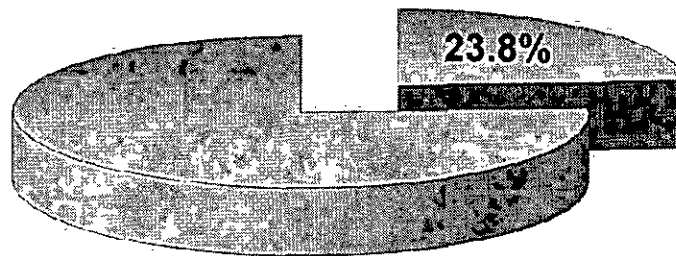
PROGRAM: EMPLOYEE ACTIVITY COMMITTEE
DEPARTMENT: HUMAN RESOURCES

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
				PERSONAL SERVICES		
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
				MATERIALS AND SUPPLIES		
0	0	0	0	621-OFFICE SUPPLIES	0	0
2,796	3,000	1,477	3,000	622-OPERATING SUPPLIES	3,500	4,000
				SERVICES AND CHARGES		
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
9,919	10,000	5,020	10,000	730-OPERATING EXPENSES	10,000	10,000
				CAPITAL OUTLAY		
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>12,714</u>	<u>13,000</u>	<u>6,497</u>	<u>13,000</u>	TOTALS	<u>13,500</u>	<u>14,000</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Finance



	2013 Budget	2014 Plan
Financial Planning & Budgeting	\$ 438,197	\$ 438,338
Financial Services	\$ 1,035,416	\$ 1,036,933
Tax	\$ 981,833	\$ 1,130,741
Municipal Court	\$ 651,748	\$ 651,611
Internal Services	\$ 8,052,431	\$ 8,521,425
Total	\$ 11,159,625	\$ 11,779,048

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Finance

DESCRIPTION

The Department of Finance provides effective financial administration services to other City departments, commissions and authorities. The Department of Finance is responsible for accounting, sales and use tax administration, payroll, accounts payable, debt administration, police pension administration, I.C.M.A. employee pension program, special improvement districts, infrastructure, cash management program, court management, and community service programs.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

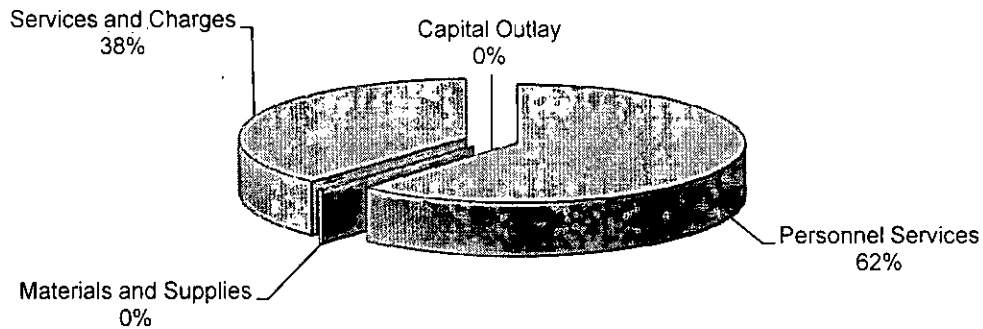
Department:

Finance

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 6,227,153	\$ 7,221,214	\$ 6,866,833	\$ 7,329,751
Materials and Supplies	\$ 30,162	\$ 33,595	\$ 33,595	\$ 33,595
Services and Charges	\$ 3,014,160	\$ 3,642,816	\$ 4,259,197	\$ 4,415,702
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 9,271,475	\$ 10,897,625	\$ 11,159,625	\$ 11,779,048

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 9,271,475	\$ 10,897,625	\$ 11,159,625	\$ 11,779,048
TOTAL:	\$ 9,271,475	\$ 10,897,625	\$ 11,159,625	\$ 11,779,048

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	29.50	29.50	29.50	29.50

CITY OF COMMERCE CITY

ANNUAL BUDGET

PROGRAM:	Financial Planning & Budgeting
DEPARTMENT:	Finance

DESCRIPTION

The Financial Planning & Budgeting Program is responsible for cash management; debt administration; developing and preparing a multi-year financial plan for Commerce City, including five-year operating and capital budgets; identify funding priorities and gaps in funding; developing appropriate financing strategies; and establishing a program based and multi-year budget.

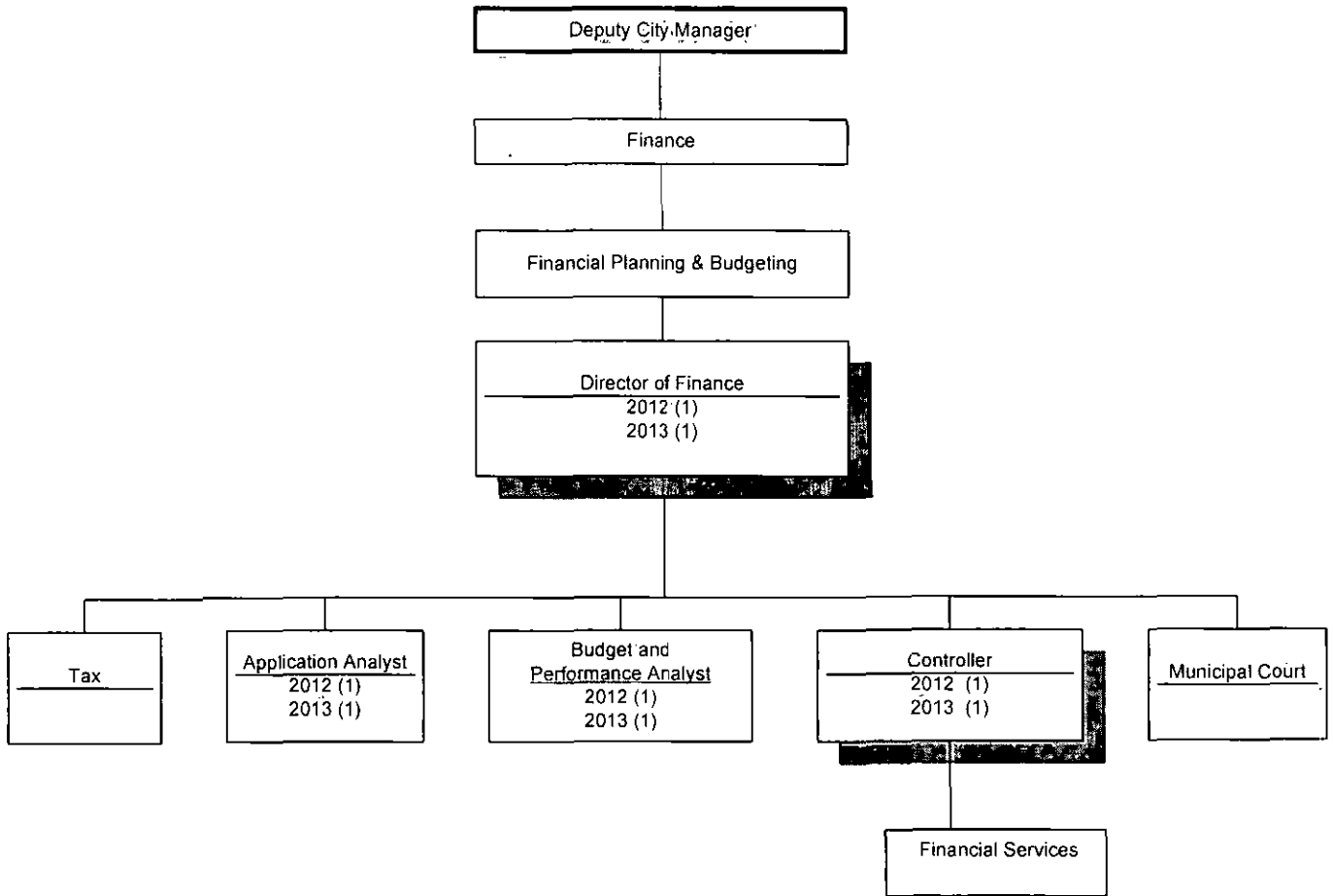
OBJECTIVES

- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service, and address future needs:
 - Integrate the Council's goals and priorities with planning and budgeting processes
 - Develop and implement a multi-year financial plan for Commerce City including operating and capital budgets
 - Implement GASB-34 and convert all City financial reporting and planning systems to conform to the provisions of GASB-34
 - Identify funding priorities and gaps in funding, and develop appropriate financing strategies
 - Establish a program based and multi-year budget
 - Administer debt so principal and interest is covered and City debt costs are minimized
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
 - Prepare multi-year budgets effectively communicating the City's commitments and plans
 - Update the City's long-range financial plan including operating and capital budgets
 - Manage the City's investment portfolio to maximize return on investments, safety and liquidity

CORE BUSINESS SERVICES

- Capital Improvements Plan Coordination
- Financial Stewardship for Entire City
- Invest Funds
- Prepare the City Budget
- Provide Long-Range Financial Planning
- Provide Strategic Financial Analysis and Planning
- Manage Debt Issuance and Payments

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: FINANCIAL PLANNING & BUDGETING
DEPARTMENT: FINANCE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
335,109	355,234	258,775	355,234	601-SALARIES	341,833	341,833
43,641	48,572	35,341	48,572	604-BENEFITS	45,529	45,529
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
2,470	1,000	1,561	1,000	622-OPERATING SUPPLIES	1,000	1,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
5,628	8,803	6,602	8,803	715-FACILITY ALLOCATION	9,441	9,347
22,112	23,591	17,693	23,591	720-COMPUTER ALLOCATION	28,584	28,819
3,935	10,010	6,285	10,010	730-OPERATING EXPENSES	11,810	11,810
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>412,894</u>	<u>447,210</u>	<u>326,257</u>	<u>447,210</u>	TOTALS	<u>438,197</u>	<u>438,338</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Financial Services
DEPARTMENT: Finance

DESCRIPTION

The Financial Services Program is responsible for accounting, payroll, accounts payable, police pension administration, I.C.M.A. employee pension program, and special improvement districts. Financial Services provides effective financial administration services to other City departments, commissions and authorities.

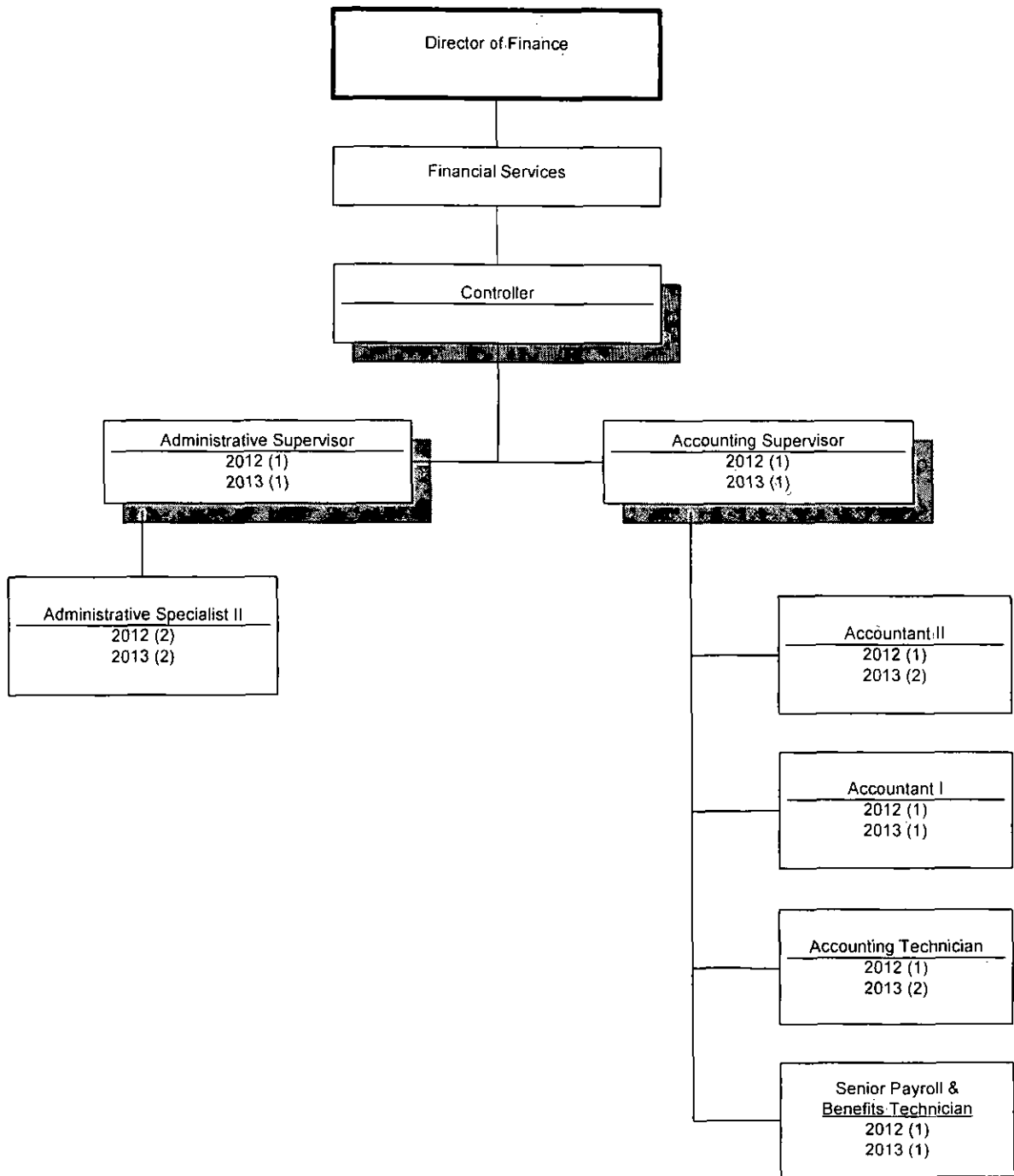
OBJECTIVES

- Develop and implement strategies that promote fiscal responsibility, maintain current levels of service, and address future needs:
 - Maintain effective and efficient financial services
 - Collect revenues and manage cash
 - Maintain current accounting on all City financial transactions including general ledger, payroll, accounts payable, fixed assets, grants, loans and long-term financing using generally accepted accounting principles
 - Process payroll checks, filings and reports on time and as appropriate
 - Expeditiously process and distribute accounts payable
 - Administer employee pensions
 - Assist the independent auditors and prepare the Comprehensive Annual Financial Report to inform the elected officials and the citizens, and with the goal of receiving the GFOA Certificate of Achievement award
 - Prepare financial reports to aid the City Council, City Manager and departments in decision making and managing the City

CORE BUSINESS SERVICES

- Employee Benefits Administration
- Financial reporting:
 - City audit
 - CAFR
 - Status reports
 - GASB-34
 - Monitoring financial condition
- Manage Pensions and Retirement
- Manage Procurement Card Program
- Monitor Development Agreements
- Prepare Accounts Payable
- Prepare Payroll
- Process all City Revenues/Grants
- Risk Management/Issuance
- Track Fixed Assets

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : FINANCIAL SERVICES
DEPARTMENT : FINANCE

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
484,147	472,424	366,666	472,424	601-SALARIES	501,856	501,856
60,781	66,900	46,354	66,900	604-BENEFITS	68,503	68,503
MATERIALS AND SUPPLIES						
3,110	4,000	2,120	4,000	621-OFFICE SUPPLIES	3,000	3,000
4,108	11,000	3,163	11,000	622-OPERATING SUPPLIES	12,000	12,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
33,733	33,621	25,216	33,621	715-FACILITY ALLOCATION	36,057	35,698
229,596	229,208	171,906	229,208	720-COMPUTER ALLOCATION	228,045	229,921
149,011	185,745	162,505	185,745	730-OPERATING EXPENSES	185,955	185,955
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>964,486</u>	<u>1,002,898</u>	<u>777,930</u>	<u>1,002,898</u>	TOTALS	<u>1,035,416</u>	<u>1,036,933</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Tax
DEPARTMENT: Finance

DESCRIPTION

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

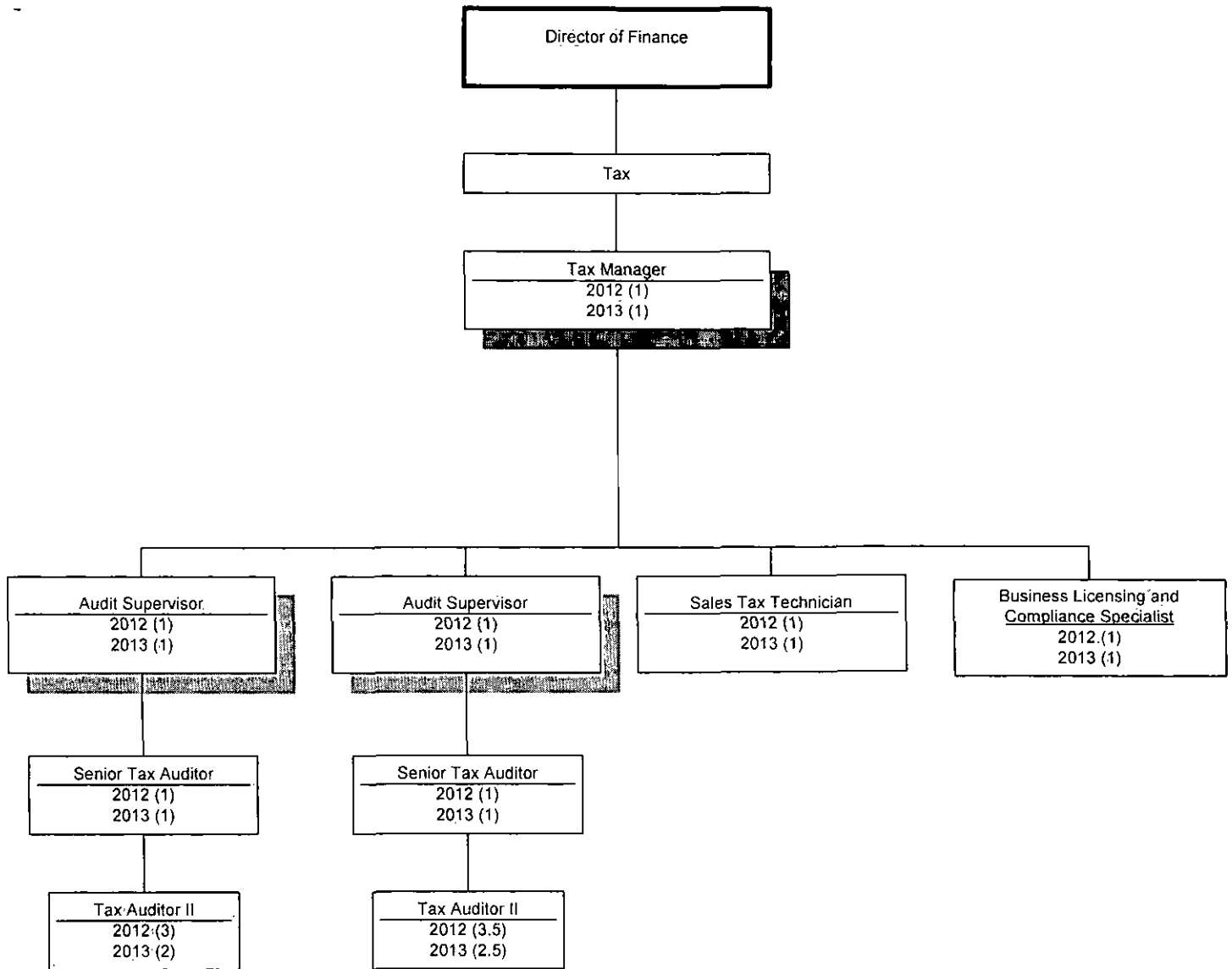
OBJECTIVES

- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
 - Maintain sales and use tax revenues
 - Ensure businesses are licensed to collect, pay and report the correct amount of tax due
 - Educate and inform businesses, accountants, consumers and other governmental jurisdictions about the City of Commerce City Sales and Use Tax Code and Regulations
 - Ensure the Sales and Use Tax Code and Regulations are current

CORE BUSINESS SERVICES

- Audit Businesses and Industries
- Collect Sales and Use Tax Revenues

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: TAX
DEPARTMENT: FINANCE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
654,891	702,986	508,164	702,986	601-SALARIES	658,471	789,072
85,825	90,935	68,716	90,935	604-BENEFITS	87,195	104,912
MATERIALS AND SUPPLIES						
715	1,000	285	1,000	621-OFFICE SUPPLIES	1,000	1,000
10,852	8,595	1,387	8,595	622-OPERATING SUPPLIES	8,595	8,595
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
10,573	14,036	10,527	14,036	715-FACILITY ALLOCATION	15,053	14,903
66,443	63,215	47,411	63,215	720-COMPUTER ALLOCATION	90,039	90,779
102,700	121,478	58,134	121,478	730-OPERATING EXPENSES	121,480	121,480
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>932,000</u>	<u>1,002,245</u>	<u>694,624</u>	<u>1,002,245</u>	TOTALS	<u>981,833</u>	<u>1,130,741</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM:	Municipal Court
DEPARTMENT:	Finance

DESCRIPTION

The Municipal Court is responsible for court management and community service programs.

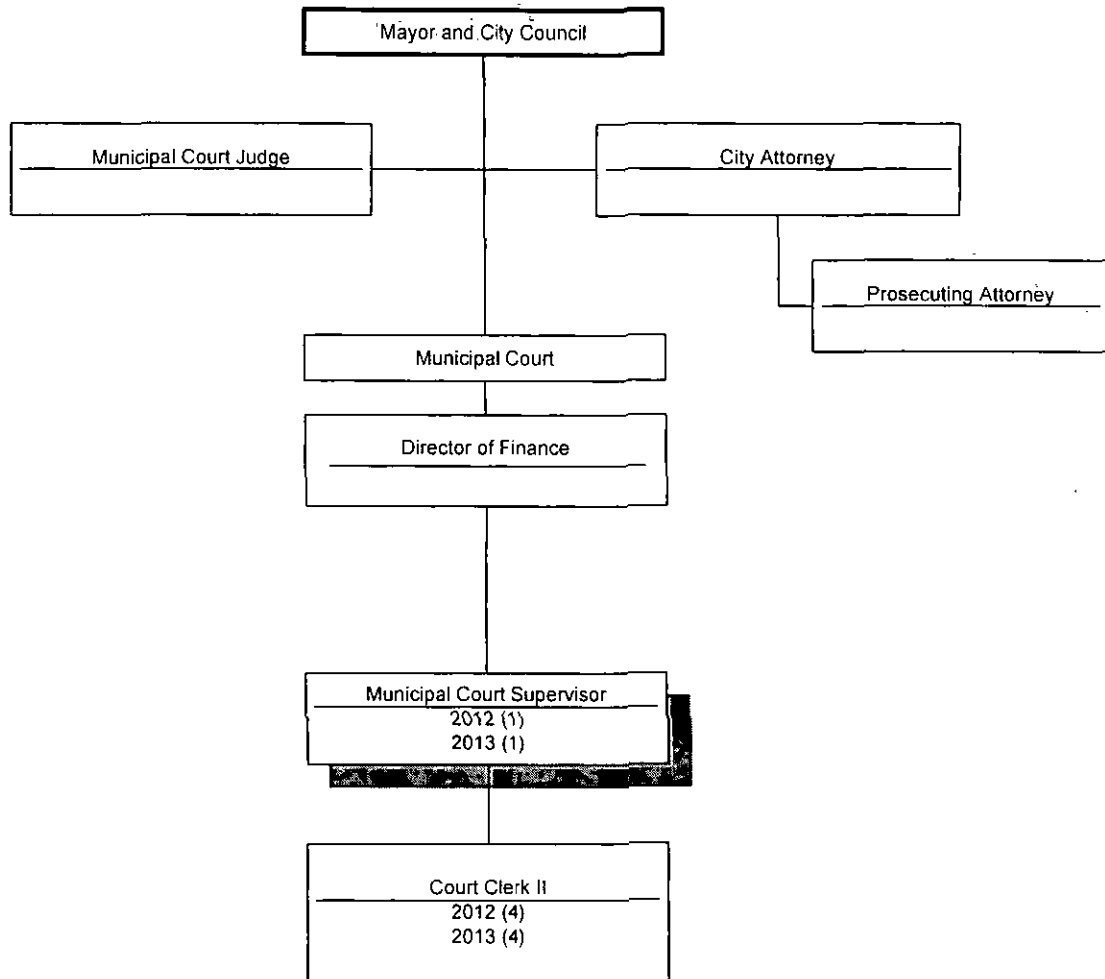
OBJECTIVES

- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
 - Effectively manage court operations
 - Track all municipal summonses issued by police, code and zoning enforcement, and tax auditors
 - Prepare numerous court documents including trial and arraignment dockets, notices of court dates and fine amounts, subpoenas, jury summonses, jury trial documents, warrants, OJ/W's, correspondence and monthly reports
 - Computer entry of warrants into State crime computer
 - Accurately record payments of fines, costs, surcharge, bonds and restitution collected by the court and completion of court ordered programs
 - Disbursement of bonds and restitution funds
 - Maintain records, original documents and computer files of summonses issued by police, code and zoning enforcement, and tax auditors, and all court proceedings
 - Provide accurate information to questions and timely responses to requests from the public and other City departments and, if necessary, referrals to persons and other agencies or departments for further information

CORE BUSINESS SERVICES

- Administer Municipal Court Operation

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: MUNICIPAL COURT
DEPARTMENT: FINANCE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
427,780	439,526	316,388	439,526	601-SALARIES	448,545	448,545
29,568	29,935	23,360	29,935	604-BENEFITS	31,161	31,161
MATERIALS AND SUPPLIES						
921	1,000	473	1,000	621-OFFICE SUPPLIES	1,000	1,000
7,985	7,000	515	7,000	622-OPERATING SUPPLIES	7,000	7,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
22,072	24,853	18,640	24,853	715-FACILITY ALLOCATION	26,654	26,388
63,554	77,447	58,085	77,447	720-COMPUTER ALLOCATION	76,478	77,107
9,872	10,370	3,885	10,370	730-OPERATING EXPENSES	60,910	60,410
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>561,751</u>	<u>590,131</u>	<u>421,346</u>	<u>590,131</u>	TOTALS	<u>651,748</u>	<u>651,611</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : INTERNAL SERVICES
DEPARTMENT : FINANCE

2012 FISCAL YEAR

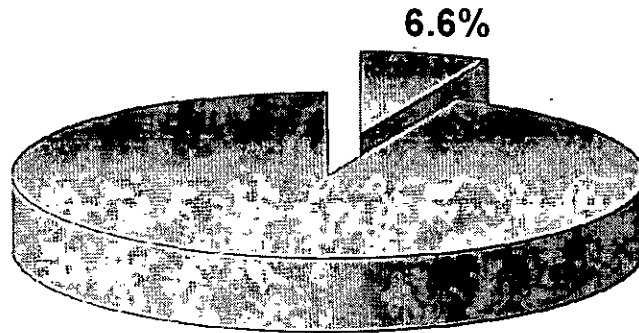
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
4,105,411	5,014,704	3,479,164	5,014,704	604-BENEFITS	4,904,340	5,218,940
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
2,294,932	2,840,437	1,237,636	2,840,437	730-OPERATING EXPENSES	3,148,091	3,302,485
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>6,400,343</u>	<u>7,855,141</u>	<u>4,716,800</u>	<u>7,855,141</u>	TOTALS	<u>8,052,431</u>	<u>8,521,425</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Community Development



	2013 <u>Budget</u>	2014 <u>Plan</u>
Administration	\$ 419,506	\$ 420,654
Community Planning	\$ 543,131	\$ 543,267
Building Safety	\$ 914,259	\$ 915,044
Neighborhood Services	\$ 1,141,984	\$ 1,148,493
Housing	\$ 88,646	\$ 88,719
Total	\$ 3,107,526	\$ 3,116,177

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Community Development

DESCRIPTION

The Department of Community Development provides a variety of services including the administration of planning and zoning codes, the processing of planned unit developments (PUDs), subdivisions, annexations, and technical assistance and interpretations, for the Planning Commission, BOA and City Council. Current planning, long-range planning, and neighborhood planning are all administered through Community Development. Building Safety services, Code Enforcement and Housing Administration are also provided by Community Development. Building Safety is responsible for enforcing all building codes and ordinances dealing with new and rehab construction projects. Primary Building Safety functions include the review of construction plans, issuance of building permits and field inspections to ensure compliance with all the provisions of adopted building codes and City ordinances. Neighborhood Services is responsible for the fair, consistent and equitable enforcement of the codes and ordinances pertaining to code, zoning and property maintenance violations and coordination of graffiti removal. The Housing Division provides staff support to the City's Housing Authority, which is responsible for administration of Section 8 Housing Choice vouchers, home rehabilitation, and the down payment/closing costs assistance program.

CITY OF COMMERCE CITY ANNUAL BUDGET

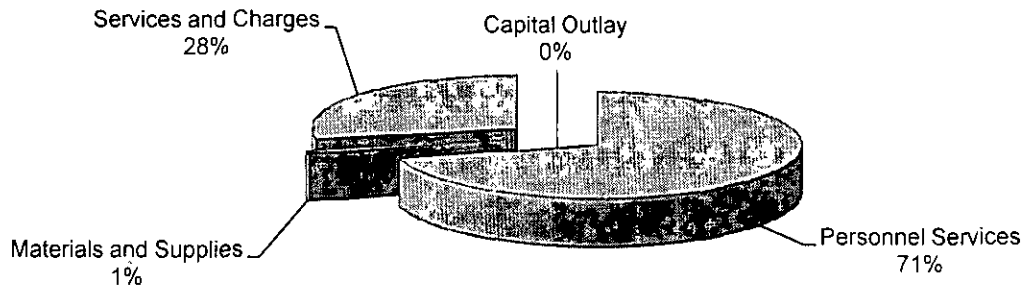
Department:

Community Development

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 2,272,642	\$ 2,320,061	\$ 2,199,017	\$ 2,199,017
Materials and Supplies	\$ 21,358	\$ 26,650	\$ 26,650	\$ 26,650
Services and Charges	\$ 786,479	\$ 877,127	\$ 881,859	\$ 890,510
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 3,080,479	\$ 3,223,838	\$ 3,107,526	\$ 3,116,177

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 3,080,479	\$ 3,223,838	\$ 3,107,526	\$ 3,116,177
TOTAL:	\$ 3,080,479	\$ 3,223,838	\$ 3,107,526	\$ 3,116,177

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	36.50	36.50	34.50	34.50

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM:	Administration
DEPARTMENT:	Community Development

DESCRIPTION

Community Development Administration provides management and administrative support for the building and planning divisions of the department. It also is responsible for developing, maintaining, and disseminating for use by other City departments, developers, outside agencies, and the City's website a variety of monthly, quarterly, and annual reports and other pertinent development related information generated by the Community Development department. The division serves as administrative support to the Board of Adjustment, Planning Commission, and Derby Review Board; is responsible for coordinating the departmental budgets; processes department's invoices; timesheets, and petty cash and credit card reports. It processes all incoming Board of Adjustment, Planning Commission, and Derby Review Board applications including the legal notification requirements for subject Boards and Commission. Assists customers on the telephone and at the front counter, and maintains the department's planning databases.

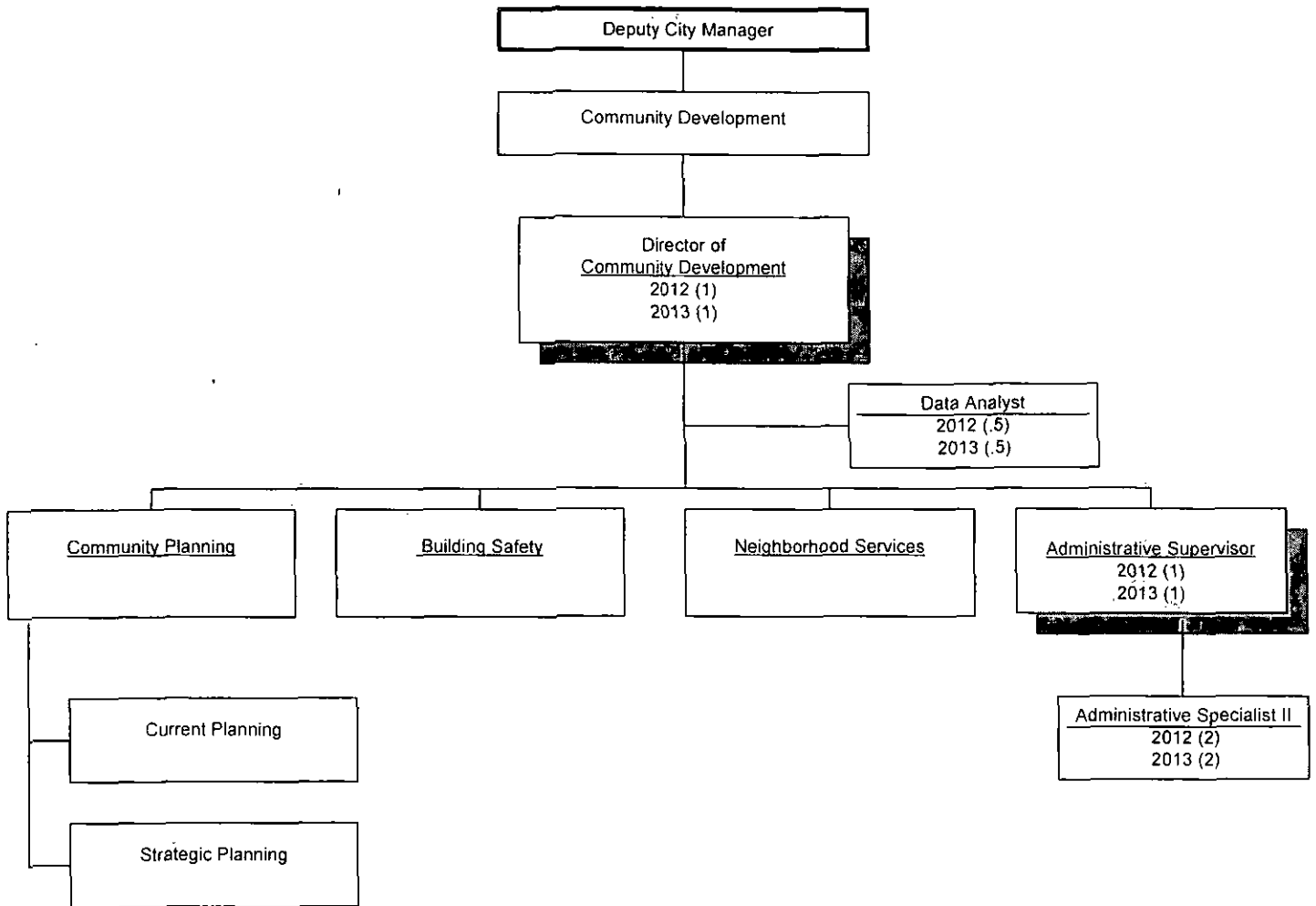
OBJECTIVES

- Develop, maintain, and disseminate variety of monthly, quarterly, and annual reports and other pertinent development-related information generated by the Community Development Department
- Provide administrative support to the department through the implementation and maintenance of new and existing customer service procedures
- Coordinate departmental budgets; process department's invoices, timesheets, petty cash, and credit card reports
- Provide administrative support to the Board of Adjustment, Planning Commission, and Derby Review Board
- Provide accurate minutes of all Board and Commission meetings to ensure a record of decisions
- Assist the City Manager's office with citizens' complaints and issues received from residents, City Council and staff

CORE BUSINESS SERVICES

- Respond to citizen inquiries
- Assist with Application Processing and Mail Referrals to Outside Entities
- Case File Maintenance
- Records Management
- Complete Various Special Projects
- Provide Administrative Support for Board of Adjustment, Planning Commission, and Derby Review Board
- Develop, Maintain, and Disseminate variety of reports and development related information generated by the Community Development Department

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ADMINISTRATION
DEPARTMENT : COMMUNITY DEVELOPMENT

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
221,445	266,145	181,043	266,145	601-SALARIES	275,293	275,293
27,356	33,848	22,959	33,848	604-BENEFITS	34,037	34,037
MATERIALS AND SUPPLIES						
1,735	700	619	700	621-OFFICE SUPPLIES	700	700
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
2,338	15,920	11,940	15,920	710-VEHICLE ALLOCATION	7,362	8,284
23,473	25,462	19,096	25,462	715-FACILITY ALLOCATION	27,306	27,034
50,829	50,626	37,969	50,626	720-COMPUTER ALLOCATION	60,510	61,008
18,545	14,298	13,351	14,298	730-OPERATING EXPENSES	14,298	14,298
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>345,720</u>	<u>406,999</u>	<u>286,977</u>	<u>406,999</u>	TOTALS	<u>419,506</u>	<u>420,654</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Community Planning
DEPARTMENT: Community Development

DESCRIPTION

Under the supervision of the Planning Manager, Planning applies planning principles to ensure the sound development and growth of the City. Planning administers and interprets the City's various planning and zoning codes and assists individuals and businesses with development plans. The Planning division processes PUDs, Zoning, Subdivisions, Land Use Plan Amendments, Conditional Use Permits, Variances, and Use-by-Permits. Planning also provides technical assistance and interpretations for the Planning Commission, Board of Adjustment, Derby Review Board, and City Council. Planning oversees the formation and implementation of the Comprehensive Plan and various sub-area and neighborhood plans. In addition, Planning provides general assistance and guidance to the development community. Planning encompasses current planning, strategic planning, and neighborhood planning.

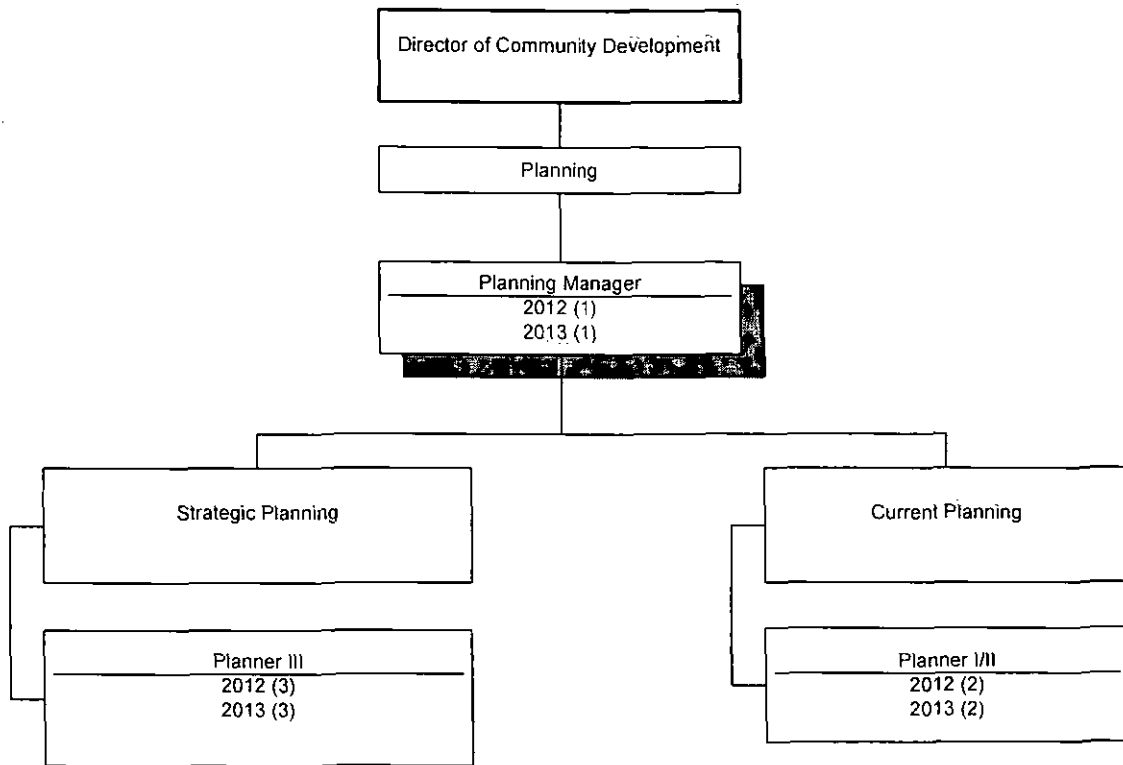
OBJECTIVES

- Create a new identity for and improve the image of the City of Commerce City:
 - Develop redevelopment/infill plans
 - Maintain Land Development Code
 - Implementation of Appearance/Design from Comprehensive Plan
 - Review and evaluate ordinances
- Create new and expand existing avenues, programs and forums to listen to, communicate with and inform the City's citizens, Council and employees:
 - Expand alternatives for users to access information
 - Evaluate alternative methods of communication to expand accessibility of information
- Create a sustainable community:
 - Support and assist Commerce City Housing Authority in planning and developing senior and affordable housing projects
 - Implement and Monitor the Comprehensive Plan
 - Provide a Station Area Plan for the proposed FasTracks Station to be located in Commerce City
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals:
 - Timely processing and coordination of development applications including: Zoning, Subdivisions, Land Use Plan Amendments, Conditional Use Permits, Variances, and Use-by-Permits

CORE BUSINESS SERVICES

- Provide Responsive Customer Service
- Process Planning Applications
- Respond to Citizen Inquiries
- Provide Referrals to Outside Entities
- Represent City on Regional Planning Activities
- Implement Adopted Plans
- Optimize Service to Prospects
- Public Presentations
- Provide Information
- Process Planning Cases and Post Legal Notices
- Timely Investigation of Citizen Complaints
- Review Building Permits
- Process Annexations and Metro Districts
- Coordinate with applicants and Developers
- Strategize about long-term visions
- Revitalize and Redevelop Derby District

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : COMMUNITY PLANNING
DEPARTMENT : COMMUNITY DEVELOPMENT

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
377,201	379,704	238,908	379,704	601-SALARIES	387,957	387,957
51,137	51,918	33,356	51,918	604-BENEFITS	48,406	48,406
MATERIALS AND SUPPLIES						
1,490	1,500	903	1,500	621-OFFICE SUPPLIES	1,500	1,500
344	850	337	850	622-OPERATING SUPPLIES	850	850
SERVICES AND CHARGES						
8,231	8,723	6,542	8,723	710-VEHICLE ALLOCATION	9,264	9,270
24,021	24,387	18,290	24,387	715-FACILITY ALLOCATION	25,757	25,540
41,497	39,343	29,507	39,343	720-COMPUTER ALLOCATION	42,202	42,549
20,459	21,950	14,328	21,950	730-OPERATING EXPENSES	27,195	27,195
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>524,379</u>	<u>528,375</u>	<u>342,171</u>	<u>528,375</u>	TOTALS	<u>543,131</u>	<u>543,267</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Building Safety
DEPARTMENT: Community Development

DESCRIPTION

Under the supervision of the Building Official, Building Safety is responsible for enforcing all building codes and ordinances dealing with new and rehab construction projects of all types. Primary functions include review of construction plans, processing and issuing permits, review of building permits for approved projects, and performance of field inspections during the construction process to ensure that projects comply with all of the provisions of adopted building codes and applicable City ordinances. Inspectors also investigate building code violations and perform business license inspections. Property records are maintained by staff to record all activities in Community Development.

OBJECTIVES

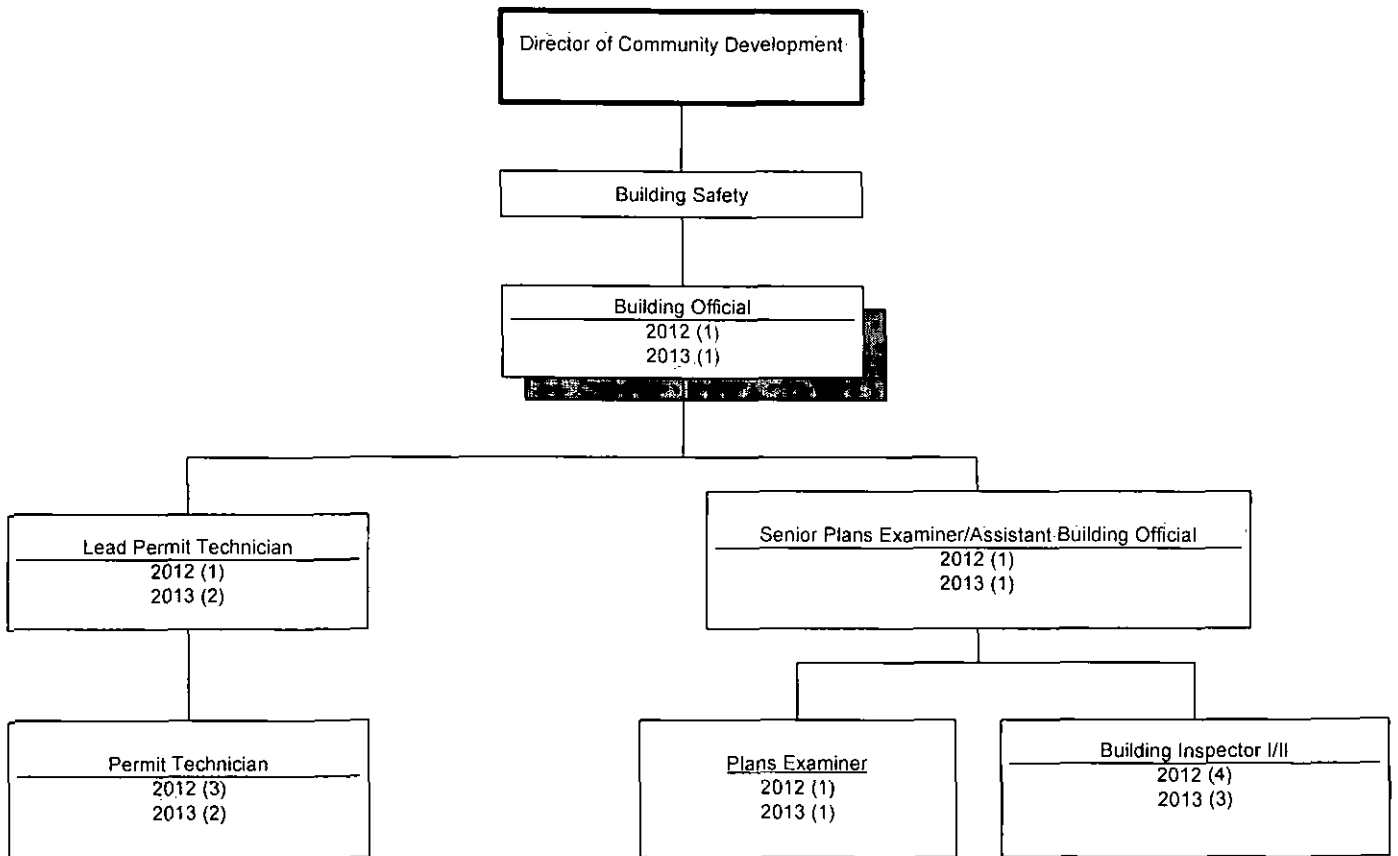
- Enhance and expand inspection services:

The Building Safety division is required to issue building permits, handle all building permit review, plan reviews and construction inspections. With the high increase in building activity, it is imperative to improve and streamline administrative functions in order to make efficient use of staff time. Administrative function includes improvement of computer applications to handle higher levels of permit applications and data entry. Building code enforcement is achieved by responding to all inspection requests and maintaining adequate service levels. Complaint driven inspections of unauthorized construction also is handled by the building inspectors.

CORE BUSINESS SERVICES

- Provide Responsive Customer Service
- Timely processing of building permit applications
- Timely Review of Building Permits
- Timely Inspections
- Respond to Citizen Inquiries
- Provide Referrals to Outside Entities
- Implement Adopted Building Codes
- Complete Various Special Projects
- Public Presentations
- Information Providing
- Track Progress of Building Cases
- Timely Investigation of Citizen Building Permit Complaints

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: BUILDING SAFETY
DEPARTMENT: COMMUNITY DEVELOPMENT

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
568,075	590,758	406,552	590,758	601-SALARIES	542,266	542,266
76,244	80,776	55,794	80,776	604-BENEFITS	74,022	74,022
MATERIALS AND SUPPLIES						
1,624	1,500	1,362	1,500	621-OFFICE SUPPLIES	1,500	1,500
3,681	4,000	1,907	4,000	622-OPERATING SUPPLIES	4,000	4,000
SERVICES AND CHARGES						
51,510	64,184	48,138	64,184	710-VEHICLE ALLOCATION	66,800	66,886
27,097	42,776	32,082	42,776	715-FACILITY ALLOCATION	45,875	45,417
151,593	152,413	114,310	152,413	720-COMPUTER ALLOCATION	140,656	141,813
24,759	39,140	9,606	39,140	730-OPERATING EXPENSES	39,140	39,140
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>904,583</u>	<u>975,547</u>	<u>669,751</u>	<u>975,547</u>	TOTALS	<u>914,259</u>	<u>915,044</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Neighborhood Services
DEPARTMENT: Community Development

DESCRIPTION

Neighborhood Services is responsible for the fair, consistent and equitable enforcement of the codes and ordinances pertaining to code, zoning and property maintenance violations. In addition, Neighborhood Services issues new business licenses and handles annual renewals for the City. Neighborhood Services is responsible for the coordination of graffiti removal within the city.

Through pro-active education and enforcement, we strive to maintain and improve the image of Commerce City. The primary goal is to gain voluntary compliance through community education and enforcement. The administrative staff is responsible for developing, maintaining and disseminating a variety of reports and other pertinent information generated by Neighborhood Services.

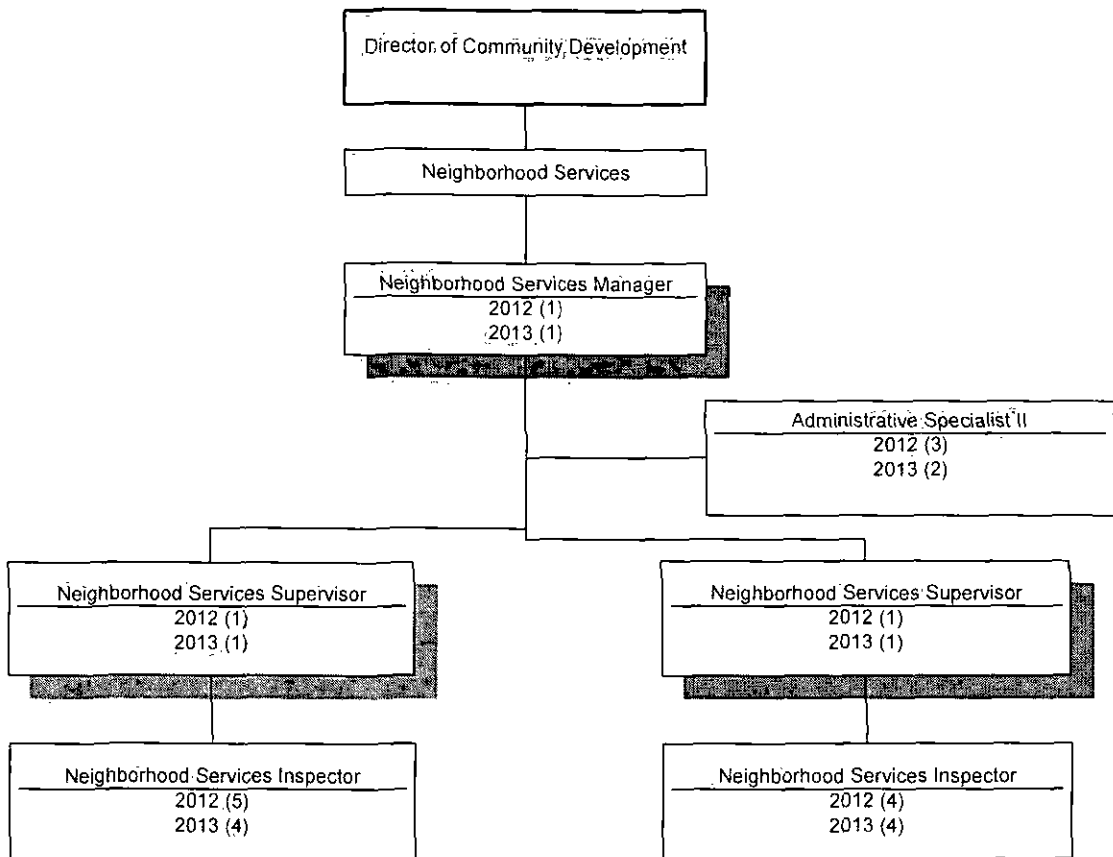
OBJECTIVES

- Provide a full range of internal programs and services in support of division operations and the implementation of City Council goals
- Provide fair, consistent and equitable enforcement
- Provide education to the citizens of Commerce City regarding the codes and ordinances
- Encourage and explore innovative approaches to providing service to the community utilizing available resources
- Provide administrative support that will free inspectors of clerical duties so they can concentrate on providing service to the community
- Process incoming paperwork including computer entries, copying, filing and other necessary functions in a timely and consistent manner
- Ensure businesses are licensed appropriately in order to maintain/update current business information
- Ensure all new and existing business licenses are current

CORE BUSINESS SERVICES

- Maintain and improve the image of Commerce City
- Respond to citizen inquiries; provide a timely and professional response to the community needs
- Respond to citizen requests for graffiti removal
- Manage the budget to provide the maximum service for the cost incurred
- Provide strategic planning to guide the evolution of the department
- Provide face-to-face contact for customers walking into the department for information and service
- First point of contact for business licenses

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM		NEIGHBORHOOD SERVICES				
DEPARTMENT		COMMUNITY DEVELOPMENT				
2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
773,298	744,756	516,864	744,756	601-SALARIES	673,600	673,600
104,750	101,676	71,201	101,676	604-BENEFITS	91,996	91,996
MATERIALS AND SUPPLIES						
894	2,500	857	2,500	621-OFFICE SUPPLIES	2,500	2,500
11,591	15,600	4,794	15,600	622-OPERATING SUPPLIES	15,600	15,600
SERVICES AND CHARGES						
75,559	77,176	57,882	77,176	710-VEHICLE ALLOCATION	79,971	85,881
31,579	33,176	24,882	33,176	715-FACILITY ALLOCATION	35,580	35,225
115,037	125,680	94,260	125,680	720-COMPUTER ALLOCATION	115,977	116,931
104,191	126,760	44,324	126,760	730-OPERATING EXPENSES	126,760	126,760
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,216,899</u>	<u>1,227,324</u>	<u>815,064</u>	<u>1,227,324</u>	TOTALS	<u>1,141,984</u>	<u>1,148,493</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Housing
DEPARTMENT: Community Development

DESCRIPTION

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

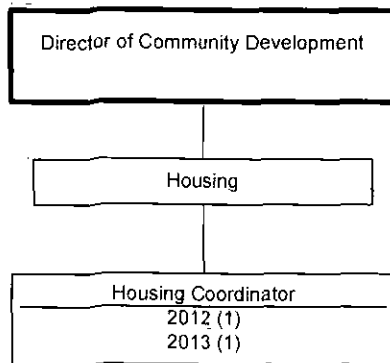
OBJECTIVES

- Create a sustainable community:
 - Maintain the federal Homeownership, Home Rehabilitation, Rental Assistance and Family Self-Sufficiency programs
 - Develop and maintain affordable housing
- Create a healthy community by seeking out and providing programs, services and infrastructure to promote the health and well-being of Commerce City citizens:
 - Maintain the Commerce City Housing Code Violation Loan Program

CORE BUSINESS SERVICES

- Administer Housing Programs

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

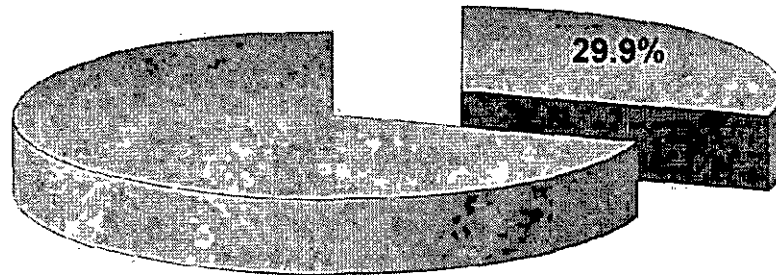
PROGRAM: HOUSING
DEPARTMENT: COMMUNITY DEVELOPMENT

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
66,180	63,204	49,144	63,204	601-SALARIES	64,060	64,060
6,956	7,276	5,337	7,276	604-BENEFITS	7,380	7,380
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
3,439	3,477	2,608	3,477	715-FACILITY ALLOCATION	3,729	3,692
12,322	11,636	8,727	11,636	720-COMPUTER ALLOCATION	13,477	13,587
0	0	0	0	730-OPERATING EXPENSES	0	0
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>88,897</u>	<u>85,593</u>	<u>65,816</u>	<u>85,593</u>	TOTALS	<u>88,646</u>	<u>88,719</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Public Safety



	<u>2013 Budget</u>	<u>2014 Plan</u>
Administration	\$ 1,520,692	\$ 1,498,723
Support Operations	\$ 3,317,163	\$ 3,307,841
Patrol Operations	\$ 8,196,289	\$ 8,328,689
Community Justice	\$ 254,666	\$ 254,841
Special Investigations Unit	\$ 504,456	\$ 505,421
Emergency Mgmt	\$ 233,300	\$ 233,885
Total	\$ 14,026,566	\$ 14,129,400

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

DEPARTMENT: Public Safety

DESCRIPTION

The Police Department provides law enforcement services to the residents, businesses and visitors to Commerce City. The Department is responsible for patrol services; reporting and investigation of crime; filing of cases and coordination with the District Attorney's office in the prosecution of criminals; enforcement of municipal codes and other criminal laws; and maintenance and distribution of police reports to members of the public, courts, and other City departments as needed.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

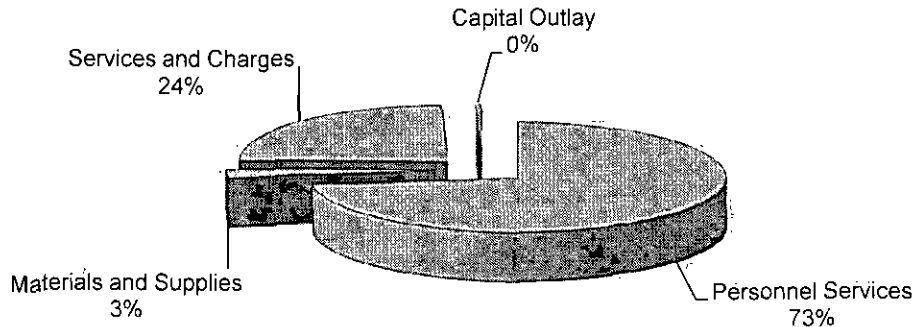
Department:

Public Safety

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 9,948,460	\$ 9,883,029	\$ 10,185,133	\$ 10,186,051
Materials and Supplies	\$ 291,609	\$ 360,814	\$ 347,700	\$ 339,550
Services and Charges	\$ 3,288,609	\$ 3,131,190	\$ 3,432,683	\$ 3,542,749
Capital Outlay	\$ 70,163	\$ 134,899	\$ 61,050	\$ 61,050
TOTAL:	\$ 13,598,841	\$ 13,509,932	\$ 14,026,566	\$ 14,129,400

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 13,598,841	\$ 13,509,932	\$ 14,026,566	\$ 14,129,400
TOTAL:	\$ 13,598,841	\$ 13,509,932	\$ 14,026,566	\$ 14,129,400

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	121.50	121.50	123.50	123.50

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Public Safety

DESCRIPTION

The Police Department Administration Division consists of administrative personnel as well as the Professional Standards Unit. Administration is responsible for coordination of the department budget and coordination of job duties for support staff. Professional Standards is responsible for the investigation of personnel complaints, recruitment and hiring of new officers, department training, as well as managing the CALEA accreditation program.

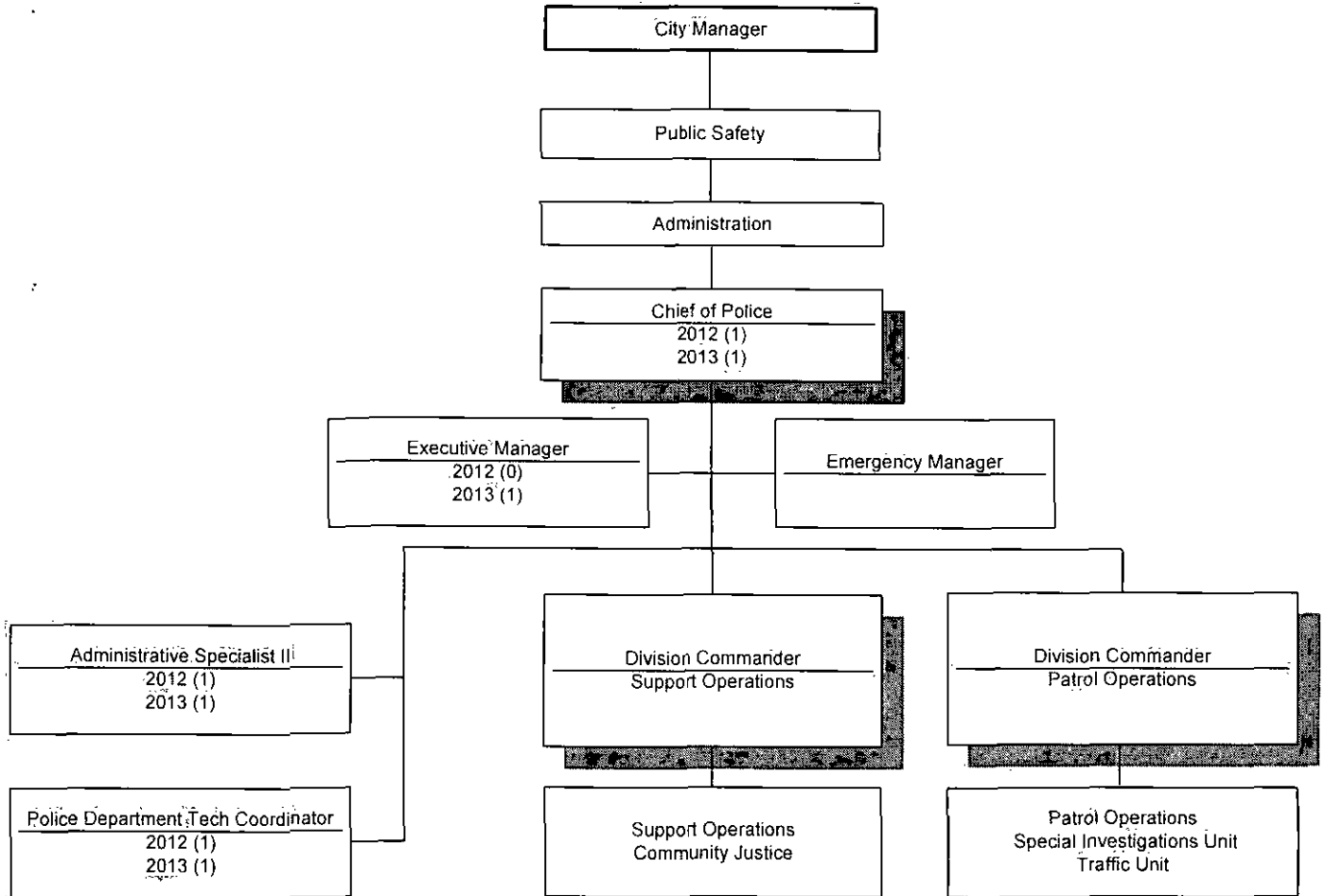
OBJECTIVES

- Provide administrative support to enhance public safety through the implementation of creative and proactive law enforcement programs and services
- During 2011, continue to provide clerical support that will free officers and detectives of clerical work so they can concentrate on providing service to the community
- Provide thorough, objective investigation of personnel complaints to make certain the Department retains valuable staff while providing an impartial hearing to members of the public
- Provide a comprehensive training program to ensure staff maintains proficiency in their assigned duty areas
- Manage the accreditation process through the Commission on Accreditation for Law Enforcement Agencies, Inc (CALEA)
- Process incoming paperwork including computer entries, copying, filing and other necessary functions in a timely and consistent manner with a minimum of errors
- Collect, store and disseminate information in a manner that ensures completeness, integrity, accuracy and security

CORE BUSINESS SERVICES

- Ensure that all sections of the department receive the support needed to provide service to the community
- Provide accurate archiving of all departmental documents according to records retention requirements
- Manage the core budget to provide the maximum service for the cost incurred
- Provide strategic planning to guide the evolution of the department
- Produce and revise, as necessary, the policies and procedures that guide the operation of the department
- Investigate complaints regarding departmental activity and take corrective action as indicated
- Manage the recruitment, hiring, and training process

CITY OF COMMERCE, CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: ADMINISTRATION
DEPARTMENT: PUBLIC SAFETY

2012 FISCAL YEAR

ACTUAL- 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014- PLAN
PERSONAL SERVICES						
550,775	517,377	319,130	517,377	601-SALARIES	342,083	342,083
69,883	68,378	39,798	68,378	604-BENEFITS	44,503	44,503
MATERIALS AND SUPPLIES						
2,776	5,150	2,008	5,150	621-OFFICE SUPPLIES	9,650	9,650
16,473	46,335	34,312	46,335	622-OPERATING SUPPLIES	168,124	151,974
SERVICES AND CHARGES						
45,201	45,246	33,934	45,246	710-VEHICLE ALLOCATION	50,491	44,664
33,733	37,590	28,192	37,590	715-FACILITY ALLOCATION	40,313	39,911
39,875	35,116	26,337	35,116	720-COMPUTER ALLOCATION	49,789	50,199
699,867	784,036	568,101	784,036	730-OPERATING EXPENSES	815,739	815,739
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,458,583</u>	<u>1,539,228</u>	<u>1,051,812</u>	<u>1,539,228</u>	TOTALS	<u>1,520,692</u>	<u>1,498,723</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Support Operations
DEPARTMENT: Public Safety

DESCRIPTION

The Support Operations Division encompasses a number of units within the division. The various units within the division have quality personnel for criminal and complex investigations. Other personnel within the unit provide technical support such as crime scene investigation, assistance referrals to victims of crimes, geographical profiling to identify criminal patterns, processing and storing of evidence, processing and storing of all police department record and reports, along with building a partnership with youth and schools in our community. The entire unit is committed to quality service to the relationships we serve.

There are eight additional units within the Support Operations Division:

- The Victim Service Unit provides support, assistance, and referrals to victims and survivors of traumatic events occurring in Commerce City
- The Crime Scene Investigators provides technical support throughout the Commerce City Police Department to ensure that quality investigations are conducted. Tasks include crime scene processing, management of property and evidence, and court preparation and evidence presentation
- The Special Investigations Unit analyzes problematic issues that hold negative impact on the community. The unit specializes in investigations that are related to patterned criminal activity. The Special Investigations Unit focuses on providing long term problem resolution
- The Crime Analyst uses geographical profiling to identify crime patterns and series as well as known offenders. The Crime Analyst provides a variety of statistical reports which aid the department in manpower allocation, crime trend analysis, and re-districting
- The Property and Evidence Bureau processes and stores all evidence brought to the police department and maintains the evidentiary value of thousands of pieces of property
- The Support Services/Records Division processes and stores all reports created by police department personnel.
- The Police Explorer Post provides youth ages 14-21 years old, an opportunity to get an inside look into a career as a police officer through training and interaction with law enforcement professionals
- The School Resource Officers team is dedicated to the building partnership with youth and schools in our community. These officers work with students and school staff providing guidance, mentoring, and law enforcement services to students and staff

OBJECTIVES

- To provide safety, security and education to the citizens of Commerce City by proactively and harmoniously working to reduce the fear of crime and disorder
- Community Involvement: By establishing a team made up of Support Services Division personnel that will actively participate in community programs
- Public Nuisance/Abatement letters: Requesting property owners/managers to strongly encourage taking whatever lawful steps that may be necessary to prevent public nuisance offenses from occurring on their property
- Alcohol & Tobacco checks: To continue to conduct alcohol and tobacco compliance checks in all establishments in the city and rewarding those who comply
- Victim Advocate Recruitment: Continue to create and implement action plans for the recruitment and retention of volunteers for the Victim Advocate program
- Special Investigation Unit: Continue to study problematic issues that are holding a negative impact on the community
- Once an evaluation has been completed, the unit will deploy resources that will produce the highest probability of intervention
- Support Services Unit: Continue to provide customer service to Citizens via phone, in person, and radio as needed
- Case Management Criteria: The Investigation Sergeants will utilize when determining case assignments for detectives. The case management criteria will include the degree of seriousness, solvability factor, and available resources

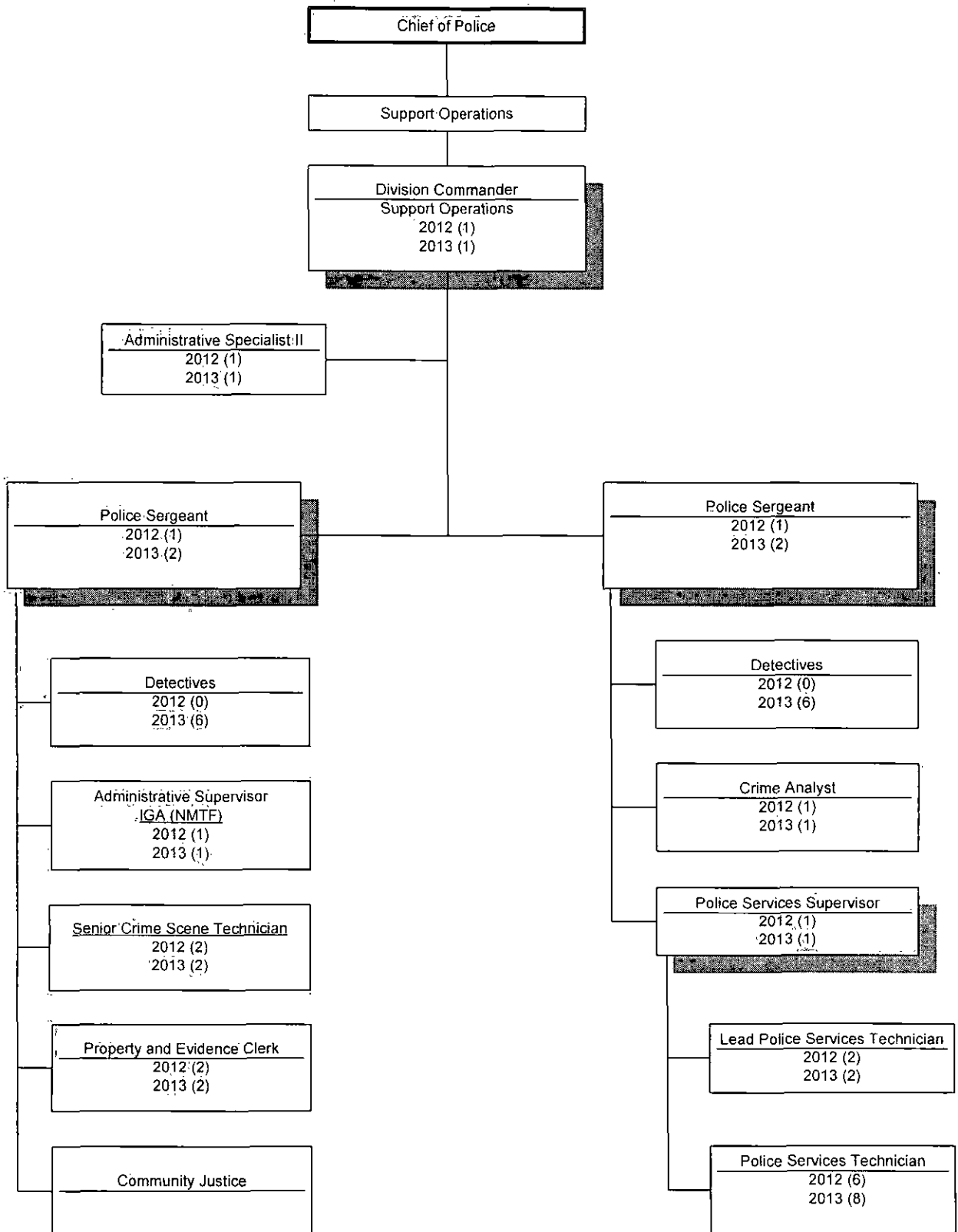
CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Support Operations
DEPARTMENT: Public Safety

CORE BUSINESS SERVICES

- Follow-up investigation of reported serious crimes
- Processing of crime scene, maintaining security and integrity of property and evidence
- Provide assistance and referral to victims of crime
- Intelligence gathering, surveillance, fugitive apprehension
- Oversee the preparation, processing, storage, retention, destruction and disposition of incident, traffic, and criminal records and warrants. Direct sealing of police records and coordinate the purging of records. Provide systems management, file maintenance, and quality control functions for the Police Department's records management system. Ensure all department records are properly maintained, distributed, filed, and purged in accordance with Federal and State guidelines; and appear in court as required to serve as a custodian of such records. Maintain support to Civic Center employees as applicable 24/7. Maintain security system of Civic Center, report all crimes; NIBRS compliant to the Colorado Bureau of Investigation.

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM :	SUPPORT OPERATIONS
DEPARTMENT :	PUBLIC SAFETY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
2,655,367	2,658,986	1,970,681	2,658,986	601-SALARIES	2,333,246	2,333,246
324,226	322,616	248,918	322,616	604-BENEFITS	293,253	293,253
MATERIALS AND SUPPLIES						
8,970	7,500	3,989	7,500	621-OFFICE SUPPLIES	3,800	3,800
48,567	58,239	33,266	58,239	622-OPERATING SUPPLIES	22,432	22,432
SERVICES AND CHARGES						
175,755	172,912	129,684	172,912	710-VEHICLE ALLOCATION	187,838	176,197
78,852	64,321	48,241	64,321	715-FACILITY ALLOCATION	65,973	65,377
279,712	282,507	211,881	282,507	720-COMPUTER ALLOCATION	354,419	357,334
124,080	79,897	50,049	79,897	730-OPERATING EXPENSES	56,202	56,202
CAPITAL OUTLAY						
0	40,000	2,710	40,000	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>3,695,529</u>	<u>3,686,978</u>	<u>2,699,419</u>	<u>3,686,978</u>	TOTALS	<u>3,317,163</u>	<u>3,307,841</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Patrol Operations
DEPARTMENT: Public Safety

DESCRIPTION

Police Patrol provides first response to citizen's requests for emergency and non-emergency incidents. By using a combination of patrol techniques including enforcement of laws, education and community partnerships, patrol is responsible for the intervention, suppression and prevention of crime, traffic flow, traffic safety and enforcement; all intended to make citizens feel safe as well as to be safe.

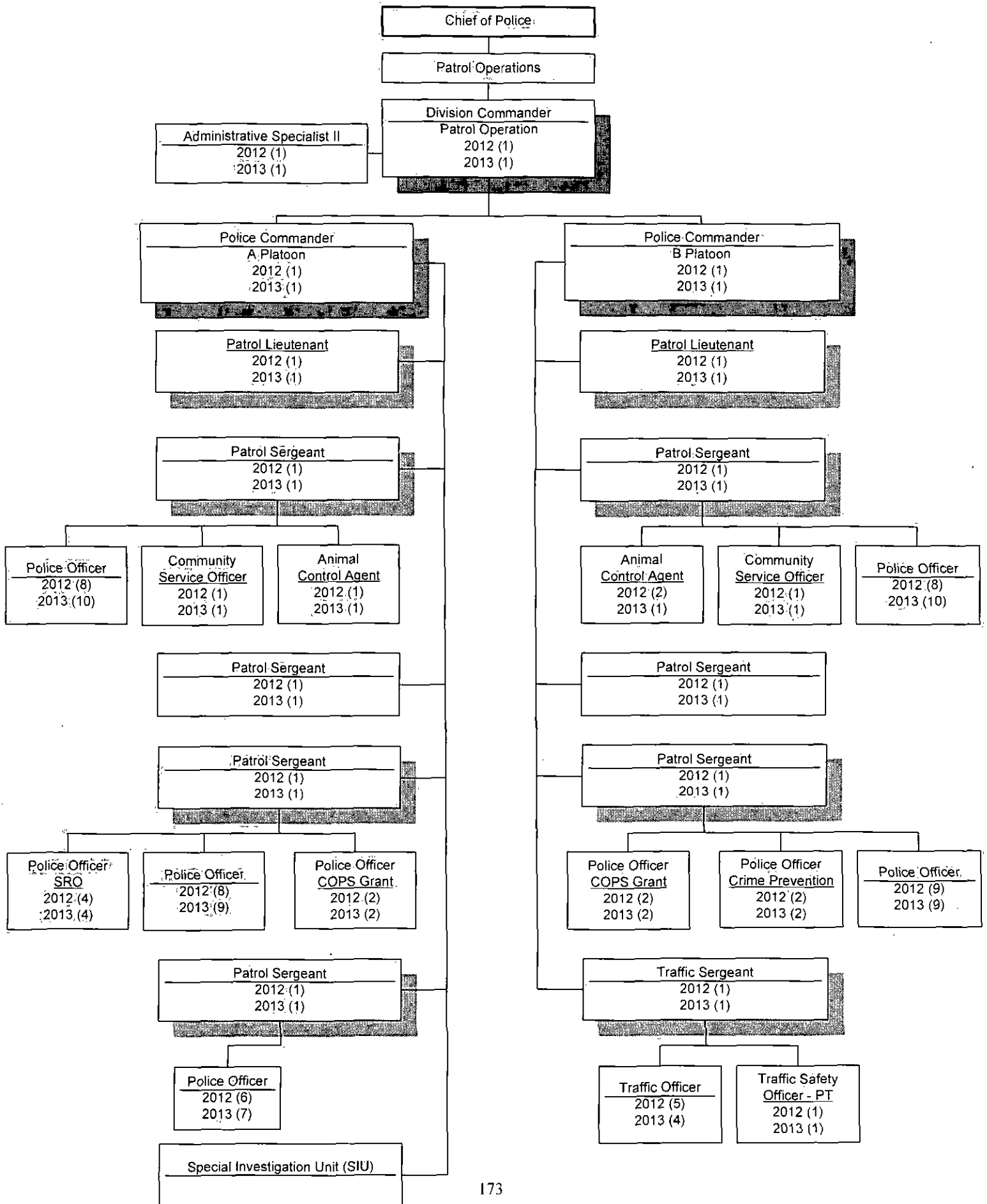
OBJECTIVES

- Provide a timely and professional response to the community's needs
- A commitment to problem solving and crime prevention, in partnership with the community and other City departments
- Through partnerships with the community develop a collective intolerance for crime, violence, neighborhood decay and disorder
- Encourage and explore innovative approaches to providing service to the community utilizing our available resources

CORE BUSINESS SERVICES

- Respond to calls for service from the public
- Consistent and equitable enforcement of all felony and misdemeanor laws of Colorado and municipal ordinances of Commerce City
- Suppression of crime and voluntary compliance of City ordinances through visible patrol, community partnerships and other community policing principles

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



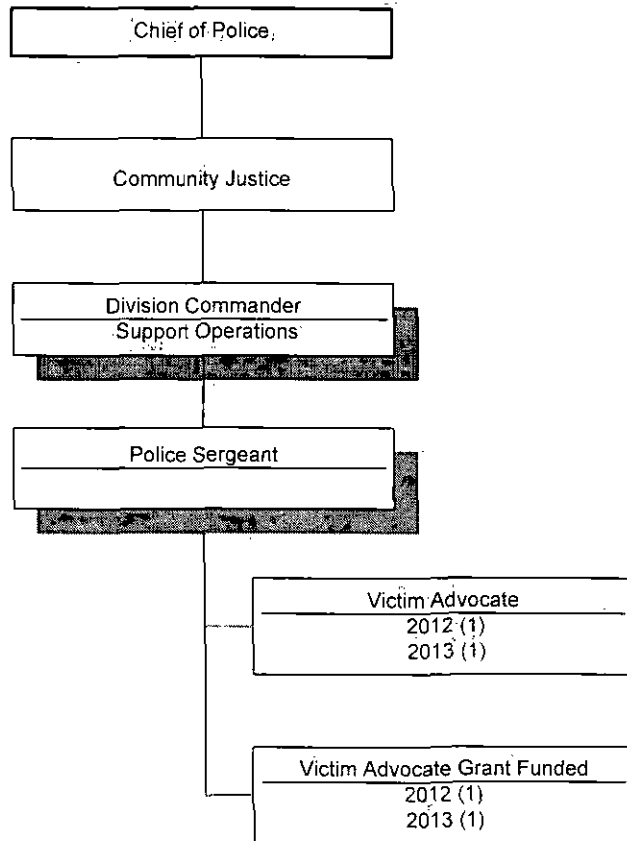
**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM	PATROL OPERATIONS
DEPARTMENT	PUBLIC SAFETY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
5,093,211	5,015,355	4,162,421	5,015,355	601-SALARIES	5,794,993	5,794,993
640,207	638,454	516,144	638,454	604-BENEFITS	703,544	703,544
MATERIALS AND SUPPLIES						
5,261	5,500	3,732	5,500	621-OFFICE SUPPLIES	5,500	5,500
157,822	160,875	101,774	160,875	622-OPERATING SUPPLIES	98,049	106,049
SERVICES AND CHARGES						
952,915	851,879	638,909	851,879	710-VEHICLE ALLOCATION	969,321	1,091,552
129,453	134,754	101,066	134,754	715-FACILITY ALLOCATION	144,517	143,076
141,462	170,837	128,128	170,837	720-COMPUTER ALLOCATION	195,642	197,252
354,250	200,138	174,467	200,138	730-OPERATING EXPENSES	223,673	225,673
CAPITAL OUTLAY						
0	65,000	43,954	65,000	801-EQUIPMENT	61,050	61,050
0	0	0	0	802-IMPROVEMENTS	0	0
<u>7,474,580</u>	<u>7,242,792</u>	<u>5,870,595</u>	<u>7,242,792</u>	TOTALS	<u>8,196,289</u>	<u>8,328,689</u>

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: COMMUNITY JUSTICE
DEPARTMENT: PUBLIC SAFETY

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
98,395	117,401	88,586	117,401	601-SALARIES	118,817	118,942
9,394	11,817	9,009	11,817	604-BENEFITS	11,920	11,920
MATERIALS AND SUPPLIES						
389	650	127	650	621-OFFICE SUPPLIES	650	650
10,390	43,669	21,465	43,669	622-OPERATING SUPPLIES	12,549	12,549
SERVICES AND CHARGES						
6,670	7,068	5,301	7,068	710-VEHICLE ALLOCATION	7,507	7,512
3,138	2,763	2,072	2,763	715-FACILITY ALLOCATION	2,963	2,933
7,756	7,318	5,488	7,318	720-COMPUTER ALLOCATION	9,195	9,270
82,812	104,065	62,396	104,065	730-OPERATING EXPENSES	91,065	91,065
CAPITAL OUTLAY						
70,163	29,899	23,021	29,899	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>289,107</u>	<u>324,650</u>	<u>217,465</u>	<u>324,650</u>	TOTALS	<u>254,666</u>	<u>254,841</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Special Investigations Unit
DEPARTMENT: Public Safety

DESCRIPTION

The Special Investigations Unit (SIU) analyzes crime patterns and trends to identify specific areas in the community which need attention. SIU uses investigative techniques, advanced technology and available resources to aggressively target the criminal element which negatively affects the quality of life for member of the community.

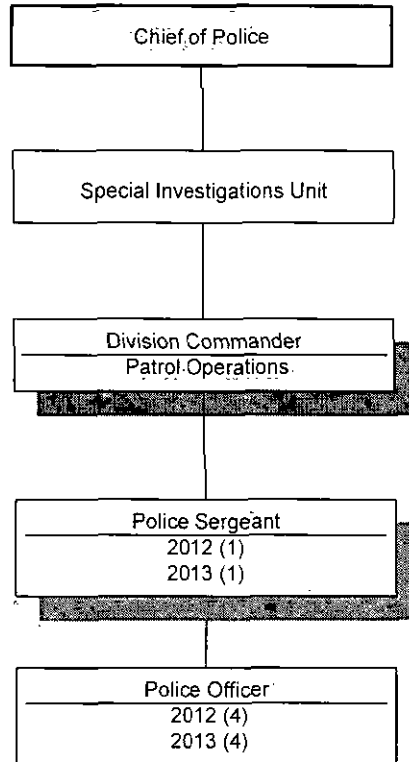
OBJECTIVES

- Identify criminal elements in the community and aggressively work to eliminate them
- Develop long-term resolutions to problems in an effort to instill a sense of safety within the community
- Through partnerships with the community, develop a collective intolerance for crime, violence, neighborhood decay and disorder

CORE BUSINESS SERVICES

- Respond to requests from the public and department members and develop an approach to address problems in the community
- Analyze and properly disseminate intelligence as data is received to the appropriate department entity
- Support all divisions of the police department by addressing problems as a cohesive unit that focuses on teamwork

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: SPECIAL INVESTIGATIONS UNIT
DEPARTMENT: PUBLIC SAFETY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
393,753	396,284	333,910	396,284	601-SALARIES	402,702	403,495
49,188	51,273	40,493	51,273	604-BENEFITS	51,936	51,936
MATERIALS AND SUPPLIES						
92	300	0	300	621-OFFICE SUPPLIES	300	300
7,600	9,109	4,806	9,109	622-OPERATING SUPPLIES	3,159	3,159
SERVICES AND CHARGES						
14,333	15,190	11,392	15,190	710-VEHICLE ALLOCATION	16,133	16,142
1,818	1,838	1,379	1,838	715-FACILITY ALLOCATION	1,971	1,951
23,810	22,472	16,854	22,472	720-COMPUTER ALLOCATION	22,355	22,538
6,081	5,900	3,754	5,900	730-OPERATING EXPENSES	5,900	5,900
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>496,676</u>	<u>502,366</u>	<u>412,588</u>	<u>502,366</u>	TOTALS	<u>504,456</u>	<u>505,421</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Emergency Management
DEPARTMENT: Public Safety

DESCRIPTION

The mission of the Commerce City Office of Emergency Management (OEM) is to build a resilient community, and to create and maintain the ability to bring all needed resources to bear during a crisis, in minimum time and with maximum effectiveness. In order to accomplish this mission, the Office of Emergency Management oversees and manages several different programs and resources.

Northeast Metro Incident Management Team

A group of personnel specially trained and equipped to manage significant incidents in Commerce City, and as a resource assist public safety agencies in the Adams County / Northeast Metro region. The Team is composed of the Emergency Manager as the team leader, a police Sergeant, and six police officers. Members are trained and experienced in the National Incident Management System, hazardous materials response, mass casualty incidents, logistics, communications, and major incident planning. IMT members provide training in their areas of expertise.

Emergency Operations Center

OEM also maintains the City's Emergency Operations Center (EOC). The EOC is the nerve center of City during an emergency or crisis. All information flows through the EOC, so that City administration and elected officials can receive current, accurate, and actionable information from which to make the critical decisions needed during a crisis.

During non-emergency periods, the EOC serves as a technology training room for all other City departments, and as a safe environment for testing new hardware and software without jeopardizing the citywide IT systems.

Mobile Command Center

A custom-built vehicle designed to respond to and support public safety operations. The Mobile Command Center provides secure workspace, broadband data communications, and critical supplies for Incident Command staff and responders, as well as hazardous materials response and safety equipment.

The Mobile Command Center deploys frequently to support the Police Department in major law enforcement operations, the South Adams County Fire Department for fire and hazardous materials operations, and the Special Services Unit for tactical operations and crisis negotiations. The Mobile Command Center was 100% funded by a US Department of Justice grant.

Warning Tower Program

OEM oversees a series of 17 warning towers dispersed across the City. These towers warn citizens of actual or impending threats, such as tornadoes, severe storms, etc. The warning tower system can also be used to inform citizens of man-made hazards or to issue evacuation orders.

Hazardous Materials / Weapons of Mass Destruction Program

OEM manages the City's Hazardous Materials Program, ensuring the City is capable of responding to and managing hazardous materials incidents, supporting the South Adams County Fire Department's Hazardous Materials Team, providing appropriate training and protective equipment to City employees, and performing criminal investigations of hazardous materials spills when requested. All Commerce City police officers are trained to operate in hazardous materials environments and equipped with appropriate protective gear.

The Hazardous Materials program also includes performing cost recovery for hazardous materials spills, collating and then billing the responsible party for the City's expenses in responding to hazardous materials events.

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

The Emergency Manager works across organizational boundaries and closely with all departments to achieve OEM's mission. OEM is responsible for planning, training, equipment, interagency cooperation and coordination, public education, and using the full resources of the City (and any partner agencies or organizations) to protect the citizens of Commerce City during an emergency.

OEM also represents the City on various homeland security working groups and grant programs, including the Urban Area Security Initiative Board of Directors, the North Central Region Board of Directors, the Front Range Emergency Managers' Group, the Colorado Emergency Management Association, and to the Colorado Division of Emergency Management and the Federal Emergency Management Agency.

CITY OF COMMERCE CITY

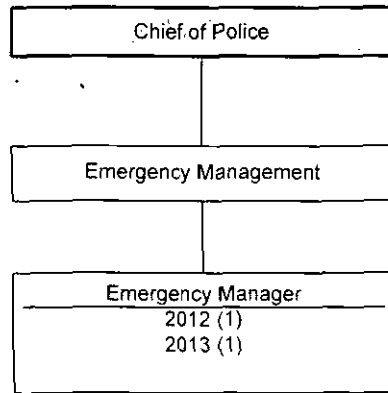
ANNUAL BUDGET

PROGRAM: Emergency Management
DEPARTMENT: Public Safety

CORE BUSINESS SERVICES

- Respond to and manage major incidents in the City, both planned and unplanned
- Maintain the City's Emergency Management program, policies, plans, and ordinance
- Manage, train, equip, and operate the Incident Management Team
- Manage and maintain the Warning Tower System
- Manage and maintain the Police Department's Respiratory Protection Program in compliance with standards from the Environmental Protection Agency, Occupational Health and Safety Administration, the National Institute for Occupational Safety and Health, and the Department of Homeland Security
- Manage, maintain, and replace hazardous material personal protective equipment for the entire Police Department
- Manage the City's reimbursement process for hazardous materials response costs
- Identify and apply for Homeland Security grants to support public safety operations
- Manage the Emergency Management program so as to maintain compliance with DHS standards and eligibility for future Homeland Security or FEMA grant funding

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

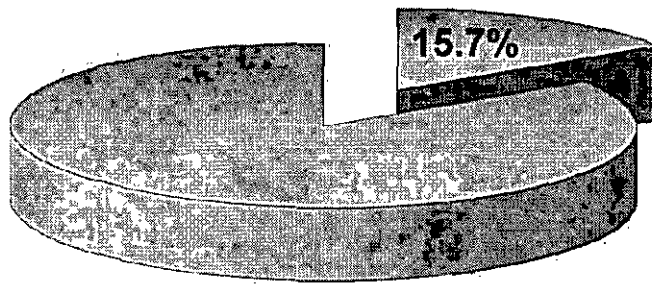
PROGRAM : EMERGENCY MANAGEMENT
DEPARTMENT : PUBLIC SAFETY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
56,726	74,853	48,095	74,853	601-SALARIES	77,549	77,549
7,335	10,235	6,593	10,235	604-BENEFITS	10,587	10,587
MATERIALS AND SUPPLIES						
609	500	105	500	621-OFFICE SUPPLIES	500	500
32,660	22,987	571,781	22,987	622-OPERATING SUPPLIES	22,987	22,987
SERVICES AND CHARGES						
5,677	6,016	4,512	6,016	710-VEHICLE ALLOCATION	6,389	6,393
7,423	7,504	5,628	7,504	715-FACILITY ALLOCATION	8,048	7,967
55,718	65,143	48,857	65,143	720-COMPUTER ALLOCATION	80,560	81,222
18,218	26,680	11,133	26,680	730-OPERATING EXPENSES	26,680	26,680
CAPITAL OUTLAY						
-0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>184,366</u>	<u>213,918</u>	<u>696,704</u>	<u>213,918</u>	TOTALS	<u>233,300</u>	<u>233,885</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Public Works



	2013 <u>Budget</u>	2014 <u>Plan</u>
Administration	\$ 449,080	\$ 449,671
Street and Traffic Maintenance	\$ 2,862,618	\$ 2,887,661
Engineering	\$ 2,052,802	\$ 2,071,775
Refuse Collection	\$ 1,994,129	\$ 2,096,058
Total	\$ 7,358,629	\$ 7,505,165

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

DEPARTMENT: Public Works

DESCRIPTION

The Public Works Department is responsible for providing administrative support and management for services including maintenance and repair of City buildings; street and traffic maintenance services, (including snow and ice control, and street cleaning); residential refuse collection; engineering (including development, construction, and traffic); and fleet maintenance and repair.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

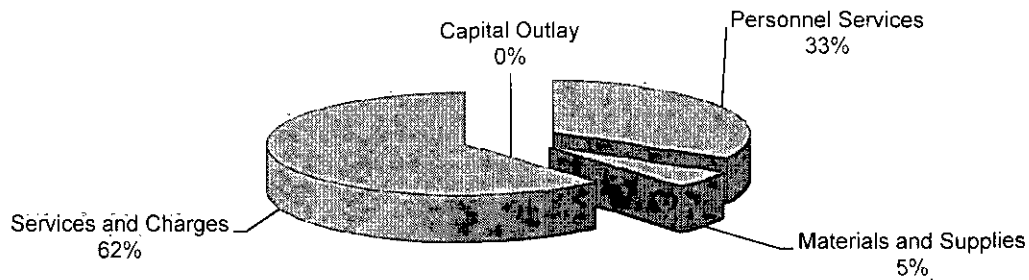
Department:

Public Works

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 2,216,309	\$ 2,465,457	\$ 2,416,800	\$ 2,416,800
Materials and Supplies	\$ 345,328	\$ 366,567	\$ 406,919	\$ 413,050
Services and Charges	\$ 4,029,146	\$ 4,519,335	\$ 4,534,910	\$ 4,675,315
Capital Outlay	\$ -	\$ 6,000	\$ -	\$ -
TOTAL:	\$ 6,590,783	\$ 7,357,359	\$ 7,358,629	\$ 7,505,165

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 6,590,783	\$ 7,357,359	\$ 7,358,629	\$ 7,505,165
TOTAL:	\$ 6,590,783	\$ 7,357,359	\$ 7,358,629	\$ 7,505,165

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	37.00	38.00	38.00	38.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Public Works

DESCRIPTION

Public Works Administration provides administrative and management support for all activities of the Public Works Department including streets and traffic maintenance, refuse collection, engineering, facility operations and maintenance, and fleet maintenance.

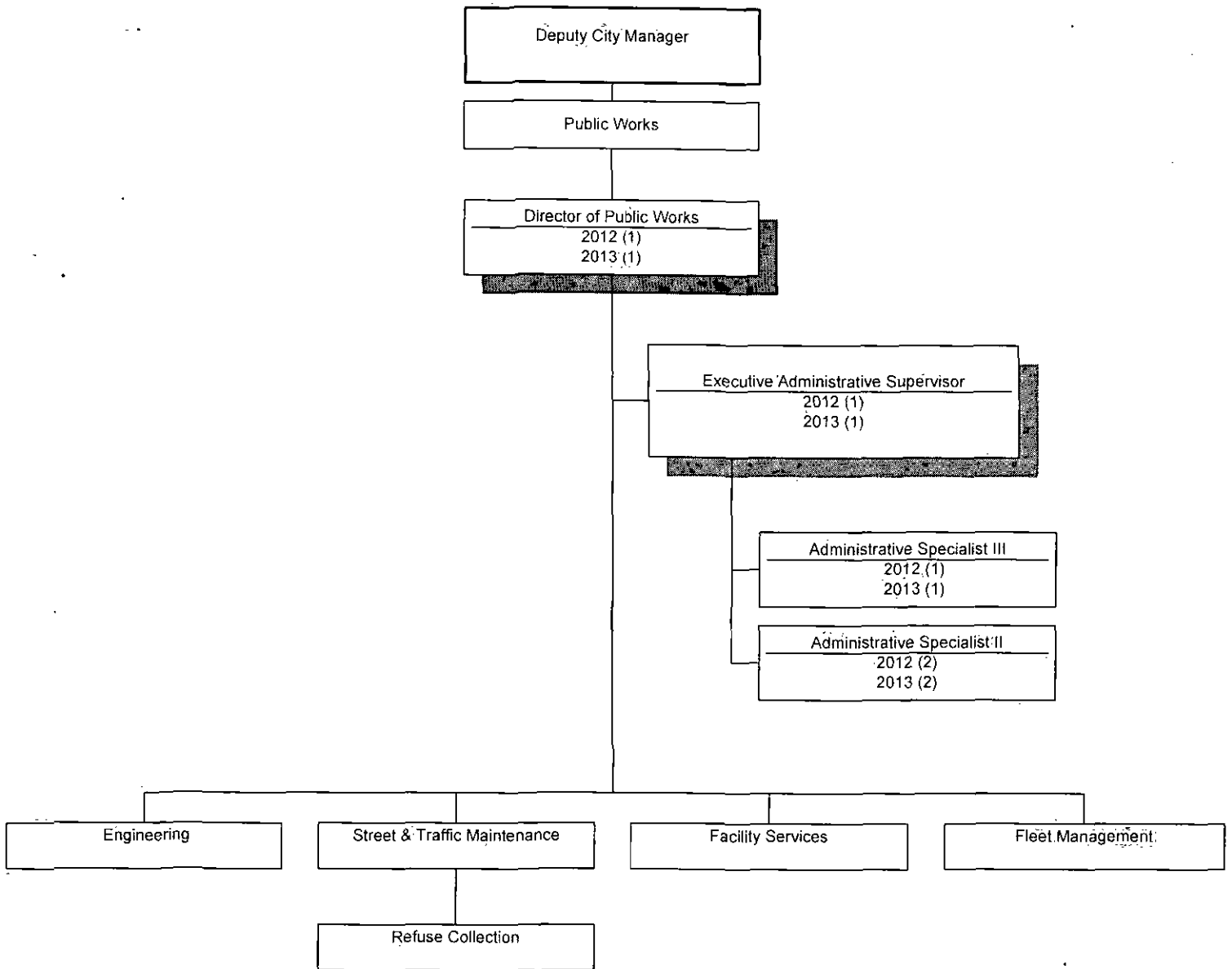
OBJECTIVES

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

CORE BUSINESS SERVICES

- Administrative and management support for all Divisions.
- To immediately enter all service requests into the City's Citizen Response Management System at the time the request is submitted (i.e: telephone, email, or in person). All services deemed an emergency will be submitted in writing and the appropriate division will be personally notified.
- To enter payment requests into the City Financial Software Management System at least twice weekly for each division by assigned deadline.
- To review, enter, and process time sheets and related reports on employee work activity on a bi-weekly basis.
- To edit, file, and distribute correspondence and memoranda submitted by department staff within one business day.
- To edit and return supervisor and employee self evaluations for review by the author within four business days of the first submission.
- To prepare and distribute for signature employee personnel action forms within one business day of submission.
- To issue permits, obtain approvals, and collect payments or submit billing during application process.
- To monitor and distribute utility notifications from the Utility Notification Center of Colorado each morning by 8:15 a.m. and every two hours throughout the work day. Upon receiving an emergency locate request, personal notification is to be made immediately to the Inspector.
- Mail is to be opened, date stamped, and distributed no later than 3:00 p.m. each work day.

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ADMINISTRATION
DEPARTMENT: PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
285,511	294,263	235,647	294,263	601-SALARIES	298,866	298,866
36,951	42,008	31,767	42,008	604-BENEFITS	39,646	39,646
MATERIALS AND SUPPLIES						
4,580	5,000	2,309	5,000	621-OFFICE SUPPLIES	5,000	5,000
524	800	546	800	622-OPERATING SUPPLIES	800	800
SERVICES AND CHARGES						
18,193	18,999	14,249	18,999	710-VEHICLE ALLOCATION	20,218	20,281
13,534	13,626	10,220	13,626	715-FACILITY ALLOCATION	15,515	15,581
43,699	50,859	38,144	50,859	720-COMPUTER ALLOCATION	56,145	56,607
9,063	12,690	6,370	12,690	730-OPERATING EXPENSES	12,890	12,890
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>412,055</u>	<u>438,245</u>	<u>339,252</u>	<u>438,245</u>	TOTALS	<u>449,080</u>	<u>449,671</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Street and Traffic Maintenance
DEPARTMENT: Public Works

DESCRIPTION

Street and Traffic Maintenance provides a full range of street and traffic maintenance services within the City, and as provided in the Agreement with Adams County.

OBJECTIVES

- Asphalt failure and pothole repair:
 - Patch potholes within one working day of notification or inspection
- Gravel road and ditch maintenance:
 - Blade all gravel roads maintained by the City once annually
 - Apply dust suppressant/soil stabilizer on gravel roads once annually
 - Maintain open ditches and culverts as needed to facilitate drainage
- Crack sealing:
 - Crack seal 20 lane miles of roadway on an annual basis
- Weed maintenance:
 - Mow roadside weeds and pick up trash in accordance with the revised 2009 weed mowing program, from May 1st to October 31st
- Storm sewer and drainage maintenance:
 - Inspect all drop inlet structures once per year and maintain as needed
 - Respond to requests for service within one working day
- Traffic maintenance:
 - Maintain or repair traffic signs within three working days after the request for service (Exception: stop signs will be repaired or replaced within one working day of the request for service)
 - Complete annual street striping as needed by November 1st
 - Inspect and re-stripe railroad crossings twice annually and City owned parking lots and pedestrian crossings once annually
 - Complete traffic counts and reports within 30 days of request for service
 - Maintain thermo plastic at pedestrian crossings on an annual basis as needed
- Bridge maintenance:
 - Plan, organize, and coordinate any work to be done on bridges maintained by the City as per the State Bridge Report
- Training, career development and special projects:
 - Provide in-house training sessions or seminars on an annual basis
 - Provide necessary service and support for special events

CORE BUSINESS SERVICES

- Provide Physical Asset Stewardship for City Roadways, Bridges, Signs, and Right-of-Way
- Asphalt Failure and Pothole Repair
- Street Cut Repair and Asphalt Maintenance
- Gravel Road and Ditch Maintenance
- Crack Sealing
- Weed Maintenance
- Storm Sewer and Drainage Maintenance
- Traffic Maintenance
- Bridge Maintenance
- Provide Necessary Service and Support for Special Events
- Mosquito Control Services

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Snow and Ice Control
DEPARTMENT: Public Works

DESCRIPTION

The Street and Park Divisions provide snow and ice control services on City streets, City facilities, City parks, City maintained sidewalks and trails; and on roadways designated in the Maintenance Agreement with Adams County.

OBJECTIVES

- Snow and Ice Control:
 - Crews and equipment will be engaged in snow and ice removal operations within one hour after a request for service is received
 - At least one pass in each direction will be plowed and sanded on all #1 and #2 priority streets, a width of 8 feet, within twelve hours
 - Plowing and sanding will continue to keep the initial passes on #1 and #2 priority streets open, and provide at least one treated travel lane on #3 priority streets

CORE BUSINESS SERVICES

- Snow and Ice Control

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM:	Street Cleaning
DEPARTMENT:	Public Works

DESCRIPTION

The Street and Traffic Division provides street cleaning services on City streets and City facility parking lots, and as provided in the Agreement with Adams County for public streets.

OBJECTIVES

- Street Sweeping:
 - Class "1" streets are to be swept a total of two times during the months of January, February, March and December
 - Class "1, & 2" streets are to be swept once every ten weeks during the months of April, May, June, July, August, September, October and November
 - Class "3" streets are to be swept twice annually
 - Derby Business Area is to be swept on the first Friday of each month by 8:00 a.m.
 - City facility parking lots (Civic Center, Recreation Center, Municipal Service Center, Fairfax Park, Pioneer Park, and Service Center) to be swept twice annually

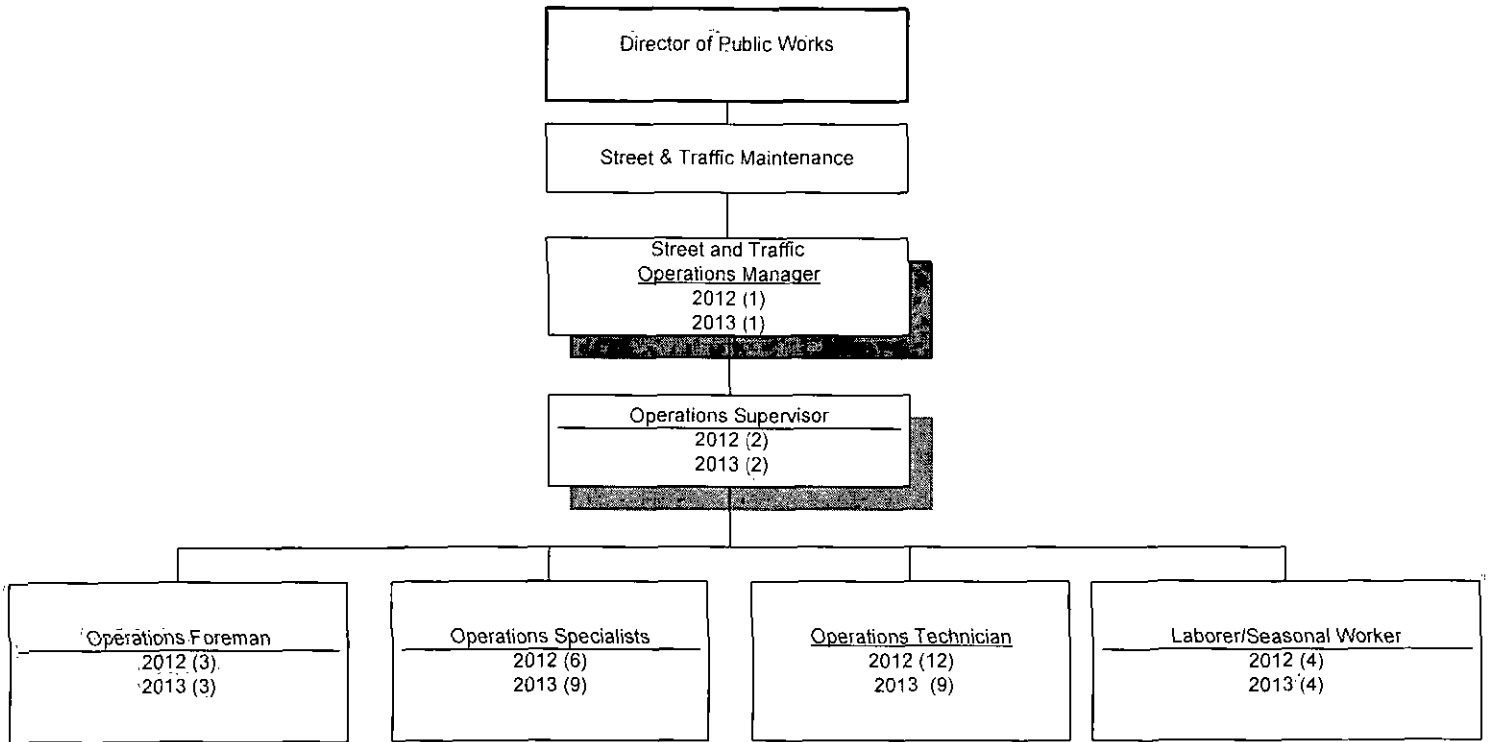
CORE BUSINESS SERVICES

- Street Cleaning

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ORGANIZATIONAL CHART



CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: STREET AND TRAFFIC MAINTENANCE
DEPARTMENT: PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
868,557	965,731	739,290	965,731	601-SALARIES	854,114	854,114
111,456	111,762	96,581	111,762	604-BENEFITS	114,610	114,610
MATERIALS AND SUPPLIES						
129	200	17	200	621-OFFICE SUPPLIES	200	200
182,641	198,412	91,757	198,412	622-OPERATING SUPPLIES	237,164	243,295
SERVICES AND CHARGES						
473,185	635,005	476,254	635,005	710-VEHICLE ALLOCATION	481,459	492,941
71,743	72,233	54,175	72,233	715-FACILITY ALLOCATION	82,248	82,596
55,090	59,596	44,697	59,596	720-COMPUTER ALLOCATION	70,900	71,483
123,252	231,083	119,494	231,083	730-OPERATING EXPENSES	237,020	243,134
CAPITAL OUTLAY						
0	6,000	0	6,000	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,886,052</u>	<u>2,280,022</u>	<u>1,622,265</u>	<u>2,280,022</u>	TOTALS	<u>2,077,715</u>	<u>2,102,373</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : SNOW & ICE CONTROL
DEPARTMENT : PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
142,027	145,054	62,020	145,054	601-SALARIES	154,215	154,215
17,558	18,837	9,410	18,837	604-BENEFITS	20,693	20,693
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
153,898	156,155	87,356	156,155	622-OPERATING SUPPLIES	156,155	156,155
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
1,032	4,800	2,888	4,800	730-OPERATING EXPENSES	4,800	4,800
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>314,515</u>	<u>324,846</u>	<u>161,674</u>	<u>324,846</u>	TOTALS	<u>335,863</u>	<u>335,863</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : STREET CLEANING
DEPARTMENT : PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
62,834	167,370	46,301	167,370	601-SALARIES	177,940	177,940
8,898	21,736	5,368	21,736	604-BENEFITS	23,877	23,877
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	500	0	500	622-OPERATING SUPPLIES	500	500
SERVICES AND CHARGES						
179,359	226,444	169,833	226,444	710-VEHICLE ALLOCATION	233,999	234,122
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
10,893	12,470	7,618	12,470	730-OPERATING EXPENSES	12,724	12,986
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>261,983</u>	<u>428,520</u>	<u>229,120</u>	<u>428,520</u>	TOTALS	<u>449,040</u>	<u>449,425</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM:	Engineering
DEPARTMENT:	Public Works

DESCRIPTION

Engineering services are provided including planning, design and construction management of capital projects; development review and inspection; traffic and transportation engineering and coordination, Colorado Discharge Permit System administration, mapping and drafting services; and right-of-way research and mapping.

OBJECTIVES

DEVELOPMENT REVIEW:

- Review and approve annexations, planning documents, subdivision plats, agreements, drainage and traffic studies, and construction plans for residential and commercial development, including roadway and storm drainage improvements. Prepare public improvement agreements. Coordinate development reviews with other City departments, outside agencies, developers and their consultants.
- Issue right-of-way construction permits and perform inspection services.
- Provide drafting and mapping services. Prepare legal descriptions and right-of-way dedication deeds. Perform or administer contracts for land survey services for design support or research purposes. Administer aerial mapping contract. Administer right-of-way research and mapping project.

CAPITAL PROJECTS:

- Develop/plan capital improvement projects.
- Administer Capital Improvement Projects to include design, construction, and project management.
- Administer grant programs for bridge, railroad crossing, and roadway projects.

TRAFFIC ENGINEERING:

- Maintain and develop a quality transportation system that emphasizes safety and mobility
- Administer traffic-calming program and make appropriate recommendations
- Revisit and make revisions where necessary to the City's Master Transportation Plan
- Provide traffic and transportation engineering and coordination services:
 - Conduct studies for justification of signs or signals or other traffic related improvements or requirements
 - Administer signal maintenance contract
- Attend DRCOG, Urban Drainage, RTD, and CDOT meetings to participate in regional drainage and transportation system planning

COLORADO DISCHARGE PERMIT SYSTEM:

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

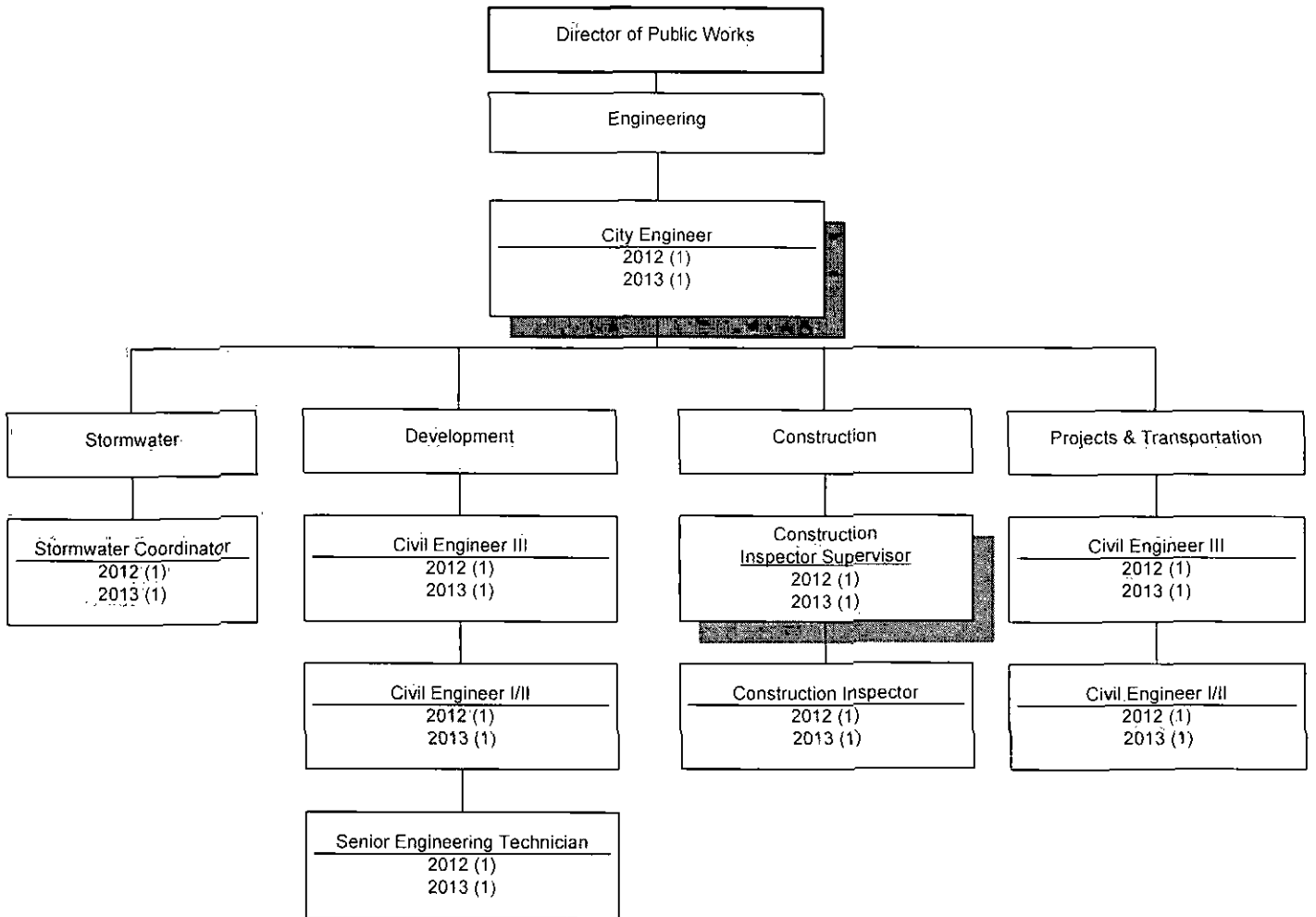
CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Engineering
DEPARTMENT: Public Works

CORE BUSINESS SERVICES

- Plan and schedule for completion of the design and construction of street, bridge, drainage and traffic capital improvements
- Provide traffic and transportation engineering and coordination services:
 - Conduct studies for justification of signs or signals or other traffic related improvements or requirements.
 - Administer signal maintenance contract
- Plan and implement the Colorado Discharge Permit System program for the City to control the environmental discharges from the storm drainage
- Provide engineering services including planning, design, and construction management of capital projects; development review and inspection; mapping and drafting services; and, right-of-way research and mapping
- Provide administrative service for street lighting
- Complete review of development plans within 10 business days.
- Complete review of building permits within 10 business days.
- Inspect street cut permits as scheduled.

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM#: ENGINEERING
DEPARTMENT#: PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
602,626	614,379	469,473	614,379	601-SALARIES	647,126	647,126
79,890	84,317	62,778	84,317	604-BENEFITS	85,713	85,713
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
3,557	5,500	3,734	5,500	622-OPERATING SUPPLIES	7,100	7,100
SERVICES AND CHARGES						
41,358	47,667	35,750	47,667	710-VEHICLE ALLOCATION	46,325	44,159
24,188	24,353	18,265	24,353	715-FACILITY ALLOCATION	27,729	27,847
88,126	83,674	62,755	83,674	720-COMPUTER ALLOCATION	99,829	100,650
1,076,350	1,111,030	791,672	1,111,030	730-OPERATING EXPENSES	1,138,980	1,159,180
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,916,095</u>	<u>1,970,920</u>	<u>1,444,427</u>	<u>1,970,920</u>	TOTALS	<u>2,052,802</u>	<u>2,071,775</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Refuse Collection
DEPARTMENT: Public Works

DESCRIPTION

A trash and rubbish service contract is administered including all qualifying residential units in the City. Service is also provided to all City buildings, as well as parks, and the Buffalo Run Golf Course.

CORE BUSINESS SERVICES

- Provide weekly trash service for eligible single and multi-family residents including: duplexes, triplexes, quardi-plexes, town homes, and condominiums (not to include apartments or mobile homes);
 - Provide bi-weekly curbside or alley commingled recycling service for the same single and multi-family residents
 - Provide large item pick-ups on a weekly basis as requested 24 hours in advance by resident
 - Provide one drop-off recycling site located within the City (serviced and maintained by the contractor)
 - Provide trash and recycling services for City facilities
- Provide refuse and recycling collection services to residences

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

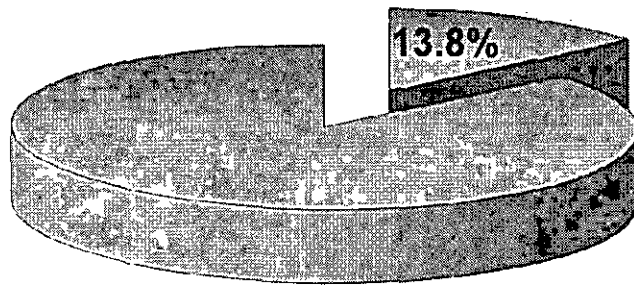
PROGRAM : REFUSE COLLECTION
DEPARTMENT : PUBLIC WORKS

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
1,800,083	1,914,806	1,256,200	1,914,806	730-OPERATING EXPENSES	1,994,129	2,096,058
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>1,800,083</u>	<u>1,914,806</u>	<u>1,256,200</u>	<u>1,914,806</u>	TOTALS	<u>1,994,129</u>	<u>2,096,058</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Parks and Recreation



	<u>2013 Budget</u>	<u>2014 Plan</u>
Administration	\$ 1,090,252	\$ 1,140,443
Parks Maintenance	\$ 2,741,485	\$ 2,734,524
Recreation Programs	\$ 2,476,805	\$ 2,455,656
Community Events	\$ 157,953	\$ 157,953
Total	\$ 6,466,495	\$ 6,488,576

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Parks and Recreation

DESCRIPTION

The Parks and Recreation Department plans and directs all programs offered through general recreation, the Recreation Center and Senior Program; and acquires, develops, and maintains all parks, trails and open space within the City boundary, and oversees Buffalo Run Golf Course and The Bison Grill full service restaurant.

The Department plans, implements and evaluates programs to meet the needs of citizens of all age groups; prepares the *departmental annual budget and capital project plan; plans for and prioritizes development in accordance with the* Prairieways Action Plan, Recreation Strategic Plan, and Financial Sustainability Model; and assures that high standards of customer service are exhibited by all staff.

The City of Commerce City supports the Americans with Disabilities Act and inclusion of individuals of all ages and diverse abilities.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

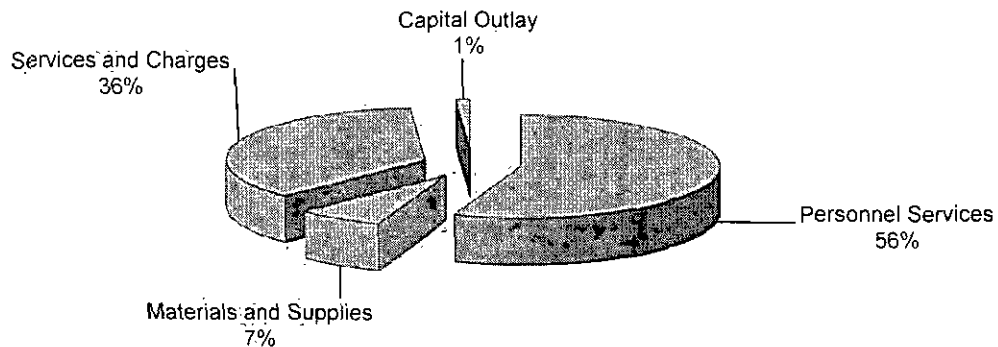
Department:

Parks and Recreation

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 3,332,797	\$ 3,555,308	\$ 3,586,138	\$ 3,621,667
Materials and Supplies	\$ 435,228	\$ 429,530	\$ 450,240	\$ 450,240
Services and Charges	\$ 2,341,457	\$ 2,256,474	\$ 2,352,492	\$ 2,339,044
Capital Outlay	\$ 26,409	\$ 77,625	\$ 77,625	\$ 77,625
TOTAL:	\$ 6,135,891	\$ 6,318,937	\$ 6,466,495	\$ 6,488,576

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
General Fund Revenues	\$ 6,135,891	\$ 6,318,937	\$ 6,466,495	\$ 6,488,576
TOTAL:	\$ 6,135,891	\$ 6,318,937	\$ 6,466,495	\$ 6,488,576

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	41.00	41.00	41.00	41.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Parks and Recreation

DESCRIPTION

Under general administrative direction of the Deputy City Manager the Director of Parks and Recreation oversees, plans and directs the activities and staff of the City's Parks and Recreation Department including the Recreation Center, the Senior Adult Program, and the Parks Maintenance programs, services and activities, and Buffalo Run Golf Course and The Bison Grill full service restaurant.

The department plans, develops, evaluates and implements programs to meet the needs of City citizens of all age groups; prepares the departmental annual budget and five year capital project plan; plans for and monitors progress in accordance with the Parks and Recreation Master Plan; and, assures that high standards of customer service are exhibited by all staff.

OBJECTIVES

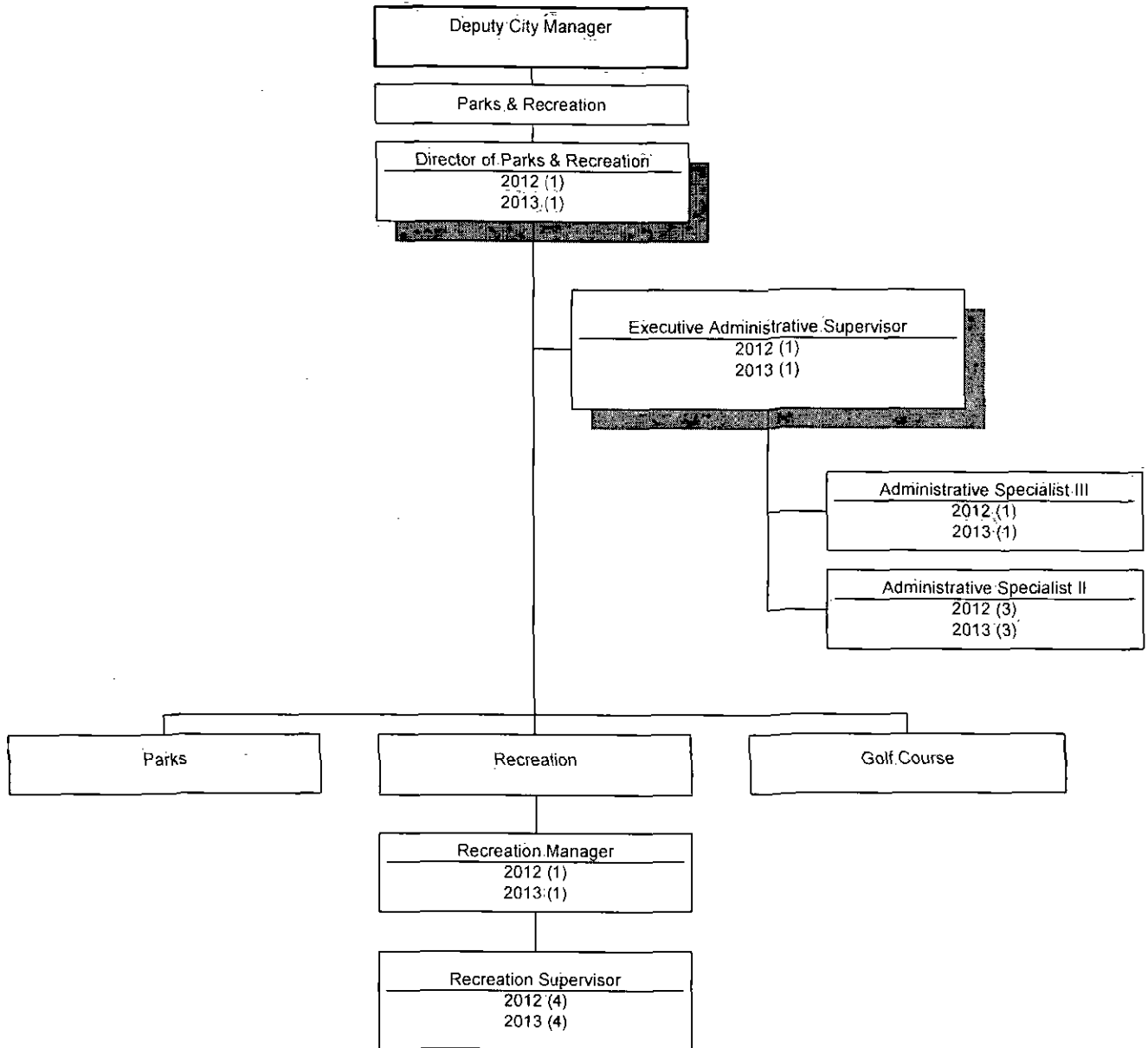
Develop and implement strategies that promote fiscal responsibility, maintain current levels of service and address future needs:

- Evaluate and plan all programs and facilities to enhance and maximize accessibility for all citizens in compliance with the American Disabilities Act
- Promote community awareness concerning Recreation Center and Parks activities and special events
- Monitor trends in the recreation and leisure field; integrate new programs using existing resources and/or by developing new revenue sources
- Interpret, coordinate and assure compliance with the intergovernmental agreement between the City and School District 14, and School District 27J
- Evaluate the need for recreation programs and facilities in the Northern Range and solicit private development as a contributing resource
- Provide program variety and recreation facilities to service all ages in strategic locations to provide the best accessibility and in accordance with recommended standards (parks, open space and active use facilities)
- Parks and recreation facilities shall integrate with and enhance the quality of neighborhoods

CORE BUSINESS SERVICES

- Support Services (both internal and external) – Registration Systems, Park/Alcohol Permits, Facility Rentals, Public Information, etc.
- Facilities – Recreation Center, Center Community Center, Park Maintenance Center (MSC), Golf Course, Pioneer Park

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ADMINISTRATION
DEPARTMENT : PARKS AND RECREATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
673,743	701,935	522,875	701,935	601-SALARIES	662,809	701,309
88,647	104,581	70,848	104,581	604-BENEFITS	89,817	95,033
MATERIALS AND SUPPLIES						
2,913	3,600	2,657	3,600	621-OFFICE SUPPLIES	3,100	3,100
62,168	7,138	57,626	7,138	622-OPERATING SUPPLIES	7,638	7,638
SERVICES AND CHARGES						
38,265	42,695	32,021	42,695	710-VEHICLE ALLOCATION	35,854	42,033
28,734	28,512	21,384	28,512	715-FACILITY ALLOCATION	31,069	30,708
69,104	63,309	47,482	63,309	720-COMPUTER ALLOCATION	79,911	80,568
116,769	96,835	73,956	96,835	730-OPERATING EXPENSES	102,429	102,429
CAPITAL OUTLAY						
6,182	77,625	17,512	77,625	801-EQUIPMENT	77,625	77,625
0	0	0	0	802-IMPROVEMENTS		
<u>1,086,524</u>	<u>1,126,230</u>	<u>846,361</u>	<u>1,126,230</u>	TOTALS	<u>1,090,252</u>	<u>1,140,443</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Parks Maintenance
DEPARTMENT: Parks and Recreation

DESCRIPTION

The Parks Division is comprised of three primary functions, Parks Planning, Parks Development/Construction, and Parks Maintenance and Operations. The core business services portion of this document further identifies the primary activities of the Division.

OBJECTIVES

Provide sufficient and orderly planning of new parks, trails, and open space amenities, in accordance with adopted park, trail, and open space master planning documents.

Provide sufficient and orderly development of new park, trail and open space amenities and the renovation of existing facilities in accordance with internal and general industry development and construction standards.

Provide sufficient maintenance of all park, trail and open space facilities in accordance with internally adopted maintenance standards, maintenance levels of service as established by available funding resources and general industry best management practices.

CORE BUSINESS SERVICES

Parks Planning

- Provide development review services in conjunction with the Community Development Department to ensure all development projects within the city are in accordance with and provide for all provisions outlined in various parks and recreation master plans (Prairie-ways Action Plan, Parks and Recreation Master Plan, Recreation Strategic Master Plan)
- Plan and coordinate design of all new Park, Trail or Open Space facilities and or major renovations to existing facilities
- Grant writing and administration related to Capital Improvement and Preservation Plan (CIPP) projects, open space acquisitions, maintain Parks and Recreation Geographic Information System mapping and data
- Coordinate park, trail and open space maintenance volunteer projects

Park Development/Construction

- Construction and contract management of Park Trail and Open Space Capital Improvements and Preservation Projects (new and existing facilities)
- Development and implementation of related development/construction standards
- Develop, implement and maintain standardized Park Trail and Open Space component/fixture/infrastructure replacement schedules
- Maintain comprehensive Park Trail and Open Space asset inventory
- Administration of contracted maintenance activities

Park Maintenance and Operations

- Maintain all parks, trails and developed open spaces
- Maintain all City building grounds and landscaping
- Maintain all City owned right-of-way landscaping
- Snow and ice control operations (City-wide Integrated Snow and Ice Control Program)
- Fully integrated with Public Works snow/ice control plan for cooperative resource sharing to assist with road plowing
- Provide set-up, break-down and logistical support to Park and Recreation special events, community special events, City Department events and requests, and outside agency events
- Facility preparation for athletic usages/tournaments, and shelter and park facility rentals

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Parks Maintenance
DEPARTMENT: Parks and Recreation

MAINTENANCE LEVELS OF SERVICE

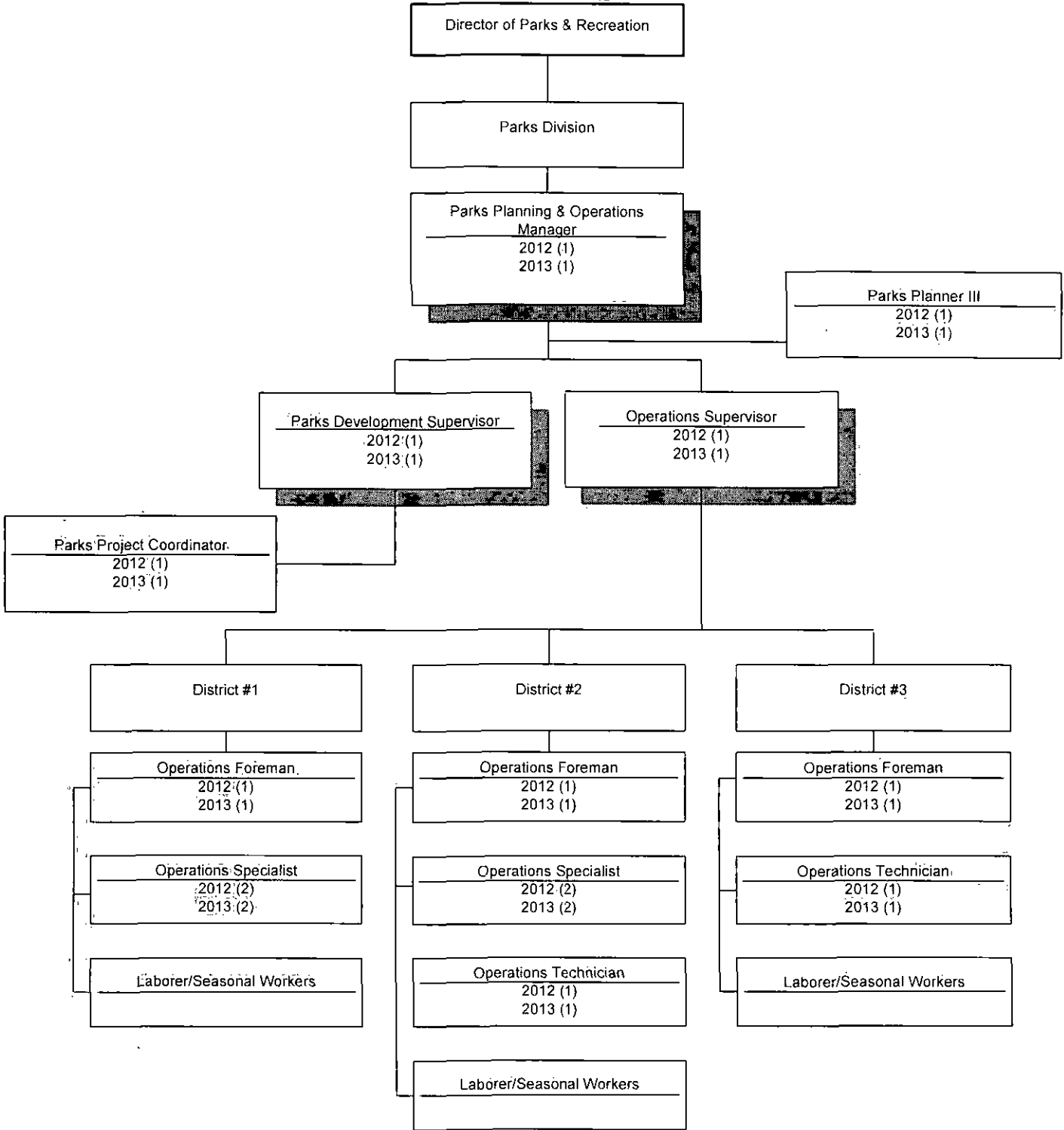
Based on current available funding and staff resources, the Parks Division has developed programmed maintenance levels of service that outline three distinct categories of maintenance activities differentiated by the frequency, intensity, and/or omission of certain maintenance activities. Currently 10% of all properties maintained are in the highest level of service (level I), this category is reserved for facilities with the highest visibility and most frequent use by citizens such as Pioneer Park, the Civic Center and the Recreation Center. 30% of all properties are prescribed to level II and the remaining 60% are prescribed to the lowest level of service (level III).

It should be noted that the accumulative effect of reduced levels of service over time will result in the deterioration of the general appearance and condition of properties, as well as the functionality of key infrastructure components necessary for the maintenance of properties. The repair and/or reconditioning of deteriorated properties and their key infrastructure components will increase budgetary demand in the future.

NEW DEVELOPMENT AND RENOVATION FUNDING

The funding for new facility construction and existing facility renovations is not contained within the operating budget. The City-wide Capital Improvement and Preservation Plan (CIPP) provide information related to the sources of funding for these projects.

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : PARKS MAINTENANCE
DEPARTMENT: PARKS AND RECREATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
				PERSONAL SERVICES		
1,141,284	1,162,644	936,867	1,162,644	601-SALARIES	1,182,632	1,182,632
130,256	131,221	106,519	131,221	604-BENEFITS	134,519	134,519
				MATERIALS AND SUPPLIES		
1,203	1,075	1,649	1,075	621-OFFICE SUPPLIES	1,075	1,075
159,934	174,722	178,345	174,722	622-OPERATING SUPPLIES	187,291	187,291
				SERVICES AND CHARGES		
273,091	291,188	218,391	291,188	710-VEHICLE ALLOCATION	280,965	272,842
58,675	59,088	44,316	59,088	715-FACILITY ALLOCATION	67,087	67,327
49,391	43,839	32,879	43,839	720-COMPUTER ALLOCATION	51,400	51,823
912,232	836,792	639,447	836,792	730-OPERATING EXPENSES	836,516	837,015
				CAPITAL OUTLAY		
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>2,726,066</u>	<u>2,700,569</u>	<u>2,158,413</u>	<u>2,700,569</u>	TOTALS	<u>2,741,485</u>	<u>2,734,524</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Recreation Programs
DEPARTMENT: Parks and Recreation

DESCRIPTION

The Recreation Division plans, develops and implements a variety of recreation programs and services for participants of all ages. The Recreation Division contributes to the quality of life in our community, promotes lifelong learning and helps unify the City through our cultural, recreational and wellness programs. The Recreation Division provides safe leisure opportunities, contributes to economic vitality and enhances the quality of our physical environment through our outstanding facilities.

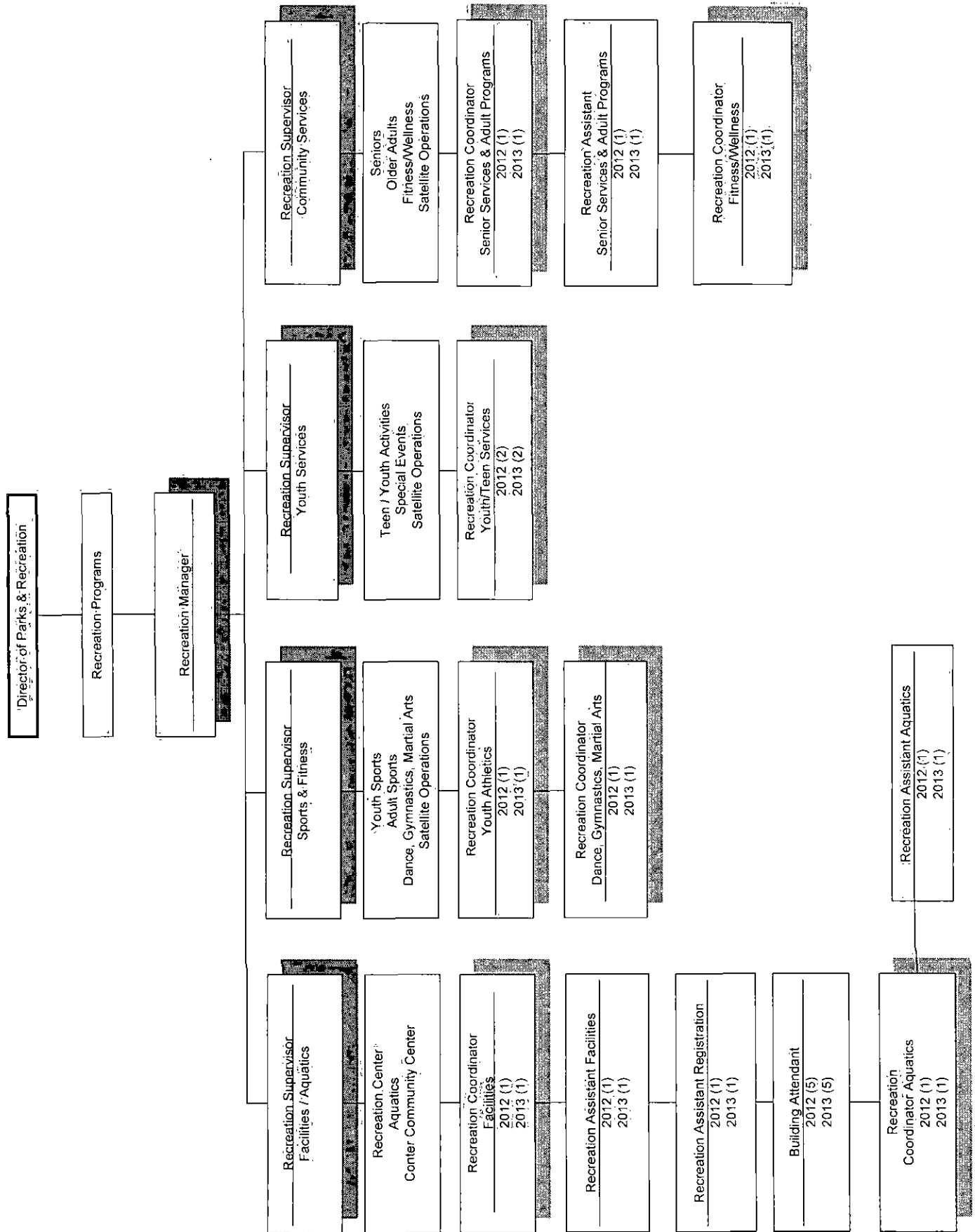
OBJECTIVES

- Quality of Life – The Recreation division creates a healthy community by seeking out and providing programs, services and infrastructure to promote the health and well-being of Commerce City residents
- Emotional and Physical Health – The Recreation division develops a sound body and mind through wholesome, vigorous and creative life-long wellness and leisure activities
- Self Esteem – The Recreation division builds character through rich, satisfying and creative leisure-living patterns focused toward the attainment of socially desirable attitudes, habits and values
- Active Alternatives – The Recreation division inspires new interests that provide satisfying outlets for individual development and creativity
- Citizen Involvement – The Recreation division develops, through participation in leisure activities, services and volunteer opportunities, a respect for the worth and dignity of individuals, and a demonstration of the democratic process
- Self Mastery – The Recreation division develops skills in lifetime wellness activities, athletics, leisure activities, and the arts that raise the level of the health, culture and happiness of people
- Social Interaction – The Recreation division develops and strengthens social relationships within the family and the community through close group associations, activity participation and volunteer opportunities
- Economic Vitality – The Recreation division strengthens the morale and economic efficiency of Commerce City through expanding leisure and wellness interests, improving social living conditions, maintaining quality community facilities and providing employment opportunities
- Community Stability – The Recreation division develops longevity and stability by providing facilities and environments that are conducive to wholesome family living and community life, and offer inclusion of individuals of all ages and diverse abilities

CORE BUSINESS SERVICES

- Programming for preschool, youth, teens, adults and senior populations
- Instructional programming in aquatics, sports, visual and performing arts, cultural arts, culinary arts, fitness/wellness, gymnastics, martial arts, preschool, early childhood education, trips, tours, excursions and special interests
- Public session for swim, gym, fitness, indoor track, cardiovascular conditioning, weight lifting, sauna, billiards, etc., as well as drop-in use for our community residents, businesses, etc.
- Special events (Parks and Recreation Department, City and community events)
- Partnerships with Adams County #14 and 27J school districts, Kaiser/Health Care Dimensions, Reunion and Belle Creek metro districts, Tri-County Health and Thriving Communities partners, Colorado Rapids and Kroenke Sports, Boys and Girls Club of Metro Denver, Community Health Services, Commerce City Youth Athletics (CCYA), Rocky Mountain Arsenal/National Wildlife Refuge
- Grants – Justice Assistance Grant (JAG), Tony Grampas Youth Services (TGYS), Take Me Fishing

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM :		RECREATION PROGRAMS				
DEPARTMENT :		PARKS AND RECREATION				
2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
				PERSONAL SERVICES		
1,156,937	1,287,075	942,845	1,287,075	601-SALARIES	1,344,615	1,336,428
120,475	134,399	99,434	134,399	604-BENEFITS	138,293	138,293
				MATERIALS AND SUPPLIES		
581	1,278	410	1,278	621-OFFICE SUPPLIES	1,698	1,698
208,430	241,717	152,331	241,717	622-OPERATING SUPPLIES	249,438	249,438
				SERVICES AND CHARGES		
0	0	0	0	710-VEHICLE ALLOCATION	0	0
545,964	519,776	389,832	519,776	715-FACILITY ALLOCATION	576,538	562,771
85,252	78,459	58,844	78,459	720-COMPUTER ALLOCATION	97,813	98,618
58,799	71,481	40,725	71,481	730-OPERATING EXPENSES	68,410	68,410
				CAPITAL OUTLAY		
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>2,176,437</u>	<u>2,334,185</u>	<u>1,684,421</u>	<u>2,334,185</u>	TOTALS	<u>2,476,805</u>	<u>2,455,656</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM	COMMUNITY EVENTS
DEPARTMENT	PARKS AND RECREATION

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
21,456	31,075	9,937	31,075	601-SALARIES	31,075	31,075
0	2,378	0	2,378	604-BENEFITS	2,378	2,378
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
105,181	124,500	66,623	124,500	730-OPERATING EXPENSES	124,500	124,500
CAPITAL OUTLAY						
20,227	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>146,864</u>	<u>157,953</u>	<u>76,560</u>	<u>157,953</u>	TOTALS	<u>157,953</u>	<u>157,953</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE, CITY
FUND SUMMARY**

FACILITY SERVICES FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING CASH BALANCE				
Unrestricted Pooled Cash and Investments	(20,979)	150,579	150,579	150,579
REVENUES:				
User Charges	1,439,368	1,438,608	1,577,077	1,557,793
Investment Earnings	849	0	0	0
Miscellaneous	10,565			
TRANSFERS IN:				
General Fund	86,082	0	0	0
Ordinances	0	1,760	0	0
TOTAL REVENUES	1,536,864	1,440,368	1,577,077	1,557,793
EXPENDITURES:				
Administration and Operations	1,294,765	1,349,608	1,357,559	1,357,793
Improvements	70,541	89,000	219,518	200,000
Ordinances	0	1,760	0	0
TRANSFERS OUT:				
TOTAL EXPENDITURES	1,365,306	1,440,368	1,577,077	1,557,793
TOTAL ENDING CASH BALANCE	150,579	150,579	150,579	150,579

The Facility Services Fund accounts for all of the activities of the administration, operation of, and improvements to City facilities on a charge back cost allocation to user departments.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY
ANNUAL BUDGET

2013 Internal Service Fund - Facility Services

	<u>2013 Budget</u>	<u>2014 Plan</u>
Administration	\$ 1,577,077	\$ 1,557,793
Total	\$ 1,577,077	\$ 1,557,793

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

DEPARTMENT: Facility Services

DESCRIPTION

The Facility Services program provides maintenance, custodial services and construction services for City Hall, the Municipal Services Center and Recreation Center buildings, and all other City buildings.

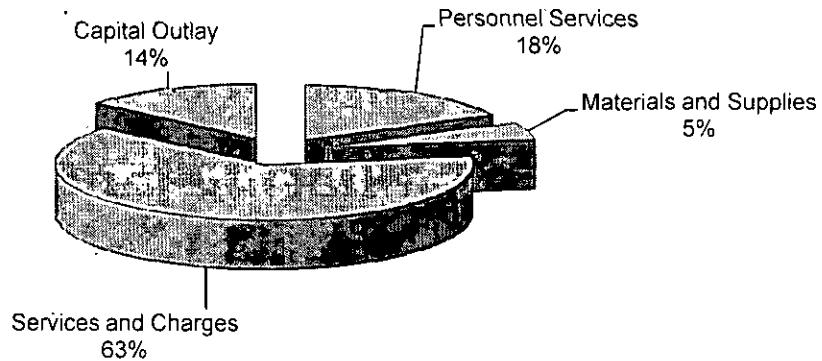
**CITY OF COMMERCE CITY
ANNUAL BUDGET**

Department: Internal Service Fund - Facility Services

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 273,760	\$ 275,671	\$ 278,842	\$ 278,842
Materials and Supplies	\$ 77,830	\$ 78,550	\$ 81,975	\$ 81,975
Services and Charges	\$ 912,837	\$ 988,723	\$ 996,742	\$ 996,976
Capital Outlay	\$ 129,513	\$ 107,000	\$ 219,518	\$ 200,000
TOTAL:	\$ 1,393,940	\$ 1,449,944	\$ 1,577,077	\$ 1,557,793

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Allocations From Departments	\$ 1,393,940	\$ 1,449,944	\$ 1,577,077	\$ 1,557,793
Transfer From General Fund	\$ -	\$ -	\$ -	\$ -
Fund Balance	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 1,393,940	\$ 1,449,944	\$ 1,577,077	\$ 1,557,793

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	4.00	4.00	4.00	4.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM:	Administration
DEPARTMENT:	Facility Services

DESCRIPTION

The Facility Services Program performs, coordinates, and oversees all interior and exterior facility repairs, remodeling and construction projects, preventative maintenance services, life/safety inspections, and cleaning contract services for City facilities.

OBJECTIVES

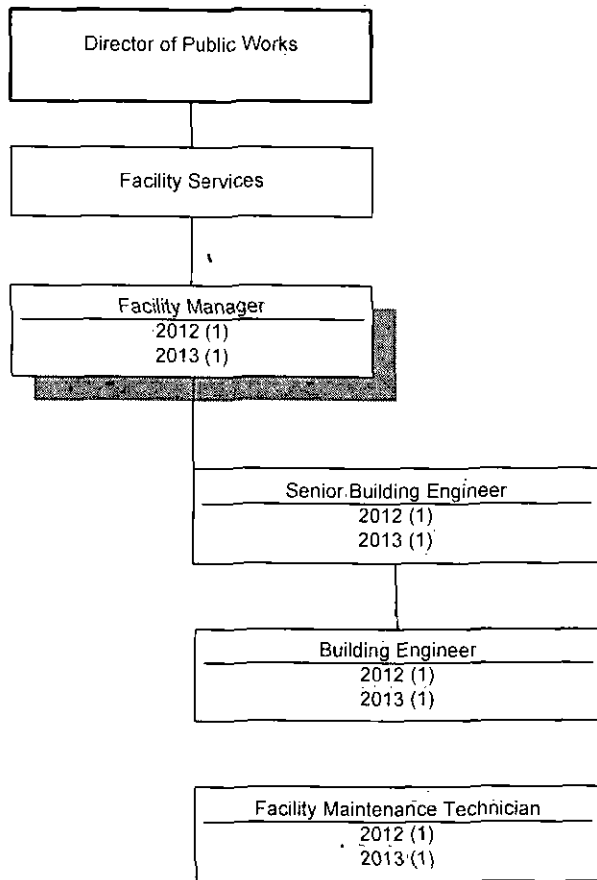
- To provide and maintain all services and repairs to all buildings in a timely and professional manner 24 hours per day 365 days per year.
- To respond to service requests within 24 hours of initial request and complete repairs with 48 hours when possible.

CORE BUSINESS SERVICES

Provide and maintain services for 26 buildings, approximately 250,000 square feet, including work orders and special requests for:

- Mechanical services
- Life/safety services
- Emergency services
- Preventive maintenance
- Remodeling and construction services

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM:		ADMINISTRATION				
DEPARTMENT:		FACILITY SERVICES				
2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
243,029	246,610	161,831	246,610	601-SALARIES	250,113	250,113
30,731	29,061	21,183	29,061	604-BENEFITS	28,729	28,729
MATERIALS AND SUPPLIES						
150	200	228	200	621-OFFICE SUPPLIES	250	250
110,323	84,955	41,591	84,955	622-OPERATING SUPPLIES	81,725	81,725
SERVICES AND CHARGES						
33,690	41,534	31,151	41,534	710-VEHICLE ALLOCATION	43,113	43,104
0	0	0	0	715-FACILITY ALLOCATION	0	0
20,236	19,832	14,874	19,832	720-COMPUTER ALLOCATION	30,205	30,448
919,115	927,416	662,891	927,416	730-OPERATING EXPENSES	923,424	923,424
CAPITAL OUTLAY						
0	75,000	29,965	75,000	801-EQUIPMENT	175,000	175,000
8,033	14,000	0	14,000	802-IMPROVEMENTS	44,518	25,000
<u>1,365,307</u>	<u>1,438,608</u>	<u>963,714</u>	<u>1,438,608</u>	TOTALS	<u>1,577,077</u>	<u>1,557,793</u>

**CITY OF COMMERCE CITY
FUND SUMMARY**

FLEET MANAGEMENT FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING CASH BALANCE	6,915,611	7,223,576	5,269,034	5,269,034
Unrestricted Pooled Cash and Investments				
REVENUES:				
User Charges	2,410,485	2,581,161	3,859,735	3,842,147
Investment Earnings	143,563	0	0	0
Gain: Fixed Assets	13,290	0	0	0
Miscellaneous	31,720	0	0	0
TRANSFERS IN:				
General Fund	41,312	0	0	0
Fund Balance	0	0	0	0
Ordinance		3,519		
TOTAL REVENUES	2,640,370	2,584,680	3,859,735	3,842,147
EXPENDITURES:				
Administration and Operations	1,452,360	2,581,161	2,562,935	2,684,247
Vehicles	880,045	1,254,542	1,296,800	1,157,900
TRANSFERS OUT:				
General Fund	0	700,000	0	0
Ordinance		3,519		
TOTAL EXPENDITURES	2,332,405	4,539,222	3,859,735	3,842,147
TOTAL ENDING CASH BALANCE	7,223,576	5,269,034	5,269,034	5,269,034

The Fleet Management Fund accounts for all of the activities of the administration, operation, and acquisition of new and replacement vehicles and equipment on a charge back cost allocation to user departments.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY
ANNUAL BUDGET

2013 Internal Service Fund - Fleet Management

	2013 Budget	2014 Plan
Administration	\$ 3,859,735	\$ 3,842,147
Total	\$ 3,859,735	\$ 3,842,147

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

DEPARTMENT: Fleet Management

DESCRIPTION:

Fleet Management is responsible for providing preventive maintenance and repair services on all City automobiles, trucks, and heavy equipment, as well as smaller equipment and motorized tools, excluding the Golf Course.

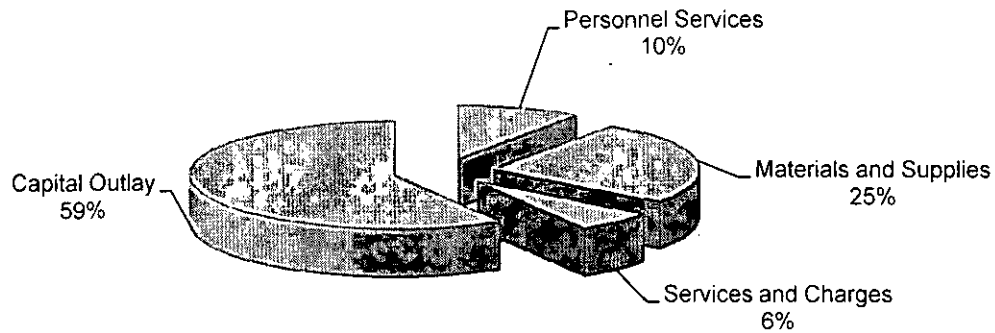
**CITY OF COMMERCE CITY
ANNUAL BUDGET**

Department: Internal Service Fund - Fleet Management

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 359,277	\$ 372,094	\$ 374,595	\$ 374,595
Materials and Supplies	\$ 917,289	\$ 911,659	\$ 981,760	\$ 981,760
Services and Charges	\$ 1,055,838	\$ 1,997,408	\$ 240,819	\$ 241,721
Capital Outlay	\$ -	\$ 1,254,542	\$ 2,262,561	\$ 2,244,071
TOTAL:	\$ 2,332,404	\$ 4,535,703	\$ 3,859,735	\$ 3,842,147

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Allocation From Departments	\$ 2,332,404	\$ 3,835,703	\$ 3,859,735	\$ 3,842,147
Fund Balance	\$ -	\$ 700,000	\$ -	\$ -
TOTAL:	\$ 2,332,404	\$ 4,535,703	\$ 3,859,735	\$ 3,842,147

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	6.00	6.00	6.00	6.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Fleet Management

DESCRIPTION

The Garage Program provides for preventive maintenance and repair services for all City vehicles and equipment, except that of the Buffalo Run Golf Course.

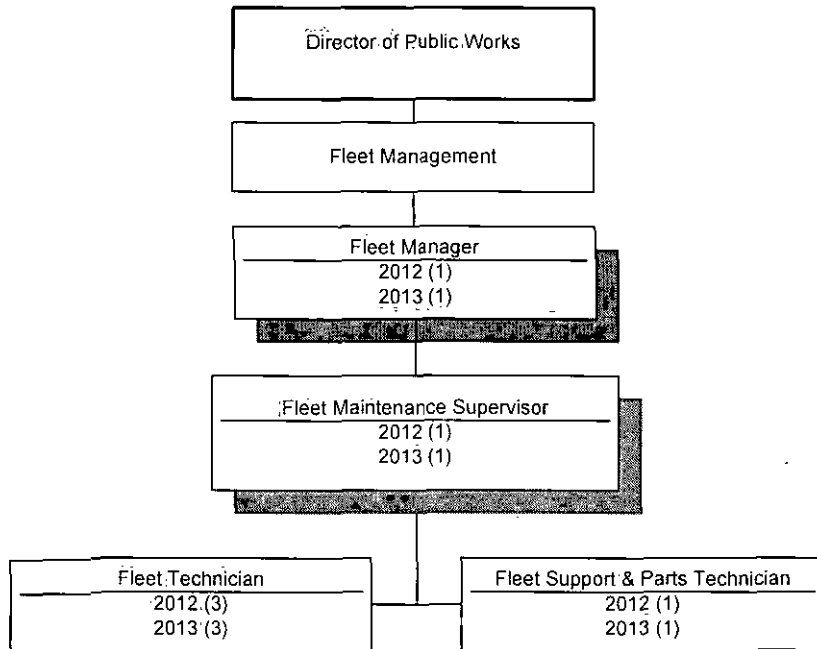
OBJECTIVES

- Perform regularly scheduled preventive maintenance.
- Perform repairs on vehicles and equipment as required.

CORE BUSINESS SERVICES

- Provide preventative maintenance and repair services for all City vehicles and equipment; including licensing and emissions testing
- Provide a full range of internal programs and services in support of department operations and the implementation of Council goals
- Provide preventative maintenance and repair services to all City-owned and operated vehicles and equipment:
 - Provide maintenance as scheduled for approximately 450 units
 - Complete in-house repairs within 3 working days once work has been started, 90% of the time
 - Complete sublet repairs within 5 working days, 90% of the time
 - Complete all repair work with less than a 5% return rate
 - Procure all budgeted units during the year, and complete turnover and disposal annually
 - Complete emissions tests on approximately 250 units, as required by State law

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ADMINISTRATION
DEPARTMENT: FLEET MANAGEMENT

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
317,250	327,936	226,904	327,936	601-SALARIES	330,203	330,203
42,028	44,158	30,614	44,158	604-BENEFITS	44,392	44,392
MATERIALS AND SUPPLIES						
0	300	0	300	621-OFFICE SUPPLIES	300	300
917,289	911,359	620,340	911,359	622-OPERATING SUPPLIES	981,460	981,460
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
105,546	106,267	79,700	106,267	715-FACILITY ALLOCATION	121,000	121,515
46,861	42,739	32,054	42,739	720-COMPUTER ALLOCATION	48,169	48,556
903,431	1,848,402	567,973	1,848,402	730-OPERATING EXPENSES	1,037,411	1,157,821
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	1,254,542	1,024,982	1,254,542	803-VEHICLES	1,296,800	1,157,900
<u>2,332,405</u>	<u>4,535,703</u>	<u>2,582,567</u>	<u>4,535,703</u>	TOTALS	<u>3,859,735</u>	<u>3,842,147</u>

**CITY OF COMMERCE CITY
FUND SUMMARY**

INFORMATION TECHNOLOGY FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	1,899,723	2,269,865	1,569,865	1,569,865
REVENUES:				
User Charges	2,216,177	2,238,582	2,498,269	2,518,802
Investment Earnings	65,137	0	0	0
Miscellaneous	5,080	0	0	0
TRANSFERS IN:				
General Fund	24,650	0	0	0
Golf Course Fund	0			
Retained Earnings	0	3,115	22,560	0
Ordinances	0	0	0	0
TOTAL REVENUES	2,311,044	2,241,697	2,520,829	2,518,802
EXPENDITURES:				
Administration	1,862,362	1,320,140	1,367,001	1,366,549
Capital Outlay	10,700	921,557	1,153,828	1,152,253
Ordinances	0	0	0	0
TRANSFERS OUT:				
General Fund	67,840	700,000	0	0
CIPP Fund	0	0	0	0
TOTAL EXPENDITURES	1,940,902	2,941,697	2,520,829	2,518,802
TOTAL ENDING FUND BALANCE	2,269,865	1,569,865	1,569,865	1,569,865

The Information Technology Fund accounts for all of the activities of the administration, operation, and acquisition of new and replacement computers and equipment on a charge back cost allocation to user departments.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY
ANNUAL BUDGET

2013 Internal Service Fund - Information Technology

	<u>2013</u> <u>Budget</u>	<u>2014</u> <u>Plan</u>
Administration	\$ 284,357	\$ 284,289
Operations	\$ 1,881,286	\$ 1,879,395
Geographic Information Systems	\$ 355,186	\$ 355,118
Total	\$ 2,520,829	\$ 2,518,802

CITY OF COMMERCE CITY ANNUAL BUDGET

DEPARTMENT: Information Technology

DESCRIPTION

Provide leadership in the use of technology. Plan, develop, support and maintain the information services and technologies needed to successfully achieve the City's mission and reach the City's destination points.

Assist City departments in the planning and implementation of department specific applications while maintaining the organization's ability to integrate and share information. Plan and implement enterprise applications in order to increase operational efficiency and effectiveness. Utilize business process improvement methods in order to increase the efficiency and effectiveness of the organization and improve customer service. Provide for procurement, maintenance, replacement and training for both hardware and software through the effective utilization of the Information Technology Internal Service Fund.

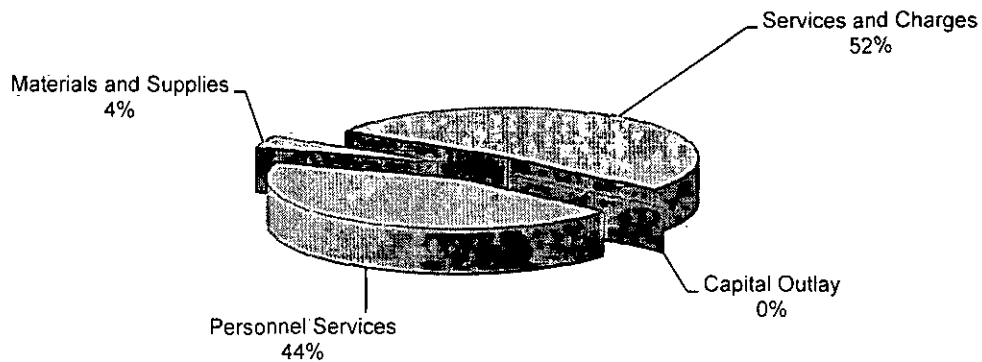
CITY OF COMMERCE CITY ANNUAL BUDGET

Department: Internal Service Fund - Information Technology

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 771,969	\$ 1,071,981	\$ 1,101,881	\$ 1,101,881
Materials and Supplies	\$ 79,871	\$ 99,680	\$ 97,815	\$ 97,815
Services and Charges	\$ 815,622	\$ 1,070,036	\$ 1,321,133	\$ 1,319,106
Capital Outlay	\$ -	\$ -	\$ -	\$ -
TOTAL:	\$ 1,667,462	\$ 2,241,697	\$ 2,520,829	\$ 2,518,802

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Allocation From Departments	\$ 1,667,462	\$ 1,541,697	\$ 2,520,829	\$ 2,518,802
Fund Balance	\$ -	\$ 700,000	\$ -	\$ -
TOTAL:	\$ 1,667,462	\$ 2,241,697	\$ 2,520,829	\$ 2,518,802

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	14.00	14.00	14.00	14.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Administration
DEPARTMENT: Information Technology

DESCRIPTION

Provide leadership in the use of technology. Plan, develop, support and maintain the information services and technologies needed to successfully achieve the City's mission and reach the City's destination points.

Assist City departments in the planning and implementation of department specific applications while maintaining the organization's ability to integrate and share information. Plan and implement enterprise applications in order to increase operational efficiency and effectiveness. Utilize business process improvement methods in order to increase the efficiency and effectiveness of the organization and improve customer service. Provide for procurement, maintenance, replacement and training for both hardware and software through the effective utilization of the Information Technology Internal Service Fund.

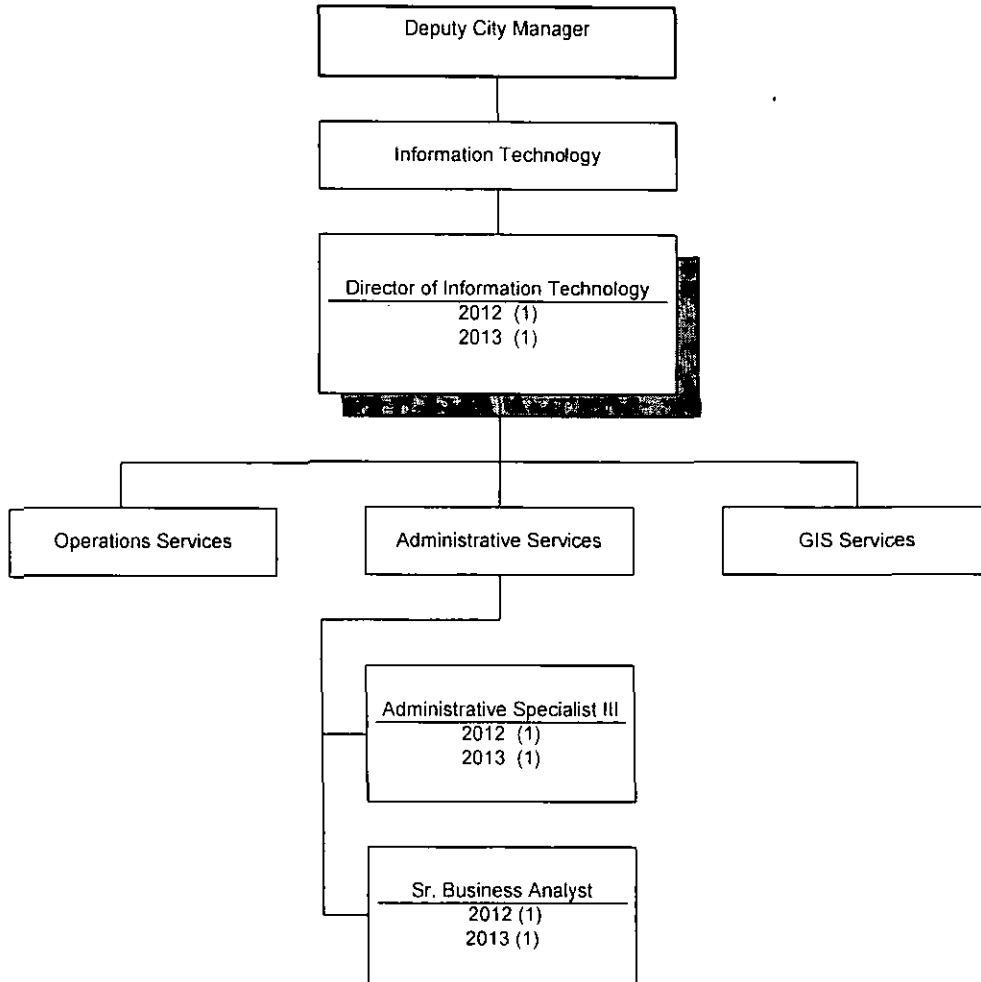
OBJECTIVES

- Continue the multi-year IT strategic plan implementation
- Maintain and enhance the Geographical Information System (GIS)
- Through the Business Process Management (BPM) program, assist City departments with planning and implementing processes, systems and applications utilizing an enterprise approach
- Conduct ongoing organizational IT planning to adapt to changes in technology and the organization's operating environment
- Maintain and enhance the organization's ability to share data
- Maintain and provide systems that enable the organization to communicate more effectively and efficiently
- Review existing, and develop and implement new IT policies, processes, procedures, security measures and standards
- Provide staff training relating to technologies, applications and standard desktop products
- Maintain and upgrade software applications and hardware systems to enhance the organization's ability to provide a high level of customer service
- Identify and develop systems and communication strategies that promote staff and organizational productivity and efficiency

CORE BUSINESS SERVICES

- User Support Services – hardware, software and telephone
- Hardware Services – desktop, system, network and telephone
- Software Services – software productivity tools, enterprise software and application software
- Networking Services – internal/external connectivity, printing, file storage and security
- Security Services – backup and recovery, telephone and disaster recovery
- Voice Services – dial tone, voice mail and telephone features
- Electronic Communications Services – Intranet, Internet and video conferencing
- GIS Services – base data, web site, map production, data analysis, map library and data sharing
- BPM Services – business process improvement (BPI), enterprise architecture (EA) and business process management (BPM)
- Technology Training – end-user, GIS, BPI and EA
- Strategic and Tactical Planning Services – strategic plan, work plans, staffing plan and budgeting
- Systems Implementation – systems development, project management, analysis and design, systems testing, deployment and training
- Technology Consultation and Technology R&D Services

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : ADMINISTRATION
DEPARTMENT : INFORMATION TECHNOLOGY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
167,568	232,464	178,169	232,464	601-SALARIES	236,197	236,197
21,329	31,694	24,529	31,694	604-BENEFITS	31,573	31,573
MATERIALS AND SUPPLIES						
1,652	2,100	1,160	2,100	621-OFFICE SUPPLIES	2,000	2,000
158	780	177	780	622-OPERATING SUPPLIES	715	715
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
4,180	6,337	4,753	6,337	715-FACILITY ALLOCATION	6,797	6,729
0	0	0	0	720-COMPUTER ALLOCATION	0	0
1,164	6,910	1,496	6,910	730-OPERATING EXPENSES	7,075	7,075
CAPITAL OUTLAY						
0	0	0	0	800-DEPARTMENT REQUESTS	0	0
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
0	0	0	0	803-CAPITAL PROJECTS	0	0
0	0	0	0	804-STRATEGIC PLAN PROJECT	0	0
<u>196,051</u>	<u>280,285</u>	<u>210,284</u>	<u>280,285</u>	TOTALS	<u>284,357</u>	<u>284,289</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Operations/Services
DEPARTMENT: Information Technology

DESCRIPTION

Provide leadership in the use of technology. Plan, develop, support and maintain the information services and technologies needed to successfully achieve the City's mission and reach the City's destination points.

Assist City departments in the planning and implementation of department specific applications while maintaining the organization's ability to integrate and share information. Plan and implement enterprise applications in order to increase operational efficiency and effectiveness. Provide for procurement, maintenance, replacement and training for both hardware and software through the effective utilization of the Information Technology Internal Service Fund.

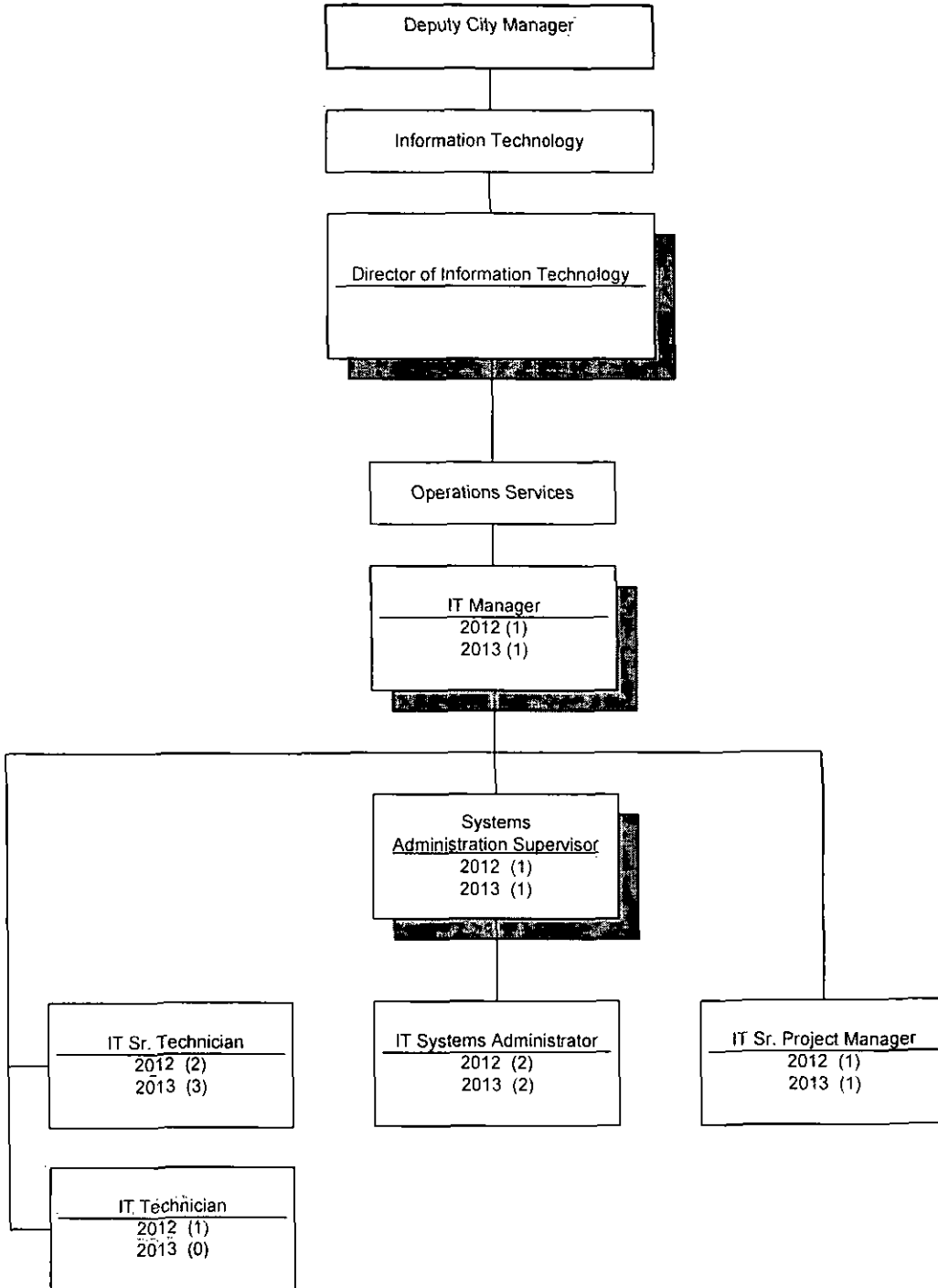
OBJECTIVES

- Continue the multi-year IT strategic plan implementation
- Conduct ongoing organizational IT planning to adapt to changes in technology and the organization's operating environment
- Maintain and enhance the organization's ability to share data
- Maintain and provide systems that enable the organization to communicate more effectively and efficiently
- Review existing, and develop and implement new IT policies, processes, procedures, security measures and standards
- Provide staff training relating to technologies, applications and standard desktop products
- Maintain and upgrade software applications and hardware systems to enhance the organization's ability to provide a high level of customer service
- Identify and develop systems and communication strategies that promote staff and organizational productivity and efficiency

CORE BUSINESS SERVICES

- User Support Services – hardware, software and telephone
- Hardware Services – desktop, system, network and telephone
- Software Services – software productivity tools, enterprise software and application software
- Networking Services – internal/external connectivity, printing, file storage and security
- Security Services – backup and recovery, telephone and disaster recovery
- Voice Services – dial tone, voice mail and telephone features
- Electronic Communications Services – Intranet, Internet and video conferencing
- Technology Training – end-user, audio visual, telephone and standard desktop applications
- Strategic and Tactical Planning Services – strategic plan, work plans, staffing plans and budgeting
- Systems Implementation – systems development, project management, analysis and design, systems testing, deployment and training
- Technology Consultation and Technology R&D Services

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: OPERATIONS
DEPARTMENT: INFORMATION TECHNOLOGY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
364,769	514,285	285,253	514,285	601-SALARIES	533,515	533,515
48,563	75,803	38,818	75,803	604-BENEFITS	72,607	72,607
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
70,526	91,800	45,648	91,800	622-OPERATING SUPPLIES	91,300	91,300
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
25,082	29,575	22,181	29,575	715-FACILITY ALLOCATION	31,716	31,400
0	0	0	0	720-COMPUTER ALLOCATION	0	0
73,953	64,320	87,268	64,320	730-OPERATING EXPENSES	80,320	80,320
CAPITAL OUTLAY						
181,850	342,377	298,024	342,377	806-NCAP - NEW POSITIONS	0	0
0	3,115	290	3,115	805-HARD/SOFT/NETWK ALLOCA	550,806	561,822
0	0	0	0	801-EQUIPMENT	22,560	0
258,814	282,794	149,659	282,794	802-IMPROVEMENTS	0	0
192,567	211,171	164,422	211,171	803-CAPITAL PROJECTS	283,558	289,229
				804-STRATEGIC PLAN PROJECT	214,904	219,202
<u>1,216,124</u>	<u>1,615,240</u>	<u>1,091,563</u>	<u>1,615,240</u>	TOTALS	<u>1,881,286</u>	<u>1,879,395</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Geographic Information Services
DEPARTMENT: Information Technology

DESCRIPTION

Provide leadership in the use of technology. Plan, develop, support and maintain the information services and technologies needed to successfully achieve the City's mission and reach the City's destination points.

Assist City departments in the planning and implementation of department specific applications while maintaining the organization's ability to integrate and share information. Effectively utilize GIS technologies to increase the organization's decision making abilities. Plan and implement enterprise applications in order to increase operational efficiency and effectiveness.

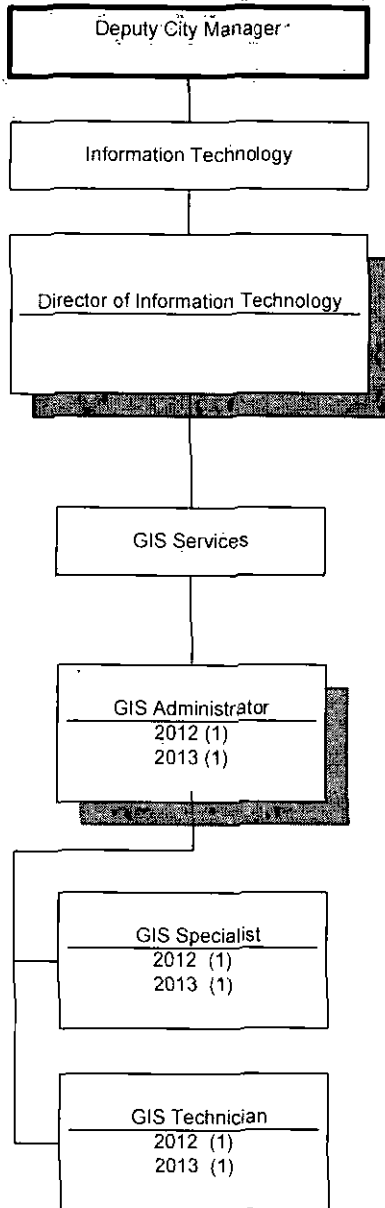
OBJECTIVES

- Continue the multi-year IT strategic plan implementation
- Maintain and enhance the Geographical Information System (GIS)
- Conduct ongoing organizational IT planning to adapt to changes in technology and the organization's operating environment
- Maintain and enhance the organization's ability to share data
- Maintain and provide systems that enable the organization to communicate more effectively and efficiently
- Review existing, and develop and implement new IT policies, processes, procedures, security measures and standards
- Provide staff training relating to GIS technologies, applications and standard desktop products
- Identify and develop systems and communication strategies that promote staff and organizational productivity and efficiency

CORE BUSINESS SERVICES

- User Support Services – hardware and software
- Software Services – software productivity tools, enterprise software and application software
- Electronic Communications Services – Intranet and Internet
- GIS Services – base data, web site, map production, data analysis, map library and data sharing
- Technology Training – end-user and GIS specific
- Strategic and Tactical Planning Services – strategic plan, work plans, staffing plan and budgeting
- Systems Implementation – systems development, project management, analysis and design, systems testing, deployment and training
- Technology Consultation and Technology R&D Services

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : GEOGRAPHIC INFORMATION SYSTEMS
DEPARTMENT : INFORMATION TECHNOLOGY

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
150,931	192,294	140,193	192,294	601-SALARIES	201,370	201,370
18,809	25,441	18,523	25,441	604-BENEFITS	26,619	26,619
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
7,535	5,000	3,140	5,000	622-OPERATING SUPPLIES	3,800	3,800
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
4,180	6,337	4,753	6,337	715-FACILITY ALLOCATION	6,797	6,729
0	0	0	0	720-COMPUTER ALLOCATION	0	0
20,943	35,000	14,454	35,000	730-OPERATING EXPENSES	34,600	34,600
CAPITAL OUTLAY						
0	0	0	0	806-NCAP - NEW POSITIONS	0	0
52,890	82,100	52,164	82,100	805-HARD/SOFT/NETWK ALLOCA	82,000	82,000
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
0	0	0	0	803-CAPITAL PROJECTS	0	0
0	0	0	0	804-STRATEGIC PLAN PROJECT	0	0
<u>255,288</u>	<u>346,172</u>	<u>233,227</u>	<u>346,172</u>	TOTALS	<u>355,186</u>	<u>355,118</u>

**CITY OF COMMERCE CITY
FUND SUMMARY**

GOLF ENTERPRISE FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING CASH BALANCE	0	0	0	0
REVENUES:				
Operations	2,177,230	2,391,534	2,501,130	2,501,415
TRANSFERS IN:				
General Fund	36,004	0	0	0
Conservation Trust Fund	0	0	0	0
Ordinances	0	3,216	0	0
TOTAL REVENUES	2,213,234	2,394,750	2,501,130	2,501,415
EXPENDITURES:				
Operating Expenses	2,349,737	2,391,534	2,501,130	2,501,415
Debt Service	0	0	0	0
Ordinances	0	3,216	0	0
TRANSFERS OUT:				
Information Technology Fund	0	0	0	0
Fund Balance	0	0	0	0
TOTAL EXPENDITURES	2,349,737	2,394,750	2,501,130	2,501,415
TOTAL ENDING CASH BALANCE	0	0	0	0

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE CITY
ANNUAL BUDGET**

2013 Enterprise Fund - Golf Course

	<u>2013 Budget</u>	<u>2014 Plan</u>
Maintenance	\$ 836,431	\$ 836,461
Operations	\$ 591,311	\$ 591,447
Restaurant	\$ 886,604	\$ 886,723
Facility Services	\$ 114,400	\$ 114,400
Equipment & Improvements	\$ 72,384	\$ 72,384
Debt Service	\$ -	\$ -
Total	\$ 2,501,130	\$ 2,501,415

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

DEPARTMENT: Golf Enterprise Fund

DESCRIPTION

The Golf Enterprise Fund is comprised of three primary functions: golf maintenance, golf operations, and restaurant. The core business services portion of this document further identifies the primary activities of the Enterprise Fund.

Buffalo Run Golf Course is supported by the Parks & Recreation Department and rounds out a variety of recreation opportunities available to residents as an enterprise fund.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

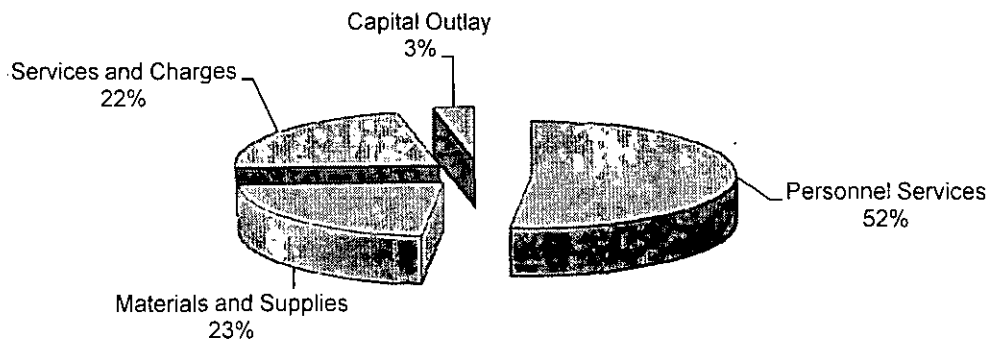
Department:

Enterprise Fund - Golf Course

Department Expenditure Summary

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Personnel Services	\$ 1,240,098	\$ 1,197,705	\$ 1,293,569	\$ 1,293,481
Materials and Supplies	\$ 641,817	\$ 527,631	\$ 565,791	\$ 565,791
Services and Charges	\$ 562,212	\$ 579,338	\$ 559,910	\$ 560,283
Capital Outlay	\$ -	\$ 86,860	\$ 81,860	\$ 81,860
TOTAL:	\$ 2,444,127	\$ 2,391,534	\$ 2,501,130	\$ 2,501,415

2013 Budget Department Expenditures



Department Fund Resources

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
Golf Course Fund Revenues	\$ 2,444,127	\$ 2,391,534	\$ 2,501,130	\$ 2,501,415
TOTAL:	\$ 2,444,127	\$ 2,391,534	\$ 2,501,130	\$ 2,501,415

Total FTE

	2011 <u>Actual</u>	2012 <u>Adopted</u>	2013 <u>Budget</u>	2014 <u>Plan</u>
	9.00	9.00	9.00	9.00

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM:	Maintenance
DEPARTMENT:	Golf Enterprise Fund

DESCRIPTION

The Golf Course Maintenance Division performs all course maintenance for Buffalo Run, the City's championship 18-hole golf course.

The Maintenance Division has, since 1996, made small, but important, improvements to cart paths and course drainage to improve and expedite play.

All golf course maintenance equipment and golf carts are maintained in the maintenance shop.

Course maintenance consists of all routine and non-routine mowing, trimming, and specific maintenance practices for all turf areas, irrigation system maintenance, and maintenance of buildings, pavilion and parking areas.

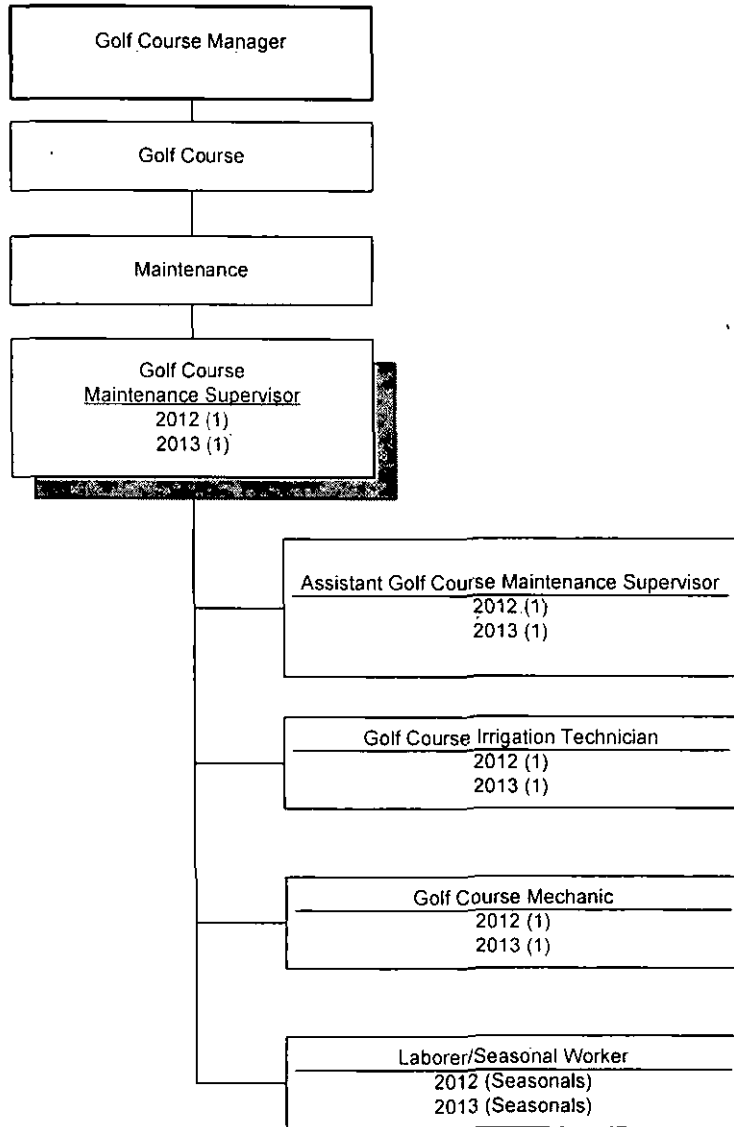
OBJECTIVES

- Maintain the highest standard of maintenance practices for general turf, tees, greens, fairways, landscaped areas, parking lot, buildings, and bronze sculpture
- Maintain an awareness and priority program to implement long and short-term goals for course improvements for irrigation, playing conditions, and general aesthetics

CORE BUSINESS SERVICES

- Management of golf maintenance
- Enhance the golf experience by optimal maintenance of the golf course and its support functions
- Maximize the efficient use of maintenance dollars
- Provide for safety in the golf experience

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: MAINTENANCE
DEPARTMENT: GOLF COURSE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
425,109	416,929	350,846	416,929	601-SALARIES	409,873	409,873
114,507	95,951	91,718	95,951	604-BENEFITS	109,916	109,830
MATERIALS AND SUPPLIES						
646	800	411	800	621-OFFICE SUPPLIES	700	700
181,760	179,050	162,876	179,050	622-OPERATING SUPPLIES	171,050	171,050
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
12,307	11,649	8,737	11,649	720-COMPUTER ALLOCATION	14,022	14,138
130,941	124,442	112,194	124,442	730-OPERATING EXPENSES	130,870	130,870
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>865,270</u>	<u>828,821</u>	<u>726,782</u>	<u>828,821</u>	TOTALS	<u>836,431</u>	<u>836,461</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Operations
DEPARTMENT: Golf Enterprise Fund

DESCRIPTION

Since opening on August 9, 1996, Buffalo Run Golf Course has added a new dimension in the availability and variety of recreational opportunities through the City's Parks and Recreation Department.

Buffalo Run Golf Course offers a number of programs designed to promote active living and healthy lifestyles through the sport of golf. A Men's Club of approximately 80 members participates in competitive golf events throughout the season. A Junior Academy has been established to introduce children to the sport of golf and help players develop their skills. Buffalo Run Golf Course is also the home site to four high school golf teams. Adams City High School and Prairie View High School each have a boys and girls team that use Buffalo Run as a practice facility and site for competition. PGA staff members assist with learning the sport of golf through lessons and clinics for players of all abilities.

AWARDS & HONORS

- Best Golf Course in the Denver Metro Area, 2004, Denver's Mile-High Magazine 5280 Top of the Town
- Rated by Golf Digest as Top public golf courses near America's busiest Airports; Rated Best Value, 2005
- Rated by Golf Digest as the US & Canada's 6th Best New Affordable Golf Course for 1997
- Voted in Colorado as the 5th Best Public Course, 1997
- Voted in Colorado as the 7th Best Public Course, 1998
- Top honors for Clubhouse Design, Critenden Magazine, 1997
- Fodor's "Golf Digest Places to Play" 1998-2004
- "Golf for Women" Fifth Annual Top 100 for 2000 – Top 100 Course for Women
- Best Public Golf Course for Colorado, The Denver Post 2001, Ranked #3
- Rocky Mountain News 2002 "Best Back Porch"
- Travel Leisure, Top 100 Courses under \$100 in America
- 2003 & 2004 Colorado Avid Golfer Magazine – Readers Choice Awards:
 - 2nd Best Golf Course (under \$50)
 - 2nd Best on Course Beverage Servers
 - 4th Best Front Range Golf Course
 - 4th Best Value Golf Course
 - 4th Most Underrated Golf Course
 - 4th Best 19th Hole (restaurant)
 - 3rd Best Pace of Play
 - 3rd Best Finishing Hole
 - 5th Best Pro Shop
 - 3rd Best Golf Course Food
- Host Site:
 - 1997, 98, 99 & 2000 Colorado Open – Qualifying Rounds
 - 1997 & 2000 Colorado Golf Association Men's State Amateur Championship
 - 1997, 98, 99, 2000 & 2001 Colorado Section PGA Pro-Pro-Pro
 - 1998 & 2008 Colorado Women's Stroke Play Championship
 - 1999 Colorado Section PGA Championship
 - 1999 & 2000 Gatorade World Junior Golf Cup
 - 2000 Colorado Senior Open – Qualifying Rounds
 - 2000, 01, 02, 03 & 2004 United States Open Championship – Local Qualifying
 - 2004, 2005 & 2006 Denver Open Golf Championship
 - 2007 & 2008 Colorado Section PGA Assistant's Championship

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Operations
DEPARTMENT: Golf Enterprise Fund

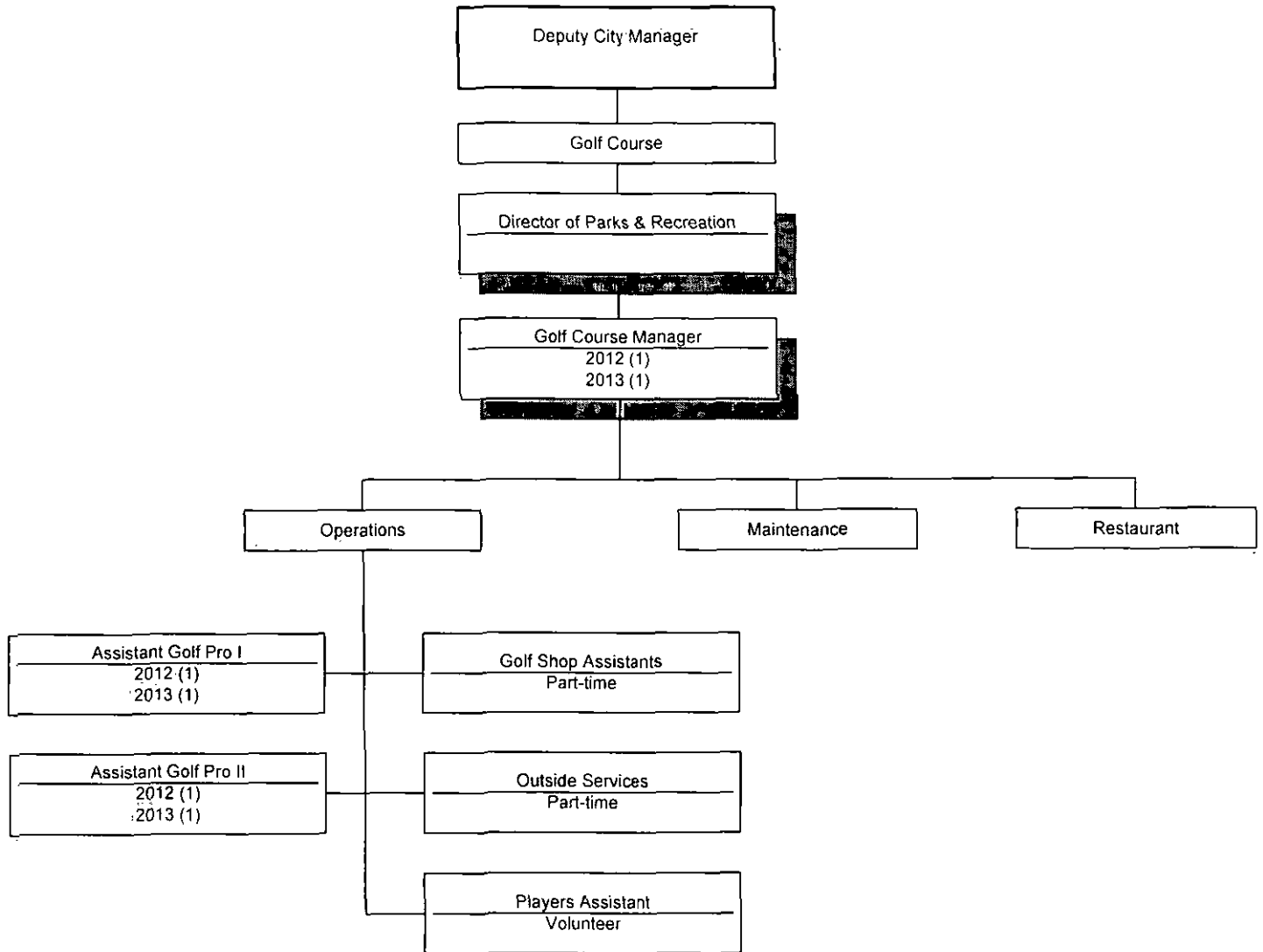
OBJECTIVES

- Provide and maintain the high standard for customer relations and to serve the golfing public in the areas of administration, concessions, merchandising, driving range, cart rentals and general operations
- Promote the life long sport of golf
- Positive impact on economic development
- Promote healthy lifestyles/active living
- Create identity and positive image for Commerce City
- Environmental benefits: open/green space, wildlife habitat, beneficial use of flood plains as amenity
- Opportunity for community gathering place

CORE BUSINESS SERVICES

- Management of golf operations
- Manage golf course business
- Educate about golf
- Train golfers how to improve their golf experience
- Mentor junior golf
- Set up and manage golf tournaments
- Provide quality golf equipment through operation of the golf shop
- Provide golf rules authority
- Provide golf outing opportunities
- Market the golf course
- Provide golf handicapping service

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : OPERATIONS
DEPARTMENT : GOLF COURSE

2012 FISCAL YEAR						
ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
264,714	269,742	215,741	269,742	601-SALARIES	268,639	268,639
48,662	57,939	44,536	57,939	604-BENEFITS	57,857	57,855
MATERIALS AND SUPPLIES						
2,458	1,500	735	1,500	621-OFFICE SUPPLIES	1,500	1,500
155,981	90,500	77,234	90,500	622-OPERATING SUPPLIES	90,000	90,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
15,710	14,877	11,158	14,877	720-COMPUTER ALLOCATION	16,693	16,831
85,662	108,824	52,404	108,824	730-OPERATING EXPENSES	96,262	96,262
CAPITAL OUTLAY						
0	60,360	60,348	60,360	801-EQUIPMENT	60,360	60,360
0	0	0	0	802-IMPROVEMENTS	0	0
573,187	603,742	462,156	603,742	TOTALS	591,311	591,447

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: Restaurant
DEPARTMENT: Golf Enterprise Fund

DESCRIPTION

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

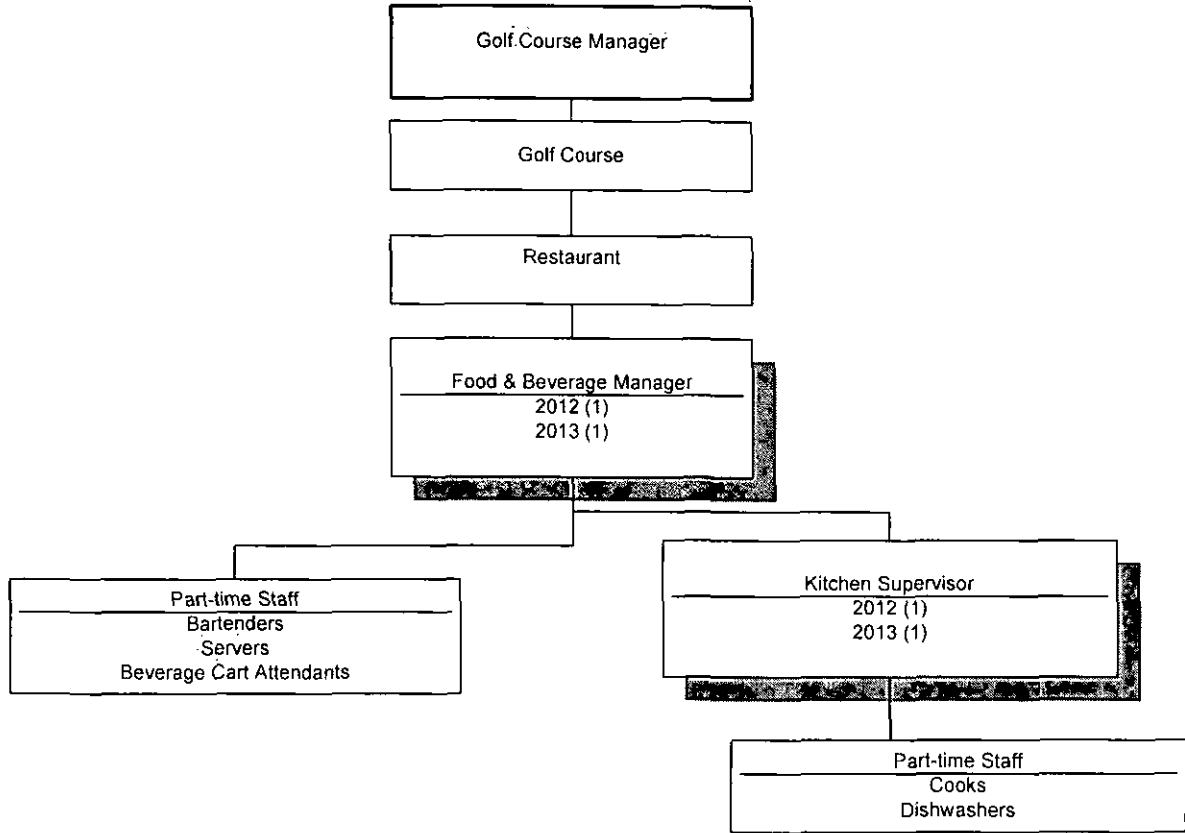
OBJECTIVES

- Provide and maintain an exceptional level of customer service at all times
- Offering an enjoyable dining experience for customers
- Offering a meeting place for organizations
- Providing food and beverages for golfers of Buffalo Run Golf Course
- Offering banquet services for special events

CORE BUSINESS SERVICES

- Manage food and beverage operations
- Provide quality services and products for daily customers, tournaments, and banquets
- Market the Bison Grill as a full service restaurant
- Provide meeting space for community groups

CITY OF COMMERCE CITY ORGANIZATIONAL CHART



**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM: RESTAURANT
DEPARTMENT: GOLF COURSE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
338,951	318,820	272,764	318,820	601-SALARIES	385,611	385,611
48,156	38,324	34,297	38,324	604-BENEFITS	61,673	61,673
MATERIALS AND SUPPLIES						
354	500	661	500	621-OFFICE SUPPLIES	500	500
287,626	252,781	255,337	252,781	622-OPERATING SUPPLIES	300,041	300,041
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
11,585	22,779	17,085	22,779	720-COMPUTER ALLOCATION	14,417	14,536
119,458	131,174	78,672	131,174	730-OPERATING EXPENSES	122,862	122,862
CAPITAL OUTLAY						
0	6,500	0	6,500	801-EQUIPMENT	1,500	1,500
0	0	0	0	802-IMPROVEMENTS	0	0
<u>806,130</u>	<u>770,878</u>	<u>658,816</u>	<u>770,878</u>	TOTALS	<u>886,604</u>	<u>886,723</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : FACILITY SERVICES
DEPARTMENT : GOLF COURSE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
12,991	2,500	687	2,500	622-OPERATING SUPPLIES	2,000	2,000
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
92,158	92,550	49,419	92,550	730-OPERATING EXPENSES	92,400	92,400
CAPITAL OUTLAY						
0	20,000	43,220	20,000	801-EQUIPMENT	20,000	20,000
0	0	0	0	802-IMPROVEMENTS	0	0
<u>105,149</u>	<u>115,050</u>	<u>93,326</u>	<u>115,050</u>	TOTALS	<u>114,400</u>	<u>114,400</u>

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

PROGRAM : EQUIPMENT AND IMPROVEMENTS
DEPARTMENT : GOLF COURSE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
0	0	0	0	730-OPERATING EXPENSES	0	0
94,391	73,043	36,355	73,043	741-DEPRECIATION	72,384	72,384
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<hr/> 94,391	<hr/> 73,043	<hr/> 36,355	<hr/> 73,043	TOTALS	<hr/> 72,384	<hr/> 72,384

CITY OF COMMERCE CITY ANNUAL BUDGET

PROGRAM: DEBT-SERVICE
DEPARTMENT: GOLF COURSE

2012 FISCAL YEAR

ACTUAL 2011	ADOPTED 2012	TO 09/30	EST TOTAL	ACCOUNT DESCRIPTION	2013 BUDGET	2014 PLAN
PERSONAL SERVICES						
0	0	0	0	601-SALARIES	0	0
0	0	0	0	604-BENEFITS	0	0
MATERIALS AND SUPPLIES						
0	0	0	0	621-OFFICE SUPPLIES	0	0
0	0	0	0	622-OPERATING SUPPLIES	0	0
SERVICES AND CHARGES						
0	0	0	0	710-VEHICLE ALLOCATION	0	0
0	0	0	0	715-FACILITY ALLOCATION	0	0
0	0	0	0	720-COMPUTER ALLOCATION	0	0
0	0	0	0	730-OPERATING EXPENSES	0	0
CAPITAL OUTLAY						
0	0	0	0	801-EQUIPMENT	0	0
0	0	0	0	802-IMPROVEMENTS	0	0
<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	TOTALS	<u>0</u>	<u>0</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

GOLF ENTERPRISE FUND SCHEDULE FOR DEBT SERVICE OF SPECIAL REVENUE NOTE DATED NOVEMBER 1, 2009.

Year	Principal	Coupon	Interest	Debt Service	Annual Debt Service
09/01/2000					
12/01/2000			84,000	84,000	84,000
06/01/2001			168,000	168,000	
12/01/2001	150,000	4.000%	168,000	318,000	486,000
06/01/2002			165,000	165,000	
12/01/2002	155,000	4.000%	165,000	320,000	485,000
06/01/2003			161,900	161,900	
12/01/2003	160,000	4.000%	161,900	321,900	483,800
06/01/2004			158,700	158,700	
12/01/2004	170,000	4.000%	158,700	328,700	487,400
06/01/2005			155,300	155,300	
12/01/2005	175,000	4.000%	155,300	330,300	485,600
06/01/2006			151,800	151,800	
12/01/2006	185,000	4.000%	151,800	336,800	488,600
06/01/2007			148,100	148,100	
12/01/2007	0	4.000%	148,100	148,100	296,200
06/01/2008			148,100	148,100	
12/01/2008	0	4.000%	148,100	148,100	296,200
06/01/2009			148,100	148,100	
10/01/2009	0	4.000%	98,732	98,732	246,832
06/01/2010			0	0	
12/01/2010	0	0.000%	0	0	0
06/01/2011			0	0	
12/01/2011	0	0.000%	0	0	0
06/01/2012			0	0	
12/01/2012	0	0.000%	0	0	0
06/01/2013			0	0	
12/01/2013	0	0.000%	0	0	0
06/01/2014			0	0	
12/01/2014	0	0.000%	0	0	0
06/01/2015			0	0	
12/01/2015	25,000	0.000%	0	25,000	25,000
06/01/2016			0	0	
12/01/2016	25,000	0.000%	0	25,000	25,000
06/01/2017			0	0	
12/01/2017	25,000	0.000%	0	25,000	25,000
06/01/2018			0	0	
12/01/2018	25,000	0.000%	0	25,000	25,000
06/01/2019			0	0	
12/01/2019	25,000	0.000%	0	25,000	25,000
06/01/2020			0	0	
12/01/2020	50,000	0.000%	0	50,000	50,000
06/01/2021			0	0	
12/01/2021	50,000	0.000%	0	50,000	50,000
06/01/2022			0	0	
12/01/2022	50,000	0.000%	0	50,000	50,000
06/01/2023			0	0	
12/01/2023	50,000	0.000%	0	50,000	50,000
06/01/2024			0	0	
12/01/2024	50,000	0.000%	0	50,000	50,000
06/01/2025			0	0	
12/01/2025	75,000	0.000%	0	75,000	75,000
06/01/2026			0	0	
12/01/2026	75,000	0.000%	0	75,000	75,000
06/01/2027			0	0	
12/01/2027	75,000	0.000%	0	75,000	75,000
06/01/2028			0	0	
12/01/2028	75,000	0.000%	0	75,000	75,000
06/01/2029			0	0	
12/01/2029	75,000	0.000%	0	75,000	75,000
06/01/2030			0	0	
12/01/2030	100,000	0.000%	0	100,000	100,000
2031 until PAID	6,555,000	0.000%	0	6,555,000	6,555,000
	8,400,000		2,844,632	11,244,632	11,244,632

**CITY OF COMMERCE CITY
FUND SUMMARY**

SOLID WASTE MANAGEMENT FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	416,649	1,010,874	1,010,874	1,010,874
REVENUES:				
Solid Waste Fee	696,373	625,000	650,000	650,000
Investment Earnings	22,852	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	719,225	625,000	650,000	650,000
EXPENDITURES:				
TRANSFERS OUT:				
CIPP Fund	125,000	0	0	650,000
Fund Balance	0	625,000	650,000	0
TOTAL EXPENDITURES	125,000	625,000	650,000	650,000
TOTAL ENDING FUND BALANCE	1,010,874	1,010,874	1,010,874	1,010,874

As part of the BFI PUD Zone Document approval, two service charges were established to mitigate various impacts created by the landfill operation.

Landfill Operations' Charge (Tipping Fee) - BFI agreed to pay the City 5% of disposal revenues from the landfill operation. These funds are to be used for financing solid waste management projects and services within the City. Specifically, they can be used for a wide range of projects to mitigate impacts of the landfill operation including roadway infrastructure, beautification, traffic control, facilities construction and other projects. These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

The City must report to BFI on the use of the revenues each year and submit a plan for the use of the service charge for the current fiscal year.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE CITY
FUND SUMMARY**

EMPLOYEE COMPUTER FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	0	0	0	0
REVENUES:				
TRANSFERS IN:				
TOTAL REVENUES	0	0	0	0
EXPENDITURES:				
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ENDING FUND BALANCE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

Employees have utilized this program since its inception in 2003. Through September 2012 fourteen employees have participated in the Personal Computer Employee Purchase Program and received loans for a total of \$18,162.46. Employees receive interest free loans and reimburse the City over two years through payroll deduction. In 2011 this fund has closed and combined with the General Fund.

**CITY OF COMMERCE CITY
FUND SUMMARY**

POLICE DONATION FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	37,507	36,690	36,690	36,690
REVENUES:				
Donations	6,215	7,500	8,000	8,000
TRANSFERS IN:				
TOTAL REVENUES	6,215	7,500	8,000	8,000
EXPENDITURES:				
Eligible Projects	7,032	7,500	8,000	8,000
TRANSFERS OUT:				
TOTAL EXPENDITURES	7,032	7,500	8,000	8,000
TOTAL ENDING FUND BALANCE	36,690	36,690	36,690	36,690

CITY OF COMMERCE CITY FUND SUMMARY

GRANTS FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	0	0	0	0
REVENUES:				
BJA/OJP Bulletproof Vests Grant	8,038	5,451	0	0
CDBG Derby Grant	2,465	0	0	0
Derby Community Center Imp	50,679	0		
Federal JAG 2009	10,988	7,472		
Miscellaneous State Grants	498	0	0	0
Federal CPOS-Technology Program	78,487	31,513	0	0
Click It Or Ticket Grant	5,906	30,000	0	0
DOJ Cops Grant	256,233	361,896	0	0
Federal JAG Grant 2011	18,122	1,114	0	0
Immigrant Integration Grant	137,550	9,558	0	0
Federal Energy Efficiency Grant	42,000	0	0	0
Federal BJA/JAG 2010	26,168	0	0	0
Suncor Grant	5,465	2,803	0	0
Tony Grampas Youth Services Grant	9,041	0	0	0
VALE Victim Advocate Grant	36,606	24,404	0	0
BJA -JAG/ARRA	3,001	0	0	0
CDOT Grant	18,509	0	0	0
Federal JAG-Youth Crime Prevention	67,551	55,763	0	0
NRPA Fishing Program	4,000	0	0	0
Boys and Girls Club Grant	0	166,600	0	0
MH Greyhound Feasibility Study	0	70,000		
State CATPA Grant	13,954	20,100	0	0
Federal EMPG Grant	40,000	0	0	0
TOTAL REVENUES	835,261	786,674	0	0
EXPENDITURES:				
BJA/OJP Bulletproof Vests Grant	8,038	5,451	0	0
CDBG Derby Grant	2,465	0	0	0
Derby Community Center Imp	50,679	0		
Federal JAG 2009	10,988	7,472		
Miscellaneous State Grants	498	0	0	0
Federal CPOS-Technology Program	78,487	31,513	0	0
Click It Or Ticket Grant	5,906	30,000	0	0
DOJ Cops Grant	256,233	361,896	0	0
Federal JAG Grant	18,122	1,114	0	0
Immigrant Integration Grant	137,550	9,558	0	0
Federal Energy Efficiency Grant	42,000	0	0	0
Federal BJA/JAG 2010	26,168	0	0	0
Suncor Grant	5,465	2,803	0	0
Tony Grampas Youth Services Grant	9,041	0	0	0
VALE Victim Advocate Grant	36,606	24,404	0	0
BJA -JAG/ARRA	3,001	0	0	0
CDOT Grant	18,509	0	0	0
Federal JAG-Youth Crime Prevention	67,551	55,763	0	0
NRPA Fishing Program	4,000	0	0	0
Boys and Girls Club Grant	0	166,600	0	0
MH Greyhound Feasibility Study	0	70,000		
State CATPA Grant	13,954	20,100	0	0
Federal EMPG Grant	40,000	0	0	0
TOTAL EXPENDITURES	835,261	786,674	0	0
TOTAL ENDING FUND BALANCE	0	0	0	0

Grants are included in the budget when funding has been requested from the grantor agency, has been approved by the grantor and passed by City Council.

**CITY OF COMMERCE CITY
FUND SUMMARY**

SPECIAL IMPROVEMENT DISTRICTS

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	78,618	24,054	24,054	24,054
REVENUES:				
Assessments	19,576	0	0	0
Investment Earnings	648	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	20,224	0	0	0
EXPENDITURES:				
Administrative Fees	87	0	0	0
TRANSFERS OUT:				
CIPP Fund	0	0	0	0
General Fund	74,701	0	0	0
	0			
TOTAL EXPENDITURES	74,788	0	0	0
 TOTAL ENDING FUND BALANCE	 24,054	 24,054	 24,054	 24,054

One June 1, 1992, the City authorized the issue of \$2,270,000 of special assessment bonds for the purpose of financing the street paving and providing for the storm drainage improvements within a defined area of the City limits.

The City Council has determined that the project will result in a general benefit to the City at large and therefore, will provide 50% of the costs (approximately \$1,135,000). The funding source for the City contribution is the Sales and Use Tax Fund revenues.

All Bonds were called as of December 1, 2001.

In 2009, all Special Improvement District Funds were combined into one Special Improvement Districts Fund.

**CITY OF COMMERCE CITY
FUND SUMMARY**

URBAN RENEWAL AUTHORITY FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	1,067,834	892,822	892,822	892,822
REVENUES:				
Earnings on Investments	65,218	30,000	30,000	35,000
Developer Reimbursements	160,443	310,000	310,000	310,000
Property Taxes	297,098	0	0	0
TRANSFERS IN:				
General Fund	0	0	0	0
TOTAL REVENUES	522,759	340,000	340,000	345,000
EXPENDITURES:				
Outside Services	256,017	0	0	0
Project Expense	144,656	30,000	30,000	35,000
TRANSFERS OUT:				
Sales Tax Bond Issues Fund	297,098	310,000	310,000	310,000
Ordinance		0		
TOTAL EXPENDITURES	697,771	340,000	340,000	345,000
TOTAL ENDING FUND BALANCE	892,822	892,822	892,822	892,822

**CITY OF COMMERCE CITY
FUND SUMMARY**

CHEMICAL ROUNDUP FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	200,372	224,586	224,586	224,586
REVENUES:				
Service Charge Fee	25,000	25,000	25,000	25,000
Investment Earnings	7,354	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	32,354	25,000	25,000	25,000
EXPENDITURES:				
TRANSFERS OUT:				
Project Expense	8,140	25,000	25,000	25,000
TOTAL EXPENDITURES	8,140	25,000	25,000	25,000
TOTAL ENDING FUND BALANCE	224,586	224,586	224,586	224,586

Household Hazardous Waste Charge - BFI agreed to pay a minimum of \$25,000 per year to the City. The amount is to be adjusted annually in direct proportion to population increases within the City. Population increases shall be measured from a baseline population as reported in the U.S. Census in the year 2010. The funds are to be used for the management of household hazardous waste in the City. The money is used for the Household Chemical Clean-up Program and other related projects administered by Tri-County Health.

**CITY OF COMMERCE CITY
FUND SUMMARY**

CONSERVATION TRUST FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	211,622	229,548	229,548	229,548
REVENUES:				
State of Colorado	378,227	340,000	355,000	365,000
Investment Earnings	5,659	10,500	7,500	7,500
TRANSFERS IN:				
Fund Balance	0	151,270	62,500	0
TOTAL REVENUES	383,886	501,770	425,000	372,500
EXPENDITURES:				
TRANSFERS OUT:				
CIPP Fund	365,960	501,770	425,000	372,500
Park Impact Fee Fund (Loan)	0	0	0	0
General Fund (Parks & Recreation)	0	0	0	0
Golf Enterprise Fund	0	0	0	0
TOTAL EXPENDITURES	365,960	501,770	425,000	372,500
TOTAL ENDING FUND BALANCE	229,548	229,548	229,548	229,548

The Conservation Trust Fund accounts for revenues received from the Colorado State Lottery Fund designated for the development and improvement of parks, recreation, and open-space development. All appropriated Lottery money is transferred to the CIPP Fund.

**CITY OF COMMERCE CITY
FUND SUMMARY**

ELECTED OFFICIALS RETIREMENT FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	240,529	248,644	248,644	248,644
REVENUES:				
Investment Earnings	8,143	0	0	0
TRANSFERS IN:				
General Fund	32,316	34,400	36,960	37,440
TOTAL REVENUES	40,459	34,400	36,960	37,440
EXPENDITURES:				
Retirement Payments	32,344	34,400	36,960	37,440
TRANSFERS OUT:				
TOTAL EXPENDITURES	32,344	34,400	36,960	37,440
TOTAL ENDING FUND BALANCE	248,644	248,644	248,644	248,644

This fund has been established in compliance with City Ordinance #764 adopted on March 17, 1986.

**CITY OF COMMERCE CITY
FUND SUMMARY**

EMPLOYEE ASSISTED HOUSING FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	0	0	0	0
REVENUES:				
Interest and Penalties	0	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	0	0	0	0
EXPENDITURES:				
Employee Loans	0	0	0	0
Employee Loans Forgiven	0	0	0	0
TOTAL EXPENDITURES	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ENDING FUND BALANCE	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

Employees have utilized this program since its inception in 2001. The loans are forgiven over a six to ten year period based on length of employment. In 2011 this fund was closed and combined with the General Fund.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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**CITY OF COMMERCE CITY
FUND SUMMARY**

BUFFALO RUN TRIBUTARY DRAINAGE BASIN FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	195,853	207,228	207,228	207,228
REVENUES:				
Impact Fees	5,488	20,000	10,000	10,000
Interest Earnings	6,562	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	12,050	20,000	10,000	10,000
EXPENDITURES:				
Project Expense	675	20,000	10,000	10,000
TRANSFERS OUT:				
TOTAL EXPENDITURES	675	20,000	10,000	10,000
ENDING FUND BALANCE				
Restricted Impact - Buffalo Run Tributary Drainage	207,228	207,228	207,228	207,228
TOTAL ENDING FUND BALANCE	207,228	207,228	207,228	207,228

The Buffalo Run Tributary Drainage Basin Fee is \$2,132/acre for new homes built in the drainage basin. This was approved by an ordinance in 2005. These funds may be used only for drainage improvements within the drainage basin.

**CITY OF COMMERCE CITY
FUND SUMMARY**

CIPP FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	10,033,135	8,285,618	8,285,618	8,285,618
REVENUES:				
Adams County Open Space Tax	275,390	240,000	260,000	265,000
Cable Subscribers Fee (PEG)	33,178	33,000	33,000	33,000
Transportation Tax	1,367,154	600,000	650,000	670,000
Miscellaneous	2,175	0	0	0
TRANSFERS IN:				
General Fund	4,025,808	5,696,500	666,405	0
Conservation Trust Fund	365,960	501,770	425,000	372,500
Impact Fee Fund	364,366	20,000	0	0
Special Improvement District Funds	0	0	0	0
Solid Waste Mgmt Fund	125,000	0	0	650,000
Information Technology Fund	0	0	0	0
Parks and Recreation Capital Projects Fund	0	0	0	0
Future Growth Fund	13,000	0	0	0
Fund Balance	0	30,500	0	0
Fund Balance - Closed Projects	0	0	0	0
Ordinances	0	10,208,902	0	0
TOTAL REVENUES	6,572,031	17,330,672	2,034,405	1,990,500
EXPENDITURES:				
Appropriated Projects	8,319,548	6,995,897	1,762,566	1,990,500
TRANSFERS OUT:				
Fund Balance (Transportation Tax)	0	92,873	228,839	0
Fund Balance (Channel 8 PEG)	0	33,000	33,000	0
Fund Balance (ADCO Open Space)	0	0	10,000	0
Ordinances	0	10,208,902	0	0
TOTAL EXPENDITURES	8,319,548	17,330,672	2,034,405	1,990,500
ENDING FUND BALANCE				
Designated Carry-Over	6,213,404	6,213,404	6,213,404	6,213,404
Undesignated	1,858,400	1,858,400	1,858,400	1,858,400
Reserve-Emergency Reserve Fund	213,814	213,814	213,814	213,814
TOTAL ENDING FUND BALANCE	8,285,618	8,285,618	8,285,618	8,285,618

When a project is complete, the remaining amount reverts to the undesignated fund balance of the Capital Expenditures Fund at year end. Once the Capital Project is appropriated, any remaining funds will carry over into the next fiscal year. City Charter provides that Capital Projects do not require an annual reappropriation ordinance.

**CITY OF COMMERCE CITY
FUND SUMMARY**

FUTURE GROWTH FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	726,541	737,427	737,427	737,427
REVENUES:				
Earnings on Investments	23,885	0	0	0
Miscellaneous - Agreement Revenue	93,992	0	0	0
TRANSFERS IN:				
Fund Balance	0	0	0	0
TOTAL REVENUES	117,877	0	0	0
EXPENDITURES:				
Future Growth Projects	93,991	0	0	0
TRANSFERS OUT:				
CIPP FUND	13,000	0	0	0
TOTAL EXPENDITURES	106,991	0	0	0
ENDING FUND BALANCE				
Undesignated	734,607	734,607	734,607	734,607
Reserve-Emergency Reserve Fund	2,820	2,820	2,820	2,820
TOTAL ENDING FUND BALANCE	737,427	737,427	737,427	737,427

Set-aside Determination - Two points of the 3.5% use tax paid when building permits are issued on all new construction north of 88th Avenue is set aside as revenue for the Future Growth Fund. The money is transferred to Future Growth at the end of year as part of a restatement of revenues. E-470 reimbursements were also deposited to this Fund. In 2004, E-470 reimbursed the City in full ahead of schedule.

In 2005 Council approved that no additional transfers of Sales and Use Tax money be made to the Future Growth Fund for 2005 through 2013 so that the funds can be used for the debt service payments on the \$64 million bond issue. This will be reviewed on an annual basis.

Restricted for Constructing Public Infrastructure in the North Range - The funds are held in the Fund, along with investment earnings, for the purpose of constructing public infrastructure in the north range. Some of the annexation/development agreements require a share back portion of the sales and use tax revenues with the developments that generate the revenues.

Use of the Funds - These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. In addition, reimbursements to developers or special districts for public improvements as called for in annexation or development agreements may be made out of this Fund.

**CITY OF COMMERCE CITY
FUND SUMMARY**

IMPACT FEE FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	11,494,637	11,873,682	11,873,682	11,873,682
REVENUES:				
Impact Fees-Parks/Open Space	231,208	550,000	555,000	560,000
Impact Fees-Transportation	513,645	600,000	250,000	250,000
Impact Fees-Drainage	28,983	35,000	22,000	25,000
Impact Fees-Landscape	(900)	2,500	2,500	2,500
TRANSFERS IN:				
Conservation Trust Fund	0	0	0	0
CIPP Fund	0	0	0	0
Fund Balance	0	0	0	0
TOTAL REVENUES	772,936	1,187,500	829,500	837,500
EXPENDITURES:				
Restricted Impact-Parks/Open Space	0	530,000	555,000	560,000
Restricted Impact-Transportation	29,525	600,000	250,000	250,000
Restricted Impact-Drainage	0	35,000	22,000	25,000
Restricted Impact-Landscape	0	2,500	2,500	2,500
TRANSFERS OUT:				
CIPP Fund	364,366	20,000	0	0
Parks/Open Space Loan Payment	0	0	0	0
TOTAL EXPENDITURES	393,891	1,187,500	829,500	837,500
ENDING FUND BALANCE				
Restricted Impact-Parks/Open Space	3,533,481	3,533,481	3,533,481	3,533,481
Restricted Impact-Transportation	7,443,078	7,443,078	7,443,078	7,443,078
Restricted Impact-Drainage	793,304	793,304	793,304	793,304
Restricted Impact-Landscape	103,819	103,819	103,819	103,819
TOTAL ENDING FUND BALANCE	11,873,682	11,873,682	11,873,682	11,873,682

Parks/Open Space:

Currently, the Impact Fee for Parks/Open Space is \$0.08 per square foot of residential lot area or \$0.04 for all other uses. (Fee set by the Fee Resolution of Council)

Use of the Funds – These funds may be used only for the construction of public parks, trails and recreation facilities and may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

CITY OF COMMERCE CITY FUND SUMMARY

IMPACT FEE FUND

Transportation:

The Commerce City Road Impact Fee Ordinance established the Impact Fee for the northern range defined as the area of the city located (i) east of the Union Pacific Railroad tracks and north of 80th Avenue; and (ii) west of the Union Pacific Railroad tracks and north of 88th Avenue.

Currently, the Transportation Impact Fee is \$1,181 per house, \$726 per townhome or \$4,471 per 1,000 square feet of commercial space under 100,000 square feet in size in new development. There are different fees for other sizes and types of construction.

Use of the Funds – These funds may be used only for road improvements within the road benefit district where the funds were collected. There are three road benefit districts: (i) District 1 is the area of the northern range west of Highway 2; (ii) District 2 is the area of the northern range between Highway 2 and Picadilly Road; (iii) District 3 is the areas of the northern range east of Picadilly Road. The funds are to be appropriated by the City Council at the time of the annual budget upon the recommendation of the impact fee administrator.

Any fees collected must be returned to the fee payer or the fee payer's successor if the fees have not been spent within 7 years from the date of the building permit for the development was issued, along with 6% interest. The Council may extend this by 3 years by resolution.

Drainage:

Until 2003, Drainage Impact Fees were established solely by development agreement as negotiated by the City's Public Works Department. Currently, the negotiated Drainage Impact Fee is \$430 per housing unit in new development. In 2003, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,700 per developable acre for the Second Creek drainage basin. In 2005, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$2,132 per developable acre for the Buffalo Run Tributary Drainage Basin. The DFA 0053 Drainage Basin fee was established in 2006 at \$3,055 per developable acre. In 2007, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,445 per developable acre for the Third Creek drainage basin. These funds may be used only for drainage improvements.

Landscape:

In some cases, the City has collected a landscape fee from developments for future landscape installation along arterial roadways. This is a voluntary impact fee not an ordinance requirement. In many cases the arterial roadways were not required to be constructed immediately and there was a need to create an account for the City to install landscape elements at a later date. This helps with the shortfall in the road impact fee that does not adequately provide for landscape costs.

**CITY OF COMMERCE CITY
FUND SUMMARY**

SECOND CREEK DRAINAGE BASIN FUND

	2011 ACTUAL	2012 ESTIMATED	2013 BUDGET	2014 PLAN
BEGINNING FUND BALANCE	1,377,614	1,474,048	1,474,048	1,474,048
REVENUES:				
Impact Fees	50,026	100,000	75,000	75,000
Interest Earnings	46,408	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	96,434	100,000	75,000	75,000
EXPENDITURES:				
Project Expense	0	100,000	75,000	75,000
TRANSFERS OUT:				
TOTAL EXPENDITURES	0	100,000	75,000	75,000
ENDING FUND BALANCE				
Restricted Impact - 2nd Creek Drainage	1,377,614	1,377,614	1,377,614	1,377,614
TOTAL ENDING FUND BALANCE	1,474,048	1,474,048	1,474,048	1,474,048

The Second Creek Drainage Basin Fee is \$1,700/acre for new homes built in the drainage basin. This was approved by an ordinance in 2003. These funds may be used only for drainage improvements, within the drainage basin.

**CITY OF COMMERCE CITY
FUND SUMMARY**

THIRD CREEK DRAINAGE BASIN FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	31,711	32,756	32,756	32,756
REVENUES:				
Impact Fees	0	3,000	3,000	3,000
Interest Earnings	1,045	0	0	0
TRANSFERS IN:				
TOTAL REVENUES	1,045	3,000	3,000	3,000
EXPENDITURES:				
Project Expense	0	3,000	3,000	3,000
TRANSFERS OUT:				
TOTAL EXPENDITURES	0	3,000	3,000	3,000
ENDING FUND BALANCE				
Restricted Impact - 3rd Creek Drainage	31,711	31,711	31,711	31,711
TOTAL ENDING FUND BALANCE	32,756	32,756	32,756	32,756

The Third Creek Drainage Basin Fee is \$1.445/acre for new homes built in the drainage basin. This was approved by an ordinance in 2007. These funds may be used only for drainage improvements, within the drainage basin.

**CITY OF COMMERCE CITY
FUND SUMMARY**

WATER RIGHTS ACQUISITION FUND

	2011	2012	2013	2014
	ACTUAL	ESTIMATED	BUDGET	PLAN
BEGINNING FUND BALANCE	5,222,538	5,363,737	5,363,737	5,363,737
REVENUES:				
Water Acquisition Fees	141,199	225,000	125,000	135,000
TRANSFERS IN:				
CIPP Fund	0	0	0	0
Fund Balance	0	0	0	0
TOTAL REVENUES	141,199	225,000	125,000	135,000
EXPENDITURES:				
Water Share Acquisition	0	225,000	125,000	135,000
TRANSFERS OUT:				
General Fund	0	0	0	0
TOTAL EXPENDITURES	0	225,000	125,000	135,000
ENDING FUND BALANCE				
Undesignated	1,312,397	1,312,397	1,312,397	1,312,397
Reserve-Assets Held For Resale	4,051,340	4,051,340	4,051,340	4,051,340
TOTAL ENDING FUND BALANCE	5,363,737	5,363,737	5,363,737	5,363,737

In June 2006, Ordinance #1633 recognizing revenues in the amount of \$3,250,000 and authorizing expenditures to purchase Water Rights and/or Equivalent Residential Units (ERU's) with the limitation that expenditures shall not exceed revenues available within the Water Rights Acquisition Fund.

CITY OF COMMERCE CITY ANNUAL BUDGET

GLOSSARY

Account	A record of a business transaction; a reckoning of money received or paid.
Accounting System	The total structure of records and procedures which discover, record, classify, summarize and report information on the financial position and results of operations of a government or any of its funds, fund types, balanced account groups or organizational components.
Accounts Payable	A short-term liability account reflecting amounts owed to others for goods and services received by the City.
Accounts Receivable	An asset account reflecting amounts due from others for goods or services furnished by the City (but, not including amounts due from other funds or other governments).
Ad Valorem Tax	A tax based on value (e.g., a property tax).
ADA	Americans with Disabilities Act
Agency Fund	A fund used to account for assets held by a government as an agent for individuals, private organizations, or other governments, and/or other funds.
All Funds Budget	The "all funds budget" is the total of the appropriations for each fund.
Allocation	Funds that are apportioned or designated to a program, function, or activity.
Americans with Disabilities Act (ADA)	The Americans with Disabilities Act prohibits discrimination, based on disability, in employment, public accommodations, government services, transportation and telecommunications.
Appropriation	The legal authorization by City Council to make expenditures and/or to incur obligation for specific purposes.
Arbitrage	The price differential or profit made, from investing inherently lower yielding tax-exempt debt proceeds in higher yielding taxable investments.
Arbitrage Rebate Requirements	The requirements of what must be done with any arbitrage above the bond yield earned on the investment of the gross proceeds from a debt issue. All arbitrage must be rebated to the IRS unless the issue qualifies for a spending exception.
Assessed Valuation	A valuation set upon real estate or other property by a government as a basis for levying taxes. The County Assessor determines the assessed valuation of residential and commercial property as a percentage of its actual value using an established base year for calculating the property values.
Assets	Resources owned or held by a government, which have monetary value.
Baseline	Current trends and future expectations, assuming no programmatic changes or adjustments, to revenue and expenditure policies.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Basis of Accounting	A term used when revenues, expenditures, expenses and transfers are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the nature of the measurement, on either the cash or the accrual method.
Biennial Budget	A plan of financial activity for a two-year period of time indicating all planned revenues and expenditures for the budget periods. The City will formally adopt the first year budget. The second year budget information is used as a planning tool.
Bond	Most often, a written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
Budget	The City's operational and functional plan balancing expenditures for a fiscal year with the expected income or revenue for the fiscal year. A budget identifies the various programs, goals, objectives, standards of performance and, in some cases, operational data relating to the activities of the entity for that period.
Budget Message	A summary and general discussion of the proposed budget, accompanying the budget document. The budget message is presented in writing by the City Manager, who is the individual under Commerce City Charter responsible for proposing the annual budget.
Business Teams	The City uses cross-functional teams of employees to address management issues and priorities set by the City Council. There are five standing business teams: Leadership Team, External Services Team, Internal Services Team, Organizational Development Team and Neighborhood Empowerment Team.
Capital Improvement	A fund created to account for expenditures/expenses related to the acquisition of, development of, major improvement to and replacement of major components within public facilities. Revenue for this fund is primarily derived from the City's General Fund. Repairs and maintenance are not considered capital improvements.
Capital Improvement and Preservation Plan	A five-year plan for capital construction and/or major improvements or replacements associated with preserving capital assets of the City.
Capital Outlay	The expenditure category that results in the acquisition of, or addition to, fixed assets (including equipment, fixtures, motor vehicles, etc.) having a useful life of 5 years or more, and that cost more than \$5,000.
Cash Reserve	An amount appropriated in the budget to be set aside for use in major economic or natural catastrophes. The cash reserve is a part of the general fund carry-forward.
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Certificates of Participation (COP)	Certificates of Participation are obligations issued to finance assets that can be leased, including land, buildings and equipment. The municipality makes lease payments over a specified period of time to use the property or equipment. The lease payments are subject to annual appropriation by the City Council.
Charges and Services	The expenditure category which is for services rendered to the City by a vendor.
COBRA	Consolidated Omnibus Budget Reconciliation Act of 1985
Colorado Department of Transportation (CDOT)	The Colorado Department of Transportation is responsible for construction and maintenance of the State highway system and bridges.
Commission on Accreditation for Law Enforcement Agencies (CALEA)	The Commission is a non-profit corporation that administers the law enforcement accreditation program. The Commission develops standards, and evaluates local law enforcement agencies on their ability to meet/exceed standards of professional excellence.
Community Development Block Grant (CDBG)	Community Development Block Grants provide financial assistance to communities for public facilities and planning activities that address issues detrimental to the health and safety of local residents, and to reduce the costs of essential community services. The U.S. Department of Housing and Urban Development funds the Community Development Block Grant program.
Community Policing	Community policing is proactive, solution-based and community driven. It occurs when law-abiding citizens work together to ensure a safe environment.
Comprehensive Annual Financial Report (CAFR)	The Comprehensive Annual Financial Report provides information, which is used by investment companies such as Moodys' Investors Services and Standard and Poors Corporation to determine the City's fiscal integrity and set bond rates. It includes a comprehensive presentation of the City's financial and operating activities.
Contingency	Funds appropriated to cover unexpected expenses that may occur during the budgeted year.
Contractual Services	Services that are purchased from other private or governmental entities under a contract.
Core Business Services And Programs	Core business services and programs are the primary services and programs provided by each department to Commerce City citizens and businesses.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services.
Debt Service Fund	A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
Deficit	1) The excess of the liabilities of a fund over its assets; 2) the excess of expenditures over revenues during an accounting period, or in the case of proprietary (Enterprise) funds, the excess of expenses over revenues during an accounting period.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Demand Indicators	Demand Indicators are external and, in certain circumstances, internal cost drivers that demonstrate the need for a given level of service or the need to expand the activities comprising individual programs.
Denver Regional Council of Governments (DRCOG)	The Denver Regional Council of Governments is a voluntary association of 51 county and municipal governments in the greater Denver, Colorado, area. The Council works together to address issues of regional concern including development and growth, transportation, the environment and provision of services to the region's older population; and performs analysis of economic and development trends.
Depreciation	1) Expiration in the service life of fixed assets attributable to wear and tear, deterioration, inadequacy and obsolescence; 2) the portion of the cost of a fixed asset charged as an expense during a particular period. In accounting for depreciation the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset and each period is charged with a portion of such cost. Through this process the entire cost of the asset is ultimately charged off as an expense.
DRCOG	Denver Regional Council of Governments
Drug Abuse Resistance Education (D.A.R.E.)	The D.A.R.E. program is a school-based police interaction program offered to certain elementary school students in Commerce City.
EEO	Equal Employment Opportunity
EIS	Environmental Impact Study
Encumbrances	Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.
Enterprise (Fund)	Enterprise funds are used to account for activities financed, in whole or in part, by fees collected from customers (e.g., golf course and utilities).
Entity	The basic unit upon which accounting and/or financial reporting activities focus (e.g., the City of Commerce City).
Equal Employment Opportunity (EEO)	Equal Employment Opportunity laws prevent discrimination by employers based on race, sex, religion, national origin, physical disability and age.
Environmental Impact Study (EIS)	An Environmental Impact Study (EIS) identifies potential environmental impacts of a project and develops recommendations for the mitigation of negative environmental impacts.
Expenditures	The outlay of cash for goods or services which result in a decrease in net financial resources.
External Services Team	The External Services Team (EST) focuses on strategic issues regarding the external operations of the City including, but not limited to, development and transportation.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Federal Highway Administration (FHA)	The Federal Highway Administration is a part of the U.S. Department of Transportation and is headquartered in Washington, D.C., with field offices across the United States.
Fee	A charge levied to a user of a specific good or service in exchange for that good or service.
Fiscal Year	A twelve-month period of time to which the annual budget applies and, at the end of which, a governmental unit determines its financial position and results of its operations.
Fixed Assets	Assets of a long-term character which are intended to continue to be held or used beyond one year, such as land, buildings, improvements other than buildings, machinery and equipment.
Full Time Equivalent (FTE)	Full Time Equivalent (FTE) means the budgetary equivalent of one permanent position continuously filled full time for an entire fiscal year. FTE does not include contractual, temporary, or permanent seasonal positions.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with law, regulations, policies, restrictions or limitations.
Fund Balance	The excess or deficiency of the assets of a fund over its liabilities and reserves at any point in time.
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
General Fund	The general fund accounts for all transactions of the City not accounted for in other funds. The fund represents an accounting for the City's ordinary operations financed from taxes and other general revenues and is the City's largest fund. It also has the fewest restrictions as to the types of activities for which it can be spent under state law and the City Charter.
Generally Accepted Accounting Principles (GAAP)	Comprehensive standards and applications established for presenting and reporting financial transactions.
GFOA	Government Finance Officers Association
Governmental Accounting Standards Board (GASB)	The Governmental Accounting Standards Board (GASB) was organized in 1984 by the Financial Accounting Foundation (FAF) to establish standards of financial accounting and reporting for state and local government entities. The GASB's function is important because external financial reporting can demonstrate financial accountability to the public and is the basis for investment, credit, and many legislative and regulatory decisions.
Government Finance Officers Association (GFOA)	GFOA is the professional association of state/provincial and local finance officers in the United States and Canada. The GFOA is dedicated to the sound management of government financial resources.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Grants	Contributions or gifts of cash or other assets from another government, or a private or non-profit entity. Grants are generally to be used or expended for a specific purpose, activity or facility.
IGA	Intergovernmental Agreement
Improvement	The substitution of a better asset for the one currently used (replacing a wooden floor with a concrete floor). An improvement will increase the service life capacity of an asset where the improvement involves only a major component of the asset.
Internal Services Team	The Internal Services Team (IST) focuses on issues regarding the internal operations of the City including, but not limited to, finance, human resources and information technology.
Inter-fund Transfers	Amounts transferred from one account to another account between different funds.
Intergovernmental Agreement	Formal agreements between governments that promote and coordinate cooperation.
Intergovernmental Revenues	Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes.
Leadership Team	The Leadership Team provides the City Manager, deputy city managers and department directors the opportunity to discuss organizational issues and priorities.
Line Item	Funds requested and/or appropriated on a detailed or itemized basis.
LLEBG	Local Law Enforcement Block Grant
Local Law Enforcement Block Grant (LLEBG)	The Local Law Enforcement Block Grant (LLEBG) program was created in May 1986, to assist state and local authorities in developing programs that focus on developing criminal justice strategies to achieve safe communities.
Long-range Financial Plan	Long-range financial planning utilizes a ten-year lookout period with a five-year focus. The plan projects revenues from existing sources, examines alternative revenue sources, and provides five-year operating and capital improvement and preservation budgets.
Maintenance	The normal upkeep of property in an efficient operating condition.
Mill Levy	Rate by which assessed valuation is multiplied to determine property tax. A mill is 1/10 of one cent or \$1.00 of tax for each \$1,000 of assessed value.
Motor Vehicle Registration Fees	An annual registration fee of \$1.50 is paid to the County by the owner of a motor vehicle, trailer or semi trailer that is primarily designed for highway use in this state. A registration fee of \$2.50 is paid to the County by the owner of a motorcycle, motor scooter, motor bicycle, trailer coach, mobile machinery, self-propelled construction equipment and trailers having an empty weight of 2,000 pounds or less. These registration fees are allocated on a monthly basis to the city where the owner has indicated the place of residence.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Neighborhood Empowerment Team	The Neighborhood Empowerment Team (NET) is a staff team charged with developing programs and services to strengthen the city's neighborhoods through enhancing neighborhood identities, fostering cooperation and cohesion amongst residents within the city's neighborhoods and any other programs or services that improve the overall health of the city's neighborhoods.
Occupational Safety & Health Agency (OSHA)	Created by Congress in 1971, OSHA establishes rules and programs associated with safety and health in workplaces.
Official Statement (OS)	The Official Statement for a debt issue such as bonds or certificates of participation includes a maturity schedule for the debt instrument and the financial disclosures used by investors.
Open Space Funds (OS)	Adams County Open Space funds are derived from a countywide sales tax. In 1999, Adams County voters adopted a sales tax dedicated to the purchase and maintenance of Open Space. The sales tax was approved at a rate of one-fifth of one percent of gross receipts effective January 1, 2000, for seven years. Thirty percent of the County's revenues are shared with the City based upon the amount collected within the city limits and are to be used for construction, acquisition, and maintenance of capital improvements relating to open space and/or recreation.
Operating Expenses	Operating expenses include: supplies and materials which, by their nature, are consumable, and have a useful lifetime of less than one year, or which, after usage, undergo an impairment of, or material change in, physical condition.
Organizational Development Team	The Organizational Development Team (ODT) focuses on issues regarding the internal organizational culture of the City and organizational training for the City's employees.
OS	Official Statement or Open Space depending upon the context.
OSHA	Occupational Safety & Health Agency
Pension Fund	A fund type sub-classification under trusts and agency funds used primarily to account for the activities of a government's employer-employee retirement system(s).
Personnel Services	Personnel services include: all salaries, wages and benefits, including the City's contribution to retirement plans.
Program Budget	All City activities are grouped by programs and related to one or more of the City Council's community goals. A program structure including the program objectives is designed to prescribe how the goals will be achieved organizationally and examines all alternatives for achieving the goals.
Regional Transportation District (RTD)	The Colorado General Assembly created the Regional Transportation District in 1969, for the purpose of planning and building a public transportation system for the six county areas whose center is Denver, Colorado.
Repairs	Restoration of an asset without increasing its expected service life capacity.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

Replacement	The substitution of a similar asset (such as substituting a new wooden floor for an old wooden floor). A replacement will increase the service life capacity of an asset where the replacement involves only a major component of the asset.
Revolving Fund	A fund established for the financing of goods or services, using direct or indirect fees, through charge-backs.
RTD	Regional Transportation District
Sales & Use Tax	The City of Commerce City imposes a 3 ½% sales tax on all sales of tangible personal property sold at retail, or for specific taxable services; and a 3 ½% use tax on the use, storage, distribution or consumption of tangible personal property or taxable services not previously subjected to a city sales tax.
School Resource Officer (SRO)	The School Resource Officer program promotes a police-school partnership at the middle and high school levels.
Service Area	A broad category of services delivered by the City which may cross departmental and/or program lines, and which help identify the areas towards which resources are applied.
Service Levels	Service levels enumerate the level of activities undertaken to provide service or carry out the individual activities comprising each of the programs.
Special Assessment	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
Special Weapons and Tactics Team (SWAT)	The Special Weapons and Tactics Team is a highly trained and specially equipped unit of the Police Department that responds to serious community safety and security issues such as hostage/barricaded gunman incidents; conducts high-risk warrant service; and, performs other special operations.
SRO	School Resource Officer
Standards of Performance	<i>Identifiable functions performed by a department under a program given the resources reflected in the budget. Used in setting goals and determining effectiveness.</i>
Statute	A written law enacted by the Colorado Legislature.
Strategic Community Planning	Strategic community planning contains two areas of focus: the long-range financial plan and the community plans consisting of an annexation plan, the Comprehensive Plan, corridor beautification plan, an infill development plan, municipal facilities plan, updated land development and subdivision regulations, an urban renewal plan and related plans.
Strategic Goals	Outcomes or vision statements established by the Mayor and City Council at its annual planning sessions, which guide the activities, goals, objectives and standards of performance, organizational structure and appropriation of resources in the budget. Under the Council-Manager structure, it is the responsibility of the City Manager to cause strategic goals to be carried out through the various executive and administrative authority and powers (including budgetary powers) set out in the Commerce City Charter.

CITY OF COMMERCE CITY ANNUAL BUDGET

Glossary (cont.)

TABOR	Taxpayer's Bill of Rights
Tax Increment Financing (TIF)	Tax increment financing is a technique for financing a capital project from the stream of tax revenue generated by the project.
Taxes	Compulsory charges levied by a government, under its statutory or charter authority, for the purpose of financing services performed for the common benefit.
Taxpayer's Bill of Rights (TABOR)	Colorado voters passed the TABOR limit (Article X, Section 20 of the Colorado Constitution) in November 1992. The amendment restricts the City's total revenue growth to prior year revenue plus the Denver-Boulder Consumer Price Index, and a growth measure, which only includes new construction and annexed property. The amendment also requires each government to establish an emergency reserve of 3% of all non-exempt funds.
TIF	Tax Increment Financing
Trust Funds	Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.
UDFCD	Urban Drainage and Flood Control District
Urban Drainage and Flood Control District (UDFCD)	The Urban Drainage and Flood Control District was established by the Colorado legislature in 1969, for the purpose of assisting local governments in the Denver metropolitan area with multi-jurisdictional drainage and flood control problems.
VALE Grants	Victim Assistance and Law Enforcement
Victim Assistance Law Enforcement (VALE)	Victim Assistance and Law Enforcement grants provide financial support to agencies that develop programs to support victims of Federal crime under 42 U.S.C. Section 10603.
Yield Restriction Requirements	The requirements setting forth various investment yield limitation conditions for different categories of gross proceeds from a debt issue (e.g. sales, investment, transferred, reserve proceeds). The issuer should meet these various yield restriction conditions to avoid compromising the tax-exempt status of the debt.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 BUDGET AND FINANCIAL POLICIES

Budget Overview

The budget is the plan by which financial policy is made, implemented and controlled. The City Charter, State Constitution and state laws provide the basic legal requirements and time lines for the process. Council goals, ordinances and resolutions provide additional direction that respond to the needs and desires of the community.

Municipal services are financed through a variety of taxes, fees, charges for service and intergovernmental assistance. The City:

- Utilizes conservative growth and revenue forecasts;
- Appropriates the budget in accordance with the City Charter, the State Constitution and state laws;
- Adopts financial management policies which establish guidelines for financial plans;
- Establishes budgets for all funds based on adopted policies and practices;
- Adjusts the budget to reflect changes in priorities or the local economy and receipt of unbudgeted revenues;
- Organizes the budget so that revenues are related to expenditures as much as possible;
- Prepares a multi-year financial plan for capital improvements;
- Allows staff to manage the operating and capital budgets, with City Council approval;
- Provides department managers with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against appropriations.

Budget Philosophy

Commerce City's budget philosophy is best summarized by the following principles:

- Balance the budget by matching expenditures to revenues by evaluating expenditures in the current year and estimates for the next budget year;
- Keep our workforce whole because the employees are our number one resource;
- Provide first class service to our citizens and the public;
- Continually improve operational efficiency to do more with less;
- Evaluate all options because there should be no "sacred cows";
- Project at least one year in advance to anticipate future budget situations;
- Position the City to sustain economic downturns and robust growth;
- Maintain healthy reserves and use them as last resort;
- Direct one-time revenues toward one-time expenditures and capital projects;
- Continue to implement plans of City.

Budget Goals

In keeping with the first principal above, that the City's current revenues will be sufficient to support current operating expenditures, reserves will be utilized only in emergencies. Under certain circumstances fund balances will be used for operations. These circumstances include, but are not limited to, one-time expenditures where money was accumulated in the fund balance in anticipation of the expenditure.

Another budget goal is that use tax revenue generated by up to 300 residential units may be used for operating expenditures. Use tax revenue generated by more than 300 residential units shall be used for capital or one-time projects.

Sales and use tax audit revenues in excess of \$2,500,000 per year shall go into fund balance or be used to replenish Operating Reserves, for capital projects or for one-time projects.

One-time revenues will be used only for one-time expenditures and/or capital projects.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Budget Process

The budget has been structured and prepared using the guidelines of the National Council on Governmental Accounting (NCGA) and the Governmental Finance Officers Association (GFOA). Two publications, Governmental Accounting, Auditing and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB), guide the financial reporting and annual budget process. The City of Commerce City prepares its budget on a calendar-year basis as required under City Charter. The budget must be balanced or show a revenue surplus.

Basis of Accounting

The budget parallels the City's accounting system and is prepared on the same basis. A modified accrual basis is used for general governmental operations. Significant revenues are recorded when measurable and available. Expenditures are recorded when incurred (except for unmatured interest on general long-term debt, which is recognized when due). Records for the City's proprietary funds are maintained on a full accrual basis.

Budget Term

The budget term begins with the first day of January and ends on the last day of December.

Budget Recommendation

On or before November 1, the City Manager is required by the City Charter to bring forward a recommended budget for the upcoming year. The recommended budget provides a complete financial plan for each fund of the City and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, comparative figures for the current year and recommendations for the ensuing year.

Annually, the City Council also adopts a five-year plan for the Capital Improvement and Preservation Program (CIPP) as a planning tool. Expenditures are approved for the current budget year only, however, the plan identifies revenue estimates and projected costs for capital improvements and capital maintenance projects for both the current budget year and four years beyond.

Public Hearings

The City Manager's proposed budget is a matter of public record and is open to the public for inspection. The 2011 public hearing regarding the proposed budget and revisions to the current year's budget was opened during a Council meeting in October. The hearing was continued to the first Council meeting in November and then concluded and closed at that meeting. Appropriate notice of the time and place of the hearing was placed in a newspaper of general circulation.

Adoption of Budget and Appropriation of Funds

After the public hearings, and on or before December 15, the City Council adopts a balanced budget for the upcoming year. The Council appropriates sums of money as it deems necessary to defray all expenditures.

Changes to Adopted Budget

After the commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget are irrevocable and are deemed appropriated for each purpose specified. The expenditures of City operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases, however, adopted budgets can be increased, decreased or amounts transferred between funds upon Council authorization.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Supplemental Appropriation

On recommendation by the City Manager, the City Council, by ordinance, can make supplemental appropriations from actual and anticipated revenues and prior year reserves as long as the total amount budgeted does not exceed the actual or anticipated revenue total or the available reserve balance. No appropriation can be made which exceeds the revenues, reserves or other funds anticipated or available except for emergencies due to accident or unforeseen event arising after the adoption of the annual appropriation.

Unanticipated Revenue

Council may, by ordinance, approve for expenditure unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from grants, issuance of bonds, unanticipated tax assessments or the implementation of a new fee.

Encumbrance Carryover

If a fund has open purchase orders at the end of a fiscal year, the purchase orders are closed and any remaining funds are unencumbered.

Budget Decreases

The budget can also be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, projected growth limits, and Council goals and direction may cause such budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs budget reductions, Council will be informed immediately and the appropriations will be set aside through administrative action. While this administrative action does not lower the appropriations within a fund, expenditures are prevented. If the circumstances leading to the reduction in budget changes the appropriation may be made available for expenditure.

Level of Control and Budget Transfers

Control of expenditures is exercised at the department/fund level. Department heads and managers are responsible for all expenditures made against appropriations within their budget and may allocate resources within the departmental budget. The City may transfer appropriated monies between spending agencies within a fund or from one fund to another provided:

- The transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation;
- The purpose for which the funds were initially appropriated no longer exists.

Lapsed Appropriations

All appropriations not spent or unencumbered at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except for as follows:

- Capital projects – appropriation for capital projects do not lapse until the project is completed and closed out;
- Grant Funds – appropriations for federal or state grants do not lapse until the expiration of the grant.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

The City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant.

Fund Accounting

Fund accounting is used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity.

Council must approve or appropriate any expenditure from the various funds including expenditures from reserves. The appropriation is generally done prior to the beginning of each fiscal year, but can be done by the City Council anytime during the year if funds are available. In government, *appropriate or appropriation* is used instead of *authorize or authorization*.

City fund types:

- ◆ General Fund – To account for the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund.
- ◆ Special Revenue Funds – These funds account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. The City has the following special revenue funds:
 - Housing Code Loan Program Fund – To account for loans made to the private sector for residential property rehabilitation;
 - Conservation Trust Fund – To account for revenues received from the Colorado State Lottery fund designated for the development, improvement, and maintenance of parks, recreation and open-space programs;
 - Special Improvements Fund – To account for curb, gutter and sidewalk improvements in certain parts of the City. Financing was provided by a specific tax levy on residents of the City;
 - Police Forfeiture Fund – To account for the disposition of proceeds received by the City's Police Department from forfeitures of contraband and grants;
 - Victim Services Program (501c3) – As a component unit to account for donations provided by citizens and businesses for direct assistance to victims;
 - Government Designated Grant Fund – To account for federal revenues collected by the City for projects specific to grants.
 - Chemical Roundup Fund – BFI agreed to pay a minimum of \$25,000 per year to the City. The amount is to be adjusted annually in direct proportion to population increases within the City. The funds are to be used for the management of household hazardous waste in the City. The money is used for the Household Chemical Clean-up Program and other related projects administered by Tri-County Health.

CITY OF COMMERCE CITY ANNUAL BUDGET

2012-2013 Budget and Financial Policies (cont.)

- ◆ Capital Projects Funds – These funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, special assessment funds and trust funds). The following funds are currently established:
 - Capital Expenditures Fund – To account for the design, construction and resurfacing of various individual construction projects of the City;
 - Sand Creek Restoration – To account for restoring and facilitating public use of the natural environment of Sand Creek;
 - Northern Infrastructure General Improvement District – To account for the construction of infrastructure improvements within the district. The district is a blended component unit of the City;
 - Water Rights Acquisition Fund – To provide for future acquisition of water rights;
 - Future Growth Fund – To accumulate funds for future growth projects;
 - Impact Fees Fund – To account for transportation, drainage and park impact fees from developers.
 - Second Creek Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
 - Buffalo Run Tributary Drainage District Fund – To accumulate funds for drainage improvements within the drainage basin.
 - DFA 053 Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
 - Third Creek Drainage Fund – To accumulate funds for drainage improvements within the drainage basin.
 - Urban Renewal Authority Fund – To account for revenues and expenditures associated with the various urban renewal areas and plans.
- ◆ Enterprise Funds:
 - Golf Course – To account for the operations and administrative activities of the Buffalo Run Golf Course;
 - Solid Waste Management Fund – To account for the operations and administrative activities relating to the construction and maintenance of all roads and bridges affected by the waste management activity.
- ◆ Internal Service Funds – The information technology, facility services and fleet management funds account for all of the activities of the administration, operation and acquisition of new and replacement computers; facility improvements, operation and maintenance; and vehicles and equipment on a charge back cost allocation to user departments.
- ◆ Fiduciary Funds – These funds account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. These include expendable trust, pension trust and agency funds. The City has the following fiduciary funds:

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

- Police Pension Fund – To account for City and employee contributions to the defined contribution plan and disbursement of these monies to a financial management company which administers the plan;
- 401(a) Employee Retirement Plans Fund – To account for the City's four money purchases defined contribution pension plans;
- Employee Retirement Fund – To account for the remaining assets of the City's defined benefit pension plan which was terminated on October 1, 1985;
- Elected Official Retirement Fund – To account for the elected official defined benefit pension plan;
- School Facility Fee Fund – To account for collection of school impact fees from developers for school districts.

Revenue Policies

The City of Commerce City strives to achieve and maintain a balanced revenue structure. Because Commerce City is a well-established community, some annual revenues are stabilized and can be used year to year as a sound revenue base. Because of substantial residential growth, other revenues vary significantly from year to year depending upon the amount of construction in a particular year. Major revenue sources in the General Fund are sales and use tax, property tax, building permit fees, intergovernmental revenues, franchise charges, fines and forfeitures, and user fees and charges.

The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. Direct and indirect costs may be included when calculating the cost to be covered by a fee. That includes costs directly related to the provision of the service and support costs that are more general in nature, but supporting the provision of service. The City reviews all fees for licenses, permits, fines and other miscellaneous charges as part of the annual budgetary process.

Expenditure Policies

The General Fund contains all the daily City operations and is comprised of seven departments and fifty divisions and/or programs consisting of: Administration (including Legislative, Legal, City Manager, City Clerk, Communications, Economic Development, and Resource Development); Human Resources (including Operations, Risk Management, Organizational Development, and Employee Activity Committee); Finance (including Financial Planning and Budgeting, Financial Services, Tax, Judicial, and Internal Services); Community Development (including Administration, Building Safety, Community Planning, Neighborhood Services and Housing); Parks and Recreation (including Administration, Community Events, Parks Maintenance, and Recreation); Public Safety (including Administration, Support Operations, Patrol, Community Justice, Special Investigation Unit and Emergency Management) and Public Works (including Administration, Engineering, Street and Traffic Maintenance, Snow and Ice Control, Street Cleaning and Refuse Collection).

Expenditures are classified within each division and/or program as the following:

- Personnel Services;
- Materials and Supplies;
- Allocations;
- Services and Charges;
- Capital Outlay.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Personnel Services – Includes salaries for full-time and part-time employees, overtime pay, insurance, retirement and other costs related to the employee. The compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment.

Materials and Supplies – Operating and maintenance supplies which encompass administrative costs such as office supplies, uniforms, small tools, ammunition, salt, sand and gravel.

Allocations – Consists of computer and software allocation, facility allocation and vehicle allocation, which are charges from the Internal Services Funds for services or equipment they provide.

Services and Charges – Contains such items as dues, subscriptions, travel and training expense, safety programs, audit/legal/consulting fees, telephone/utility charges, photocopying, etc.

Capital Outlay – Consists of fixed assets over \$5,000 and a useful life of five years. This expenditure area consists of furniture/fixtures, computer hardware, etc.

A detailed, “line-item” budget is provided to departments to facilitate monitoring day-to-day expenditures.

The annual costs of the City’s personnel services, including compensation and fringe benefits, will be subject to the following overall goals:

- Compensation (salary) costs will be equal to or less than 45% of the City’s total revenues;
- Personnel services costs defined as compensation (salary) and the cost of employee benefits, will be less than or equal to 55% of the City’s total revenues.

The overall percentage limitations may be changed by the City Council based on changing economic conditions or budget priorities.

Taxpayer’s Bill of Rights (TABOR)

In 1992, Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment actually applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder Consumer Price Index plus local growth (new construction and annexation). This percentage is added to the preceding year’s revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded to the citizens. Cities have the option of placing a ballot measure before the voters asking for approval on retaining the revenue over the limit. Federal grants or gifts to the City are not included in the revenue limit.

City “Enterprise Funds” are exempt from the imposed limits.

In Commerce City voters approved a ballot measure that allows the City to exclude all revenues, with the exception of property tax revenues, from those included within Article X, Section 20 of the Colorado Constitution.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Reserves Policy

A top priority of the City Council is to keep the City in good fiscal health. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies led to revenue collections higher than actual expenditures. The accumulation of these fund balances and reserves protects the City from uncontrollable increases in expenditures or unforeseen reductions in revenue, or a combination of the two. It also allows for the prudent financing of capital construction and replacement projects.

The City of Commerce City maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. All expenditures of reserves must be approved by City Council. This may occur during the budget process or throughout the year. Following are the four levels of reserves established by Commerce City:

- ◆ **TABOR Reserve: Restricted for Emergencies** – Article X, Section 20 of the State Constitution requires a reserve of three percent (3%) of fiscal spending for emergencies. The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies. These emergency reserves are calculated on all City expenditures for the operating and capital project funds including: General Fund, Street and Bridge Fund, Capital Expenditures Fund, Future Growth Fund, Park and Recreation Fund, Impact Fees Fund, Parks and Recreation Projects Fund, Sand Creek Restoration Fund, Second Creek Drainage Basin Fund, Buffalo Run Tributary Drainage District Fund, DFA 0053 Drainage Basin Fund and Third Creek Drainage Basin Fund.
- ◆ **Designated “Safeguard” Reserves** – The City Council has determined that Safeguard Reserves be established at the level of ten percent (10%) of expenditures (excluding the capital improvement funds) and fifty percent (50%) of debt service required for that fiscal year. Safeguard Reserves may be used for operations or debt service only in times of emergency such as natural disasters, acts of terrorism or war, widespread riots or similar emergencies impacting the community. Ordinances authorizing appropriations from the Safeguard Reserves will require approval by an extra-ordinary majority of Council.
- ◆ **Designated “Operating” Reserves** - The City Council has determined that Operating Reserves be established provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues and expenditures, including encumbrances, are greater than actual. The target for Operating Reserves will be ten percent (10%) of operating expenditures (excluding the capital improvement funds). Operating Reserves may be used during economic downturns to fill the gap between operating revenues and expenditures. The Operating Reserves are to be replenished as soon as possible when operating revenues rebound or from sales and use tax audit revenues in excess of the amount budgeted in that year.
- ◆ **Undesignated Reserves** – This reserve provides for the temporary financing of unforeseen opportunities or needs of an emergency nature including increases in service delivery costs. Monies held in this reserve may be appropriated during the current budget year and may also be used for ensuing budget years as a revenue source if additional expenditures are required to maintain appropriate levels of service exceed projected revenues. Of all the reserves, the General Fund reserve is the most flexible.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Capital Projects Funds

The City has a significant financial investment in streets, public facilities, parks, natural areas and other capital improvements. In past years, the City Council voiced a firm commitment to, and investment in, the City's capital projects. As a result, the City developed a Five-Year Capital Improvement and Preservation Plan (CIPP) that is updated annually.

Costs for the CIPP are estimated and funding sources are identified for each project. Operating and maintenance costs are identified at the time projects are approved. A variety of funding sources have been identified for capital improvements including Adams County Open Space revenues, Conservation Trust funds, Urban Drainage and Flood Control District match, Adams County transportation tax shared revenues and a variety of grant funds.

Impact Fee Fund

There are four types of Impact Fees within this Fund: Drainage, Landscaping, Parks/Open Space and Transportation. Monies received for these impact fees are accounted for by type within the Fund. Impact Fees are intended to collect money from development to help pay for the public improvements made necessary by the development.

Drainage:

Until 2003, Drainage Impact Fees were established solely by development agreement as negotiated by the City's Public Works Department. In 2003, the City Council approved an ordinance establishing a regional drainage improvements impact fee at \$1,700 per developable acre for the Second Creek drainage basin. The Buffalo Run Tributary Drainage Basin fee was established in early 2005 at \$2,132 per developable acre. The DFA 0053 Drainage Basin fee was established late in 2006 at \$3,055 per developable acre. The Third Creek Drainage Basin fee was established in early 2007 at \$1,445 per developable acre. These funds may be used only for drainage improvements.

Landscape:

In some cases the City has collected a landscape fee from developments for future landscape installation along arterial roadways. This is a voluntary impact fee, not an ordinance requirement. In many cases, the arterial roadways are not constructed immediately resulting in a need to create an account for the City to install landscape elements at a later date. This helps with the shortfall in the road impact fee that does not adequately provide for landscape costs.

Parks/Open Space:

Currently, the Impact Fee for Parks/Open Space is \$0.08 per square foot of residential lot area or \$0.04 for all other uses. (Fee set by the Fee Resolution of Council)

Use of the Funds – These funds may be used only for the construction of public parks, trails and recreation facilities and may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. (Section 17-105 Commerce City Code)

Transportation:

The Commerce City Road Impact Fee Ordinance established the Impact Fee for the northern range defined as the area of the city located (i) east of the Union Pacific Railroad tracks and north of 80th Avenue; and (ii) west of the Union Pacific Railroad tracks and north of 88th Avenue. (Commerce City Code Section 22-2)

Currently, the Transportation Impact Fee is \$1,181 per house, \$726 per townhome or \$4,471 per 1,000 square feet of commercial space under 100,000 square feet in size in new development. There are different fees for other sizes and types of construction. All such fees are established in Commerce City Code Section 22-5.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Use of the Funds – These funds may be used only for road improvements within the road benefit district where the funds were collected. There are three road benefit districts: (i) District 1 is the area of the northern range west of Highway 2; (ii) District 2 is the area of the northern range between Highway 2 and Picadilly Road; (iii) District 3 is the areas of the northern range east of Picadilly Road. The funds are to be appropriated by the City Council at the time of the annual budget upon the recommendation of the impact fee administrator. (Section 22-8 Commerce City Code)

Any fees collected must be returned to the fee payer or the fee payer's successor if the fees have not been spent within 7 years from the date of the building permit for the development was issued, along with 6% interest. The Council may extend this by 3 years by resolution. (Section 22-9 Commerce City Code)

Water Rights Acquisition Fund

The Water Rights Acquisition fee is an impact fee established in 2003 as a separate fund. The water rights acquisition fee provides for buying water rights to supply both irrigation and potable water for parks, recreation centers and open space in the City. The fee was \$455.00 per new dwelling unit in 2003 and 2004. Because the cost of water rights is rising so rapidly, there is an annual 10% escalator in the fee per dwelling unit that started in 2005. The City Council also has the flexibility to change the fee by resolution to adapt the fee to changing water market conditions.

Future Growth Fund

Set-aside Determination - Two points of the 3.5% use tax paid when building permits are issued on all new construction north of 88th Avenue is set aside as revenue for the Future Growth Fund. The money is transferred to the Fund at the end of year as part of a restatement of revenues. Transfers to the Future Growth Fund are suspended for 2005 through 2013.

Restricted for Constructing Public Infrastructure in the North Range - The funds are held in the Fund along with investment earnings, for the purpose of constructing public infrastructure in the north range. Some of the annexation/development agreements require a share back portion of the sales and use tax revenues with the developments that generate the revenues.

Use of the Funds - These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects. In addition, reimbursements to developers or special districts for public improvements as called for in annexation or development agreements may be made out of this Fund.

Solid Waste Management Fund

As part of the BFI PUD Zone Document approval, two service charges were established to mitigate various impacts created by the landfill operation.

Landfill Operations' Charge (Tipping Fee) - BFI agreed to pay the City 5% of disposal revenues from the landfill operation. These funds are to be used for financing solid waste management projects and services within the city. Specifically, they can be used for a wide range of projects to mitigate impacts of the landfill operation, including roadway infrastructure, beautification, traffic control, facilities construction and other projects. These funds may be appropriated by the City Council at the time of adopting the CIPP or by ordinances making appropriations for capital projects.

The City must report to BFI on the use of the revenues each year and submit a plan for the use of the service charge for the current fiscal year.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Debt and Long-Term Financing Policies

The City of Commerce City recognizes the primary purpose of capital facilities is to support provision of services to residents. Using debt financing to meet the capital needs of the City must be evaluated according to two tests, efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City strives to balance the load between debt financing and "pay as you go" methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects.

Through the rigorous testing of the need for additional debt financed facilities and the means by which the debt will be repaid, the City strikes an appropriate balance between service demands and the amount of debt. The City may use lease purchase financing for the provision of new and replacement equipment, vehicles and rolling stock to ensure the timely replacement of equipment and vehicles, and to decrease the impact of the cost to the user department by spreading the costs over several years. For purposes of securing credit ratings and monitoring annual debt service as a percentage of operating expenditures, lease purchase financing is considered a long-term liability of the City, although subject to annual appropriation, and, therefore, will be issued under the same conditions as long-term debt.

The City may use certificates of participation to finance capital facility construction. Certificates of participation are a larger version of lease purchasing agreements. Certificates are sold to investors to spread risk and to raise large amounts of funds. Certificates of participation must be secured by public facilities such as buildings. A non-profit building corporation, in this case the Commerce City Finance Authority, must have ownership of the asset so that each investor purchasing the certificates can receive a proportionate interest share in the mortgage and an indenture of trust. Certificates of participation do not count against the City's debt limit and do not require elector approval. The interest rate on insured certificates of participation generally costs only 5 to 10 basis points more than interest on general obligation bonds.

The City's issuance of general obligation debt is limited to 10% of the assessed valuation of taxable property within the City. The electors of the City must give approval before general obligation debt may be issued.

Cash Management and Investment Policy

General provisions for the City's investment strategies are outlined in the City Charter. The investment policy for the City shall apply to the investment of all general and special funds of the City of Commerce City over which it exercises financial control.

The City's objectives for cash management and investments are:

- Observe investment management objectives of safety, liquidity and yield;
- Preservation of capital through the protection of investment principal;
- Maximization of cash available for investment;
- Maintenance of sufficient liquidity to meet the City's cash needs;
- Diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods or institution;
- Maximization of the rate of return for prevailing market conditions for eligible securities;
- Conformance with all federal, state and other legal requirements.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Responsibilities for the collection of City funds and cash management functions are assigned to the City's Director of Finance. The Director of Finance is responsible for the investment of all funds. Others within the Department of Finance may be assigned to assist in the cash management and investment functions. The Director of Finance may contract with an outside service to manage the investment of the City's funds. Such a service provider must employ one or more Chartered Financial Analysts.

The standard of prudence to be used for managing the City's assets is the "prudent investor" rule, which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived." All commercial investments must hold the highest available rating from at least one of the nationally recognized organizations which regularly rate such obligations. Such ratings include the AAA rating for long-term paper and A1/P1 for short-term paper. Any security issued by the United States, a Federal Farm Credit bank, the Federal Land Bank, a Federal Home Loan bank, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Export-Import Bank, the Government National Mortgage Association, a state within the United States, or a local government within the United States shall have a minimum of an AA rating from at least one of the nationally recognized organizations which regularly rate such obligations.

The Director of Finance and his designees are authorized to invest funds of the City in accordance with the City Charter in any of the following investments. These are legal investments for governmental entities as provided in the Colorado Revised Statutes. Such investments shall be structured in a laddered portfolio designed to meet the objectives of safety first, liquidity second, and finally investment return. City funds may be invested in these securities if the period from the date of purchase of such security to its maturity date is ten years or less, with a maximum portfolio duration of five years or less, or if the City authorizes investment for such period in excess of ten years. It is lawful to invest public funds in any of the following securities:

1. Any security issued by, guaranteed by, or for which the credit of any of the following is pledged for payment: The United States; a Federal Farm Credit bank, the Federal Land Bank, a Federal Home Loan bank, the Federal Home Loan Mortgage Corporation, the Federal National Mortgage Association, the Export-Import Bank, or the Government National Mortgage Association.
2. Any security issued by, guaranteed by, or for which the credit of the following is pledged for payment: An entity or organization which is not listed in paragraph (1) above, but which is created by, or the creation of which is authorized by, legislation enacted by the United States Congress and which is subject to control by the federal government which is at least as extensive as that which governs an entity or organization listed in paragraph (1) above. No security may be purchased pursuant to this paragraph (2) unless, at the time of purchase, the security is rated in its highest rating category by one or more nationally recognized organizations, which regularly rate such obligations.
3. Demand accounts, interest bearing savings accounts or certificates of deposit in one or more state banks, national banks having their principal office in Colorado or savings and loan associations having their principal office in Colorado which are collateralized in accordance with article 75 of title 24, Colorado Revised Statutes (C.R.S. 24-75-601). Under no circumstance shall the City invest in such instruments with local institutions, which are not "eligible public depositories" as defined under Colorado law (and therefore not required to collateralize public deposits).

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

4. Any Banker's Acceptance that is issued by a state or national bank which has a combined capital and surplus of at least two hundred fifty million dollars. No security may be purchased pursuant to this paragraph (4) unless (a) the deposits of such bank are insured by the federal deposit insurance corporation, and (b) at the time of purchase, the long-term debt of such bank or the holding company of such bank is rated in one of its three highest rating categories by one or more nationally recognized organizations which regularly rate such obligations.
5. Commercial Paper that, at the time of purchase, is rated in its highest rating category by one or more nationally recognized organizations which regularly rate such obligations.
6. Any interest in any local government investment pool organized pursuant to part 7 of article 75 of title 24, Colorado Revised Statutes, as amended.
7. Repurchase Agreements fully collateralized by obligations referred to in paragraphs (1) or (2) above if all of the following are met: a) the securities subject to the repurchase agreement must be marketable; b) the title to or a perfected security interest in such securities, along with any necessary transfer documents, must be transferred to the City or to a custodian acting on behalf of the City; c) such securities must actually be delivered to a third-party custodian or trustee for safekeeping on behalf of the City; and d) the collateral securities of the repurchase agreement must be collateralized at no less than one hundred two percent (102%) and marked to market no less frequently than weekly.
8. Investment instruments defined in the Colorado law as eligible for the investment of police and pension funds and police duty, death and disability funds.
9. Other investments, not listed above but permitted under Colorado law, which the Finance Director may, from time to time, deem appropriate for investment of City funds.
10. Mortgage-back securities rated AAA with maturities longer than ten years, provided the expected pay out is less than ten years even with a negative shift in interest rates of 300 basis points.

Speculative investments are not allowed. The City does not purchase investments that, at the time of investment, cannot be held to maturity. This does not mean that an investment cannot be sold ahead of maturity.

To protect against potential fraud and embezzlement, all securities transactions, including collateral for repurchase agreements, shall be secured through third-party custody under a written agreement or kept in safekeeping at a bank with a triple-A rating with either Moody's or Standard & Poor's (Aaa/AAA). Investment officials must be bonded to protect the public against possible embezzlement and malfeasance.

CITY OF COMMERCE CITY ANNUAL BUDGET

2013-2014 Budget and Financial Policies (cont.)

Risk Management

The goal of our Risk Management program is to protect the assets of the City and provide a safe work environment for our employees. We accomplish this goal by planning for the negative consequences of any decision, process or action by using risk control, risk retention and risk transfer strategies. More specifically, the main features of this program are as follows:

- Delivering loss control programs such as defensive driving education, confined space entry education, safe lifting education, blood borne pathogens education, and a variety of other safety education measures to prevent or at least lessen the severity of workplace injuries, which saves money. Loss control also includes random audits of City facilities to detect safety hazards in order to make services safe for the public;
- Reviewing City contracts for the proper insurance requirements and to ensure the City is properly designated on the contractor insurance policy;
- Monitoring changes in the law at the federal and state level to determine if any changes affect the way we deliver services, that in turn create liability for the City;
- Developing the financial resources to pay for expected and unexpected losses;
- Monitoring the exposure in all City programs and services that may involve the City in future liabilities.

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

**RESOLUTION
NO. 2012-80**

**ADOPTING THE BUDGET FOR THE CITY OF COMMERCE CITY, COLORADO FOR THE YEAR
2013 AND PROVIDING FOR 2012 COMMERCE CITY TAX LEVY**

WHEREAS, the City Manager for the City of Commerce City, Colorado, has prepared and submitted to the Mayor and City Council of the City of Commerce City the annual budget for the City of Commerce City, Colorado, for the fiscal year commencing January 1, 2013 and ending December 31, 2013; and

WHEREAS, the budget as submitted and amended set forth the following estimated fiscal data for the year 2013:

I. REVENUE AND FUND BALANCE

Anticipated Revenues from all sources	\$ 56,385,568
TOTAL	\$ 56,385,568

II. EXPENDITURE REQUIREMENTS

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

A.	General Fund	\$ 46,859,900
B.	CIPP Fund	1,762,566
C.	Impact Fee Fund	807,500
D.	Second Creek Drainage Basin Fund	75,000
E.	Buffalo Run Tributary Drainage	10,000
F.	DFA 0053 Drainage	22,000
G.	Third Creek Drainage Fund	3,000
H.	Water Right Acquisition Fund	125,000
I.	Sales Tax Bond Issues Fund	4,059,512
J.	Police Donation Fund	8,000
K.	Elected Officials Retirement Fund	36,960
L.	Commerce City Housing Authority	60,000
M.	Urban Renewal Authority Fund	30,000
N.	Chemical Roundup Fund	25,000
O.	Golf Enterprise Fund	2,501,130
	TOTAL	\$ 56,385,568

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

WHEREAS, the assessed valuation of taxable property for the year 2012 in the City of Commerce City, as certified by the County Assessor of Adams County, Colorado is the sum of \$682,629,690.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Commerce City, Colorado, that the Budget for the City of Commerce City for the year 2013, a copy of which is incorporated herein by reference, be and hereby is adopted for the City of Commerce City for the year 2013, and the estimated budget expenditure requirement of \$56,385,568 is declared to be the amount of revenue necessary to be raised by tax levy and income from all sources, after consideration is given to anticipated fund balance as of January 1, 2013, to pay the current expenses and to provide a reasonable fund balance at the close of the fiscal year ending December 31, 2013.

BE IT FURTHER RESOLVED that a tax of 3.28 mills be levied upon each dollar of the assessed valuation of the taxable property in the City of Commerce City for the purpose of raising the sum of \$2,280,666 and together with surplus and revenue from all other sources, such amount is anticipated to be necessary to meet the City of Commerce City budget expenditure requirements and to provide a reasonable closing fund balance for the fiscal year commencing January 1, 2013, and ending December 31, 2013.

BE IT FURTHER RESOLVED that the ad valorem tax levy for the City of Commerce City, Colorado, for the fiscal year, commencing January 1, 2013, and ending December 31, 2013, is imposed as follows, and shall be certified to the Office of the County Treasurer, County of Adams, as provided by law:

General Fund Mill Levy	3.28
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RESOLVED AND PASSED this 5th day of November, 2012.

CITY OF COMMERCE CITY, COLORADO

By _____
Sean Ford, Mayor

ATTEST:

City Clerk

CITY OF COMMERCE CITY ANNUAL BUDGET

BOND DEBT SERVICE

The City of Commerce City
Sales and Use Tax Revenue Bonds, Series 2005

Year	Principal	Coupon	Interest	Debt Service	Annual Debt Service
08/01/2005			376,956.44	376,956.44	376,956.44
02/01/2006			396,796.25	396,796.25	
08/01/2006			396,796.25	396,796.25	793,592.50
02/01/2007			396,796.25	396,796.25	
08/01/2007	305,000	5.000%	396,796.25	701,796.25	1,098,592.50
02/01/2008			389,171.25	389,171.25	
08/01/2008	325,000	5.000%	389,171.25	714,171.25	1,103,342.50
02/01/2009			381,046.25	381,046.25	
08/01/2009	340,000	5.000%	381,046.25	721,046.25	1,102,092.50
02/01/2010			372,546.25	372,546.25	
08/01/2010	360,000	5.000%	372,546.25	732,546.25	1,105,092.50
02/01/2011			363,546.25	363,546.25	
08/01/2011	380,000	4.000%	363,546.25	743,546.25	1,107,092.50
02/01/2012			355,946.25	355,946.25	
08/01/2012	400,000	4.000%	355,946.25	755,946.25	1,111,892.50
02/01/2013			347,946.25	347,946.25	
08/01/2013	420,000	4.000%	347,946.25	767,946.25	1,115,892.50
02/01/2014			339,546.25	339,546.25	
08/01/2014	440,000	4.000%	339,546.25	779,546.25	1,119,092.50
02/01/2015			330,746.25	330,746.25	
08/01/2015	460,000	4.500%	330,746.25	790,746.25	1,121,492.50
02/01/2016			320,396.25	320,396.25	
08/01/2016	485,000	5.000%	320,396.25	805,396.25	1,125,792.50
02/01/2017			308,271.25	308,271.25	
08/01/2017	505,000	5.000%	308,271.25	813,271.25	1,121,542.50
02/01/2018			295,646.25	295,646.25	
08/01/2018	530,000	5.000%	295,646.25	825,646.25	1,121,292.50
02/01/2019			282,396.25	282,396.25	
08/01/2019	550,000	5.000%	282,396.25	832,396.25	1,114,792.50
02/01/2020			268,646.25	268,646.25	
08/01/2020	575,000	5.000%	268,646.25	843,646.25	1,112,292.50
02/01/2021			254,271.25	254,271.25	
08/01/2021	600,000	5.000%	254,271.25	854,271.25	1,108,542.50
02/01/2022			239,271.25	239,271.25	
08/01/2022	630,000	4.000%	239,271.25	869,271.25	1,108,542.50
02/01/2023			226,671.25	226,671.25	
08/01/2023	660,000	4.050%	226,671.25	886,671.25	1,113,342.50
02/01/2024			213,306.25	213,306.25	
08/01/2024	690,000	4.125%	213,306.25	903,306.25	1,116,612.50
02/01/2025			199,075.00	199,075.00	
08/01/2025	720,000	4.200%	199,075.00	919,075.00	1,118,150.00
02/01/2026			183,955.00	183,955.00	
08/01/2026	755,000	4.250%	183,955.00	938,955.00	1,122,910.00
02/01/2027			167,911.25	167,911.25	
08/01/2027	790,000	4.300%	167,911.25	957,911.25	1,125,822.50
02/01/2028			150,926.25	150,926.25	
08/01/2028	830,000	4.375%	150,926.25	980,926.25	1,131,852.50
02/01/2029			132,770.00	132,770.00	
08/01/2029	860,000	4.400%	132,770.00	992,770.00	1,125,540.00
02/01/2030			113,850.00	113,850.00	
08/01/2030	895,000	4.400%	113,850.00	1,008,850.00	1,122,700.00
02/01/2031			94,160.00	94,160.00	
08/01/2031	935,000	4.400%	94,160.00	1,029,160.00	1,123,320.00
02/01/2032			73,590.00	73,590.00	
08/01/2032	970,000	4.400%	73,590.00	1,043,590.00	1,117,180.00
02/01/2033			52,250.00	52,250.00	
08/01/2033	1,020,000	5.000%	52,250.00	1,072,250.00	1,124,500.00
02/01/2034			26,750.00	26,750.00	
08/01/2034	1,070,000	5.000%	26,750.00	1,096,750.00	1,123,500.00
	<u>17,500,000</u>		<u>14,933,358.94</u>	<u>32,433,358.94</u>	<u>32,433,358.94</u>

CITY OF COMMERCE CITY ANNUAL BUDGET

BOND DEBT SERVICE

The City of Commerce City
Sales and Use Tax Revenue Bonds, Series 2006

Year	Principal	Coupon	Interest	Debt Service	Annual Debt
08/01/2006			723,178.07	723,178.07	723,178.07
02/01/2007			1,058,309.38	1,058,309.38	
08/01/2007			1,058,309.38	1,058,309.38	2,116,618.76
02/01/2008			1,058,309.38	1,058,309.38	
08/01/2008	820,000	4.000%	1,058,309.38	1,878,309.38	2,936,618.76
02/01/2009			1,041,909.38	1,041,909.38	
08/01/2009	850,000	4.000%	1,041,909.38	1,891,909.38	2,933,818.76
02/01/2010			1,024,909.38	1,024,909.38	
08/01/2010	890,000	4.000%	1,024,909.38	1,914,909.38	2,939,818.76
02/01/2011			1,007,109.38	1,007,109.38	
08/01/2011	925,000	4.000%	1,007,109.38	1,932,109.38	2,939,218.76
02/01/2012			988,609.38	988,609.38	
08/01/2012	965,000	4.000%	988,609.38	1,953,609.38	2,942,218.76
02/01/2013			969,309.38	969,309.38	
08/01/2013	1,005,000	4.000%	969,309.38	1,974,309.38	2,943,618.76
02/01/2014			949,209.38	949,209.38	
08/01/2014	1,050,000	4.000%	949,209.38	1,999,209.38	2,948,418.76
02/01/2015			928,209.38	928,209.38	
08/01/2015	1,100,000	5.000%	928,209.38	2,028,209.38	2,956,418.76
02/01/2016			900,709.38	900,709.38	
08/01/2016	1,145,000	5.000%	900,709.38	2,045,709.38	2,946,418.76
02/01/2017			872,084.38	872,084.38	
08/01/2017	1,200,000	4.000%	872,084.38	2,072,084.38	2,944,168.76
02/01/2018			848,084.38	848,084.38	
08/01/2018	1,255,000	4.000%	848,084.38	2,103,084.38	2,951,168.76
02/01/2019			822,984.38	822,984.38	
08/01/2019	1,310,000	4.000%	822,984.38	2,132,984.38	2,955,968.76
02/01/2020			796,784.38	796,784.38	
08/01/2020	1,370,000	5.000%	796,784.38	2,166,784.38	2,963,568.76
02/01/2021			762,534.38	762,534.38	
08/01/2021	1,430,000	5.000%	762,534.38	2,192,534.38	2,955,068.76
02/01/2022			726,784.38	726,784.38	
08/01/2022	1,495,000	5.000%	726,784.38	2,221,784.38	2,948,568.76
02/01/2023			689,409.38	689,409.38	
08/01/2023	1,560,000	5.000%	689,409.38	2,249,409.38	2,938,818.76
02/01/2024			650,409.38	650,409.38	
08/01/2024	1,630,000	5.000%	650,409.38	2,280,409.38	2,930,818.76
02/01/2025			609,659.38	609,659.38	
08/01/2025	1,705,000	5.000%	609,659.38	2,314,659.38	2,924,318.76
02/01/2026			567,034.38	567,034.38	
08/01/2026	1,780,000	4.375%	567,034.38	2,347,034.38	2,914,068.76
02/01/2027			528,096.88	528,096.88	
08/01/2027	1,865,000	4.375%	528,096.88	2,393,096.88	2,921,193.76
02/01/2028			487,300.00	487,300.00	
08/01/2028	1,950,000	4.500%	487,300.00	2,437,300.00	2,924,600.00
02/01/2029			443,425.00	443,425.00	
08/01/2029	2,040,000	4.500%	443,425.00	2,483,425.00	2,926,850.00
02/01/2030			397,525.00	397,525.00	
08/01/2030	2,135,000	4.750%	397,525.00	2,532,525.00	2,930,050.00
02/01/2031			346,818.75	346,818.75	
08/01/2031	2,230,000	4.750%	346,818.75	2,576,818.75	2,923,637.50
02/01/2032			293,856.25	293,856.25	
08/01/2032	2,335,000	4.750%	293,856.25	2,628,856.25	2,922,712.50
02/01/2033			238,400.00	238,400.00	
08/01/2033	2,440,000	4.750%	238,400.00	2,678,400.00	2,916,800.00
02/01/2034			180,450.00	180,450.00	
08/01/2034	2,555,000	4.500%	180,450.00	2,735,450.00	2,915,900.00
02/01/2035			122,962.50	122,962.50	
08/01/2035	2,670,000	4.500%	122,962.50	2,792,962.50	2,915,925.00
02/01/2036			62,887.50	62,887.50	
08/01/2036	2,795,000	4.500%	62,887.50	2,857,887.50	2,920,775.00
	46,500,000		41,471,347.03	87,971,347.03	87,971,347.03

CITY OF COMMERCE CITY ANNUAL BUDGET

The City of Commerce City;
CERTIFICATES OF PARTICIPATION
DATED MAY 23, 2006

Year	Principal	Coupon	Interest	Debt Service	Annual Debt Service
6/15/2006					
12/15/2006			823,602.40	823,602.40	823,602.40
6/15/2007			733,903.13	733,903.13	
12/15/2007			733,903.13	733,903.13	1,467,806.26
6/15/2008			733,903.13	733,903.13	
12/15/2008			733,903.13	733,903.13	1,467,806.26
6/15/2009			733,903.13	733,903.13	
12/15/2009			733,903.13	733,903.13	1,467,806.26
6/15/2010			733,903.13	733,903.13	
12/15/2010			733,903.13	733,903.13	1,467,806.26
6/15/2011			733,903.13	733,903.13	
12/15/2011			733,903.13	733,903.13	1,467,806.26
6/15/2012			733,903.13	733,903.13	
12/15/2012			733,903.13	733,903.13	1,467,806.26
6/15/2013			733,903.13	733,903.13	
12/15/2013	390,000	4.250%	733,903.13	1,123,903.13	1,857,806.26
6/15/2014			725,615.63	725,615.63	
12/15/2014	555,000	4.250%	725,615.63	1,280,615.63	2,006,231.26
6/15/2015			713,821.88	713,821.88	
12/15/2015	570,000	4.250%	713,821.88	1,283,821.88	1,997,643.76
6/15/2016			701,709.38	701,709.38	
12/15/2016	600,000	4.250%	701,709.38	1,301,709.38	2,003,418.76
6/15/2017			688,959.38	688,959.38	
12/15/2017	635,000	4.250%	688,959.38	1,323,959.38	2,012,918.76
6/15/2018			675,465.63	675,465.63	
12/15/2018	655,000	4.375%	675,465.63	1,330,465.63	2,005,931.26
6/15/2019			661,137.50	661,137.50	
12/15/2019	685,000	4.375%	661,137.50	1,346,137.50	2,007,275.00
6/15/2020			646,153.13	646,153.13	
12/15/2020	715,000	4.500%	646,153.13	1,361,153.13	2,007,306.26
6/15/2021			630,065.63	630,065.63	
12/15/2021	760,000	4.500%	630,065.63	1,390,065.63	2,020,131.26
6/15/2022			612,965.63	612,965.63	
12/15/2022	800,000	4.500%	612,965.63	1,412,965.63	2,025,931.26
6/15/2023			594,965.63	594,965.63	
12/15/2023	845,000	4.500%	594,965.63	1,439,965.63	2,034,931.26
6/15/2024			575,953.13	575,953.13	
12/15/2024	890,000	4.500%	575,953.13	1,465,953.13	2,041,906.26
6/15/2025			555,928.13	555,928.13	
12/15/2025	935,000	4.500%	555,928.13	1,490,928.13	2,046,856.26
6/15/2026			534,890.63	534,890.63	
12/15/2026	985,000	4.500%	534,890.63	1,519,890.63	2,054,781.26
6/15/2027			512,728.13	512,728.13	
12/15/2027	1,025,000	4.625%	512,728.13	1,537,728.13	2,050,456.26
6/15/2028			489,025.00	489,025.00	
12/15/2028	1,060,000	4.750%	489,025.00	1,549,025.00	2,038,050.00
6/15/2029			463,850.00	463,850.00	
12/15/2029	1,115,000	4.750%	463,850.00	1,578,850.00	2,042,700.00
6/15/2030			437,368.75	437,368.75	
12/15/2030	1,170,000	4.750%	437,368.75	1,607,368.75	2,044,737.50
6/15/2031			409,581.25	409,581.25	
12/15/2031	1,235,000	4.750%	409,581.25	1,644,581.25	2,054,162.50
6/15/2032			380,250.00	380,250.00	
12/15/2032	1,300,000	4.750%	380,250.00	1,680,250.00	2,060,500.00
6/15/2033			349,375.00	349,375.00	
12/15/2033	1,365,000	5.000%	349,375.00	1,714,375.00	2,063,750.00
6/15/2034			315,250.00	315,250.00	
12/15/2034	1,430,000	5.000%	315,250.00	1,745,250.00	2,060,500.00
6/15/2035			279,500.00	279,500.00	
12/15/2035	2,625,000	5.000%	279,500.00	2,904,500.00	3,184,000.00
6/15/2036			213,875.00	213,875.00	
12/15/2036	2,750,000	5.000%	213,875.00	2,963,875.00	3,177,750.00
6/15/2037			145,125.00	145,125.00	
12/15/2037	5,805,000	5.000%	145,125.00	5,950,125.00	6,095,250.00
	30,900,000		35,725,365.10	66,625,365.10	66,625,365.10

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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CITY OF COMMERCE CITY ANNUAL BUDGET

INTEREST EARNING FUNDS

It is the general procedure of the Finance Department to credit all interest earnings into the General Fund and then allocate monthly to the appropriate funds based on their equity in pooled cash and investments. However, when it is deemed appropriate by the Finance Department or when the crediting of interest earnings is specified by legal and/or bonding documents, such interest earnings are credited direct to the specified funds.

The following funds received interest earnings for 2011:

	2011 Audited Report
General Fund	\$ 1,403,562
Conservation Trust Fund	5,659
Elected Officials Retirement Fund	8,143
Police Forfeiture Fund	2
Special Improvement District Fund	648
Police Pension Fund	1,314,839
Internal Service Fund - Fleet Maintenance	143,563
Internal Service Fund - Information Technology	65,137
Internal Service Fund - Facility Services	849
Housing Code Loan Program	0
Chemical Roundup Fund	7,354
Urban Renewal Agency Fund	65,218
Debt Service Fund	20,434
Future Growth Fund	23,885
Water Rights Acquisition Fund	40,684
Second Creek Drainage Basin Fund	46,408
Buffalo Run Tributary Drainage District Fund	6,562
CC/BSD Use Tax Fund	34,275
Third Creek Drainage Basin Fund	1,045
Prairie Gateway Public Infrastructure fund	0
Employee Retirement Fund	0

CITY OF COMMERCE CITY ANNUAL BUDGET

NON-BUDGETED FUNDS

The following are trust and agency accounts that do not require budgetary appropriations. These accounts are fiduciary in nature, e.g. accounts that are held by the City as an agent for others or to be expended or invested in accordance with the conditions of the trust.

However, each of these funds and accounts are included within the Comprehensive Annual Financial Statement (CAFR) of the City and are annually audited by the City's independent auditing firm. In addition, the Finance Department also maintains detailed accounting records for each of these activities.

Funds Held as
of 12/31/2011

FIDUCIARY FUNDS

Pension Trust Funds:

City Police Department	\$	15,674,955
Elected Officials Retirement Fund		248,644
School Facility Fee Fund		1,395,488

SPECIAL REVENUE FUNDS

Police Forfeiture Funds		69,690
Special Improvement District Funds		24,054
CC Brighton School District Use Tax Funds		1,074,764

**CITY OF COMMERCE CITY
ANNUAL BUDGET**

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