

STUDY SESSION AGENDA

CITY COUNCIL CITY OF WHEAT RIDGE, COLORADO

7500 W. 29th Ave.
Wheat Ridge CO

September 17, 2018

6:30 p.m.

Individuals with disabilities are encouraged to participate in all public meetings sponsored by the City of Wheat Ridge. Call Sara Spaulding, Public Information Officer 303-235-2877 at least one week in advance of a meeting if you are interested in participating and need inclusion assistance.

Citizen Comment on Agenda Items

1. Edward Byrne Justice Assistance Grant (JAG) Grant
2. Presentation of 2019 Proposed Budget
<http://www.ci.wheatridge.co.us/DocumentCenter/View/29092/2019-Proposed-Budget>
3. Staff Report(s)
4. Elected Officials' Report(s)

ADJOURNMENT

Memorandum

TO: Mayor Bud Starker and City Council

THROUGH: Patrick Goff, City Manager

FROM: Daniel Brennan, Chief of Police

DATE: September 12, 2018 (for Study Session of September 17, 2018)

SUBJECT: Staff Report: 2017 and 2018 Justice Assistance Grants

ISSUE:

Historically, the Wheat Ridge Police Department (WRPD) receives an Edward Byrne Justice Assistance Grant (JAG) each year. The money is awarded based upon a formula that includes population and Part I violent crimes. The grant can be used for the following purposes:

- Law enforcement programs
- Prosecution and court programs, including indigent defense
- Prevention and education programs
- Corrections and community corrections programs
- Drug treatment and enforcement programs
- Planning, evaluation, and technology improvement programs
- Procuring equipment, technology, and other material directly related to basic law-enforcement functions

The agency has used this funding for law enforcement programs or to purchase equipment in past years. The Police Department proposes to use grant funding from the 2017 and 2018 JAG grants to purchase police protective equipment.

FINANCIAL IMPACT:

The department received a grant award of \$10,178 in 2017 and received notification of a \$10,095 award for 2018. The department plans on using funding from both grants, amounting to \$20,273, and funding of approximately \$25,000 from the Police Investigation Fund (Fund 17) to purchase police protective equipment for the Patrol Operations Division.

BACKGROUND:

In 2017, the department received a JAG grant for \$10,178. The department proposed purchasing a mobile automobile license plate reader (ALPR), as well as using funding from the Police Investigation Fund (Fund 17) to acquire a trailer for the ALPR to be mounted upon. The trailer would be parked at specific locations in the city and would record license plates even if the associated beat officer were on another call or outside the area. In late 2017, an injunction was issued relating to certain award conditions that were contained in 2017 Byrne JAG awards, thus delaying the department's plan to purchase the ALPR and trailer. That injunction was just recently removed by the court and the grant award is again available to be spent.

In recent years, law enforcement nationally and statewide have seen an unprecedented increase in violent confrontations and attacks on police officers by armed suspects. Colorado has experienced the deaths of three law enforcement officers since the end of 2017, as well as the recent near-fatal shooting of a Colorado Springs police officer last month. Colorado has also experienced numerous tragic active shooter incidents at schools, businesses and theaters in recent years.

The increase in these types of calls resulted in the department conducting a study of protective equipment available to Wheat Ridge patrol officers today. The study indicated that while the department issues body armor to all sworn personnel, the department did not have the enhanced protective equipment available to patrol officers to utilize in an active threat or active shooter situation. This includes ballistic helmets, enhanced protective plates, and protective shields. Any equipment available to patrol officers was purchased many years ago, was poorly maintained and not available to everyone. The study did note that the thirteen officers and supervisors assigned to the West Metro SWAT Team are well equipped with protective equipment.

The study recommended that ballistic rated helmets, level IV armor plates, and a tactical vest carrier be purchased for each patrol officer and supervisor not currently assigned to the West Metro SWAT Team. Providing equipment to the individual versus storing the equipment in a patrol vehicle ensures that each helmet and vest carrier not only fits the individual officer but makes each officer responsible for maintaining their equipment. In addition, the study recommend that level IV shields be purchased for patrol supervisor vehicles in addition to other equipment needed for active threat or active shooter situations.

The department anticipates utilizing the 2017 and 2018 JAG grants, along with asset forfeiture dollars available in Fund 17 to purchase the necessary police protective equipment necessary to properly outfit patrol officers.

RECOMMENDATIONS:

Grant requirements include advising City Council as well as seeking input from community members on the proposed use of grant funds. The Police Department has posted the information concerning this grant on its website and advertised this study session meeting as an opportunity for citizens to comment. Staff is requesting City Council approve the use of JAG funds to purchase police protective equipment.

ATTACHMENTS:

1. 2018 JAG Grant Notice



FOR IMMEDIATE RELEASE

Contact: Sara Spaulding
303.324-1711
sspaulding@ci.wheatridge.co.us

**2018 EDWARD BYRNE JUSTICE ASSISTANCE GRANT
PUBLIC NOTICE**

WHEAT RIDGE, Colo. August 15, 2018 -- The Wheat Ridge Police Department has received the fiscal year 2018 local solicitation from the Department of Justice through the Edward Byrne Memorial (JAG) Program for \$10,095. This money is awarded based upon a formula of population and Part I violent crimes. The Police Department proposes to use these funds to assist in the purchase of enhanced protective equipment for officers to include helmets, ballistic plates/carriers, and shields.

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program (42 U.S.C. 3751(a)) is the primary provider of federal criminal justice funding to state and local jurisdictions. JAG funds support all components of the criminal justice system, from multijurisdictional drug and gang task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives. JAG-funded projects may address crime through the provision of services directly to individuals and/or communities and by improving the effectiveness and efficiency of criminal justice systems, processes, and procedures.

This year's grant application requires that all eligible units of local government applying for the local JAG awards must make the grant application available for review to the governing body of the local government unit. Also, the Police Department must provide assurance that the application or any further amendment was made public and an opportunity to comment is provided to citizens and neighborhood or community organizations to the extent applicable by law or established procedures make such an opportunity available. Therefore anyone wishing to comment on this application may contact Michelle Stodden at 303-235-2932 or mstodden@ci.wheatridge.co.us; or public comment can be provided on Monday, September 17, 2018, at 6:30 PM during the City Council Study Session.

For further information regarding the Edward Byrne Memorial Justice Assistance Grant (JAG) Program, visit the Bureau of Justice Website at www.ojp.usdoj.gov/BJA/grant/jag.

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ATTACHMENT 1

Memorandum

TO: Mayor and City Council

FROM: Patrick Goff, City Manager

DATE: September 12, 2018 (for Study Session of September 17, 2018)

SUBJECT: Proposed 2019 Budget

On September 17, 2018, the proposed 2019 City Budget will be presented to City Council for review and discussion. This memorandum includes an outline of the public engagement steps that have occurred to date and the future actions required by City Charter to adopt the budget and the 2019 Budget Message which summarizes the various components of the proposed budget.

Prior Action

- *June 18, 2018* – the Outside Agency Program Review Committee presented their recommendations to City Council
- *July 9, 2018* – first public meeting to provide opportunity for citizens to comment on the budget
- *August 13, 2018* – second public meeting to provide opportunity for citizens to comment on the budget
- *September 7, 2018* – proposed 2019 budget books were distributed to City Council and made available in the City Clerk's Office for public review
- *September 10, 2018* – proposed 2019 budget made available online for the public to review

Future Action:

- *September 17, 2018* – City Manager and staff presents budget to City Council during the study session and City Council takes comment from the public
- *October 8, 2018* – as required by Section 10.7 of the Wheat Ridge City Charter a public hearing will be conducted to provide an additional opportunity for citizens to comment on the proposed budget prior to its adoption. Notification of the public hearing will be made on the City Website, City Facebook page, and in the Wheat Ridge Transcript.
- *October 8, 2018* – as required by Section 10.9 of the Wheat Ridge City Charter, the budget shall be adopted by resolution on or before the final day (December 15, 2018) established by state statute for the certification of the next year's tax levy to the county.

The proposed 2019 budget includes the following:

- A balanced General Fund budget in the amount of \$35,562,186
- An unrestricted fund balance of \$6,886,378 or 19.4% of expenditures

- A General Fund transfer of \$3,000,000 to the Capital Improvement Program (CIP), \$900,000 to the Open Space Fund and \$100,000 to the Equipment Replacement Fund
- A 1.2% increase in the General Fund budget compared to the adjusted 2018 Budget
- Proposed CIP Fund in the amount of \$10,512,000
- Proposed 2E Fund in the total amount of \$22,385,758, including \$3,498,300 for debt service
- Special Revenue Funds in the amount of \$7,190,839
- Proposed budget (all funds) in the amount of \$75,650,783

Staff is looking for City Council direction and consensus on the proposed budget. If you have any questions prior to the September 17 Study Session, please do not hesitate to ask.

The 2019 proposed budget message, found on page 11 – 22 of the budget book, is included below:

OVERALL SUMMARY

The total 2019 Proposed Budget including the General Fund, the CIP Fund, 8 special revenue funds and the 2E Investing 4 the Future Fund is \$75,650,783. The Budget is based on projected revenues of \$54,002,142. The beginning fund balance for 2019 is projected at \$43,027,787, which brings the total available funds to \$97,029,929. This will provide for a projected ending fund balance of \$21,379,146.

General Fund	\$35,562,186
Capital Improvement Program (CIP) Fund	\$10,512,000
Special Revenue Funds	\$7,190,839
2E Investing 4 the Future Fund	\$22,385,758
Total	\$75,650,783

General Fund

General Fund revenue is projected at \$35,562,186, which is a 1.5% increase compared to 2018 year-end estimated revenues and a 3.8% increase compared to what was originally budgeted in 2018. In addition, the beginning fund balance for 2019 is projected at \$13,286,933, which brings the total available funds for the General Fund to \$48,849,119.

General Fund expenditures total \$35,562,186, excluding transfers. General Fund expenditures represent a 1.2% increase compared to the adjusted 2018 Budget. The ending fund balance for the General Fund is projected at \$9,286,933, of which \$6,886,378 (19.4% of operating expenditures) is considered unrestricted. The City's financial policies require that the City maintain a minimum unrestricted fund balance of at least two months or approximately 17% of its General Fund operating expenditures, as recommended by the Government Finance Officers Association.

Capital Improvement Program (CIP) Fund

CIP Fund revenue is projected at \$10,528,000 (\$3,000,000 transferred from the General Fund) which is a 76% increase compared to the 2018 estimated revenue. In addition, the beginning

fund balance for 2019 is projected at \$10,792, which brings the total available funds for the CIP Fund to \$10,538,792.

CIP expenditures total \$10,512,000, which is a 36% increase, compared to the adjusted 2018 Budget. This will provide for a projected ending fund balance of \$26,792.

The Proposed 2019 CIP budget includes the following projects:

- \$6.797 million for completion of Wadsworth right-of-way and final design
- \$1.9 million for street preventative maintenance, primarily on Parfet and Teller Streets
- \$395,000 for 44th Avenue bridge maintenance
- \$343,500 for municipal facility security upgrades
- \$300,000 for 26th and Fenton drainage project
- \$136,500 for completion of the environmental assessment for the Clear Creek Crossing project
- \$100,000 for Public Works and Parks operations facility master planning
- \$100,000 for pavement striping maintenance
- \$100,000 for sidewalk, bicycle and pedestrian enhancements adjacent to private development
- \$90,000 for Bike and Pedestrian Plan improvements
- \$60,000 for traffic signal improvements
- \$50,000 for citywide ADA infrastructure improvements
- \$35,000 for aerial photography and GIS updates
- \$35,000 for Neighborhood Traffic Management Program
- \$25,000 for Clear Creek Master Plan update
- \$25,000 for gateway signage program
- \$10,000 for updates and corrections of City right-of-way and easement mapping
- \$10,000 for neighborhood street light program

Special Revenue Fund – Open Space

Open Space revenue is projected at \$2,340,247 which is a 26% decrease compared to the 2018 estimated revenue. The large decrease is primarily due to a projected parkland sale in 2018 and more grants and developer fees in 2018. The beginning fund balance for 2019 is projected at \$1,731,580, which brings the total available funds for the Open Space Fund to \$4,071,827.

Open Space projects for 2019 include:

- Renovation of Prospect Park – Phase 2
- Reconstruction of Anderson Park
- Construction of “The Green” community plaza
- Open space and park maintenance projects

Funding is also appropriated for seven Parks maintenance workers and the Forestry and Open Space Supervisor. Open Space expenditures total \$3,518,980, which is a 22% decrease compared to the adjusted 2018 Budget. This will provide for a projected ending fund balance of \$552,847, of which \$127,362 is restricted to park improvements at the Wheat Ridge Ward station area.

The future five-year Open Space Budget proposes the continuation of miscellaneous open space improvements, parks maintenance projects, trail replacement and repair, Prospect Park improvements, improvements to a new Public Works and Parks operations facility, and funding for Parks employees.

Special Revenue Fund – Conservation Trust

Conservation Trust revenue is projected at \$324,000, which is a 2.7% decrease compared to the 2018 estimated revenue. In addition, the beginning fund balance for 2019 is projected at \$46,726, which brings the total available funds for the Conservation Trust Fund to \$370,726.

Conservation Trust projects for 2019 include:

- Renovation of Anderson Building
- Recreation Center maintenance projects
- New playground at the Recreation Center
- Resurface of tennis and basketball courts

Conservation Trust expenditures total \$303,700, which is a 70% decrease compared to the adjusted 2018 Budget. This will provide for a projected ending fund balance of \$67,026.

The future Five-Year Conservation Trust Budget proposes to provide funds for Recreation Center maintenance needs, parks maintenance projects, resurfacing of tennis/basketball courts, playground replacement, and facility improvements to the Parks Maintenance Shops.

Special Revenue Fund – Recreation Center

Recreation Center Operations revenue for 2019 is projected at \$2,223,392, which is an increase of 1.9%, compared to the 2018 estimated revenue. In addition, the beginning fund balance for 2019 is projected at \$278,165, which brings the total available funds for the Recreation Center Operations Fund to \$2,501,557.

Recreation Center expenditures total \$2,489,411, which is a 1.8% decrease compared to the adjusted 2018 Budget. This will provide for a projected ending fund balance of \$12,146.

Special Revenue Funds – Other

Several other Special Revenue Funds are also included in this Budget to track revenues and expenditures that are designated by law to be used for specific purposes or are used to simplify the budgeting process. Those funds include Public Art, Police Investigation, Municipal Court, Equipment Replacement, and Crime Prevention/Code Enforcement. Detailed revenue and expenditure information for these funds can be found in the Special Revenue Funds and the Line Item Accounts sections of the Budget.

2E Investing 4 the Future Fund

The 2E Investing 4 the Future Fund was created in 2017 as a special fund to account for the 2E bond and debt activity. 2019 revenues from the 0.5% sales and use tax, interest and reimbursements are projected at \$6,223,292. In addition, the beginning fund balance for 2019 is projected at \$26,780,258, which brings the total available funds for the 2E Fund to \$33,003,550.

2E Fund expenditures total \$22,385,758, of which \$18,887,458 is for 2E project expenditures and \$3,498,300 is for debt service on the 2E bonds. This will provide for a projected ending fund balance of \$10,617,792.

2E Investing 4 the Future projects for 2019 include:

- Final construction of the hook ramps on I-70 for the Clear Creek Crossing development
- Reconstruction of streets adjacent to the Wheat Ridge Ward Station including Ridge Road, 52nd Avenue, Tabor Street and linear park and pedestrian bridge
- Acquisition of right-of-way required for the reconstruction of Wadsworth Boulevard
- Final renovation of Anderson Park, Anderson Building and outdoor pool bathhouse

SHORT-TERM FISCAL CHALLENGES/OPPORTUNITIES

Sales Tax and General Fund Revenue

Sales tax, the City's largest revenue source, for 2019 is projected to increase by 5.4% compared to 2018 estimated revenue. Approximately one-third of this increase is attributed to the Wheat Ridge Corners development. Overall, total General Fund revenue for 2019 is projected to increase by 1.5% compared to 2018 year-end estimated revenue and increase by 3.8% compared to what was originally budgeted in the 2018 budget.

Redevelopment Projects

Walmart closed its doors in Wheat Ridge on July 7, 2017, which continues to impact total City revenues due to the associated loss in sales tax revenue. Regency Centers, the owner of the Applewood Shopping Center where Walmart was located, is in active negotiations with four national retail tenants to backfill the Walmart space. The exact date when those tenants will open for business is unknown, but it is anticipated to be in the 4th quarter of 2019. Because of this uncertainty, sales tax revenue from these tenants has not been factored into the 2019 Budget. These four tenants are projected to generate between \$800,000 and \$900,000 in sales tax revenue annually.

The Corners at Wheat Ridge is currently under construction and the anchor tenant, Lucky's Market, opened on August 6, 2018 and several other retail tenants are scheduled to open before the end of 2018. The 2018 Budget includes three months of revenue from this project in the amount of \$215,500. When the project is fully built out, an additional 75,000 sq. ft. of commercial retail space will be added to the City. The project is projected to generate approximately \$650,000 in sales tax revenue annually.

The Clear Creek Crossing project entitlements and public finance agreement were finalized and approved in 2018. The developer is finalizing the leasing plan for potential tenants to include retail, residential, a medical campus, hospitality and entertainment. The retail component of the project will likely open in 2020; therefore, no new sales tax revenue from this project is included in the 2019 budget. The Longs Peak Metropolitan District (LPMD) will reimburse the City \$507,038 for the environmental assessment expense the City incurred over the last several years for the I-70 hook ramp project. The reimbursement will occur when the LPMD issues bonds for the Clear Creek Crossing project, likely in 2019. This reimbursement revenue has not been factored into the 2019 budget. Once the project is fully built out, sales tax, lodging, admissions

and use tax revenue is projected to total \$1.8 million annually.

Several other commercial redevelopment projects across the City are projected to increase sales tax revenue starting sometime in 2019. Approximately 22,500 sq. ft. of additional restaurant and fast casual food options will be constructed across the City including Hacienda Colorado and a fast casual restaurant at the Applewood Shopping Center, a fast casual restaurant at the Kipling Ridge project and other neighborhood commercial retail options at the West End 38 project. In total, all projects are projected to generate approximately \$300,000 in sales tax revenue annually.

WHEAT RIDGE 2035 VISION TOPICS AND SMART GOALS

The Mayor, City Council and staff work together periodically to develop and update a strategic plan that includes a vision, goals and priorities. City Council met in the spring of 2017 and developed an updated

Vision 2035 to include Vision Topics and Smart Goals. Staff used the most current vision topics and strategic priorities to guide the development and prioritize projects for the 2019 Budget.

Vision Topics:

1. Wheat Ridge is an attractive and inviting City
2. Wheat Ridge is a community for families
3. Wheat Ridge has great neighborhoods
4. Wheat Ridge has a choice of economically viable commercial areas
5. Wheat Ridge has diverse transportation
6. Wheat Ridge is committed to environmental stewardship
7. Wheat Ridge residents enjoy an active, healthy lifestyle
8. Wheat Ridge residents are proud of their hometown

2018/2019 Strategic Priorities:

1. Update the Neighborhood Revitalization Strategy
2. Develop an I-70/Kipling Corridor Strategy to address crime, aesthetics, and redevelopment opportunities
3. Finalize design of 38th Avenue streetscape
4. Work with the Colorado Department of Transportation to prioritize I-70/Kipling improvements
5. Set a policy on “shared housing” (e.g. Airbnb, VRBO)

Council’s Smart Goals are outlined in the Vision and Goals section of this document. The proposed 2019 Budget includes several priority expenditures that play an important role in helping the City achieve the strategic vision.

Strategic Priorities:

- Urban renewal funding for Renewal Wheat Ridge (RWR) projects \$300,000
- Tax Increment Financing (TIF) – Kipling Ridge, Wheat Ridge Corners, Swiss Flower \$665,823
- Ridge at 38 public events \$160,000
- Wheat Ridge Business District (WRBD) grant program \$45,000

- Live Local events \$40,000
- Building up Business Loan Program (BUBL) \$80,000
- 44th Avenue Corridor marketing efforts \$7,500
- 29th Avenue Marketplace marketing efforts \$5,000
- 38th Avenue marketing \$30,000
- 44th Avenue planning effort \$150,000
- Wadsworth reconstruction project \$9.83 million
- Clear Creek Crossing hook ramps \$5.06 million
- Gold Line station public infrastructure \$8.3 million
- Preventative street maintenance \$1.9 million
- Bridge maintenance \$395,000
- Prospect Park improvements \$1.2 million
- Redevelopment of “The Green” \$900,000
- Anderson Park renovation \$3.43 million
- Traffic Safety, Life Quality and Crime Reduction (TLC) Program \$30,000
- ADA improvements citywide \$50,000
- Large-item pickup program \$5,000
- New snow plow \$220,000
- Historic building management and maintenance \$83,850
- Wheat Ridge 50th Anniversary planning \$60,000
- Carnation Festival contribution \$80,000 staff overtime \$25,500
- City employee Innovation Committee \$10,000
- Citizen Academy \$5,000
- Wheat Ridge Education Alliance \$2,500

OUTSIDE AGENCY CONTRIBUTIONS

In 2016, City Council appointed a Citizen Review Committee to make recommendations for contributions to outside agencies. Following are the Committee’s recommendations for 2019:

The Action Center	\$3,000
Active Transportation Advisory Committee	\$500
Audio Information Network	\$1,600
Court Appointed Special Advocates	\$4,800
Chanda Plan Foundation	\$5,000
Community Table	\$11,500
Family Tree	\$5,600
Farmers 5000	\$2,500
Feed the Future (WR)	\$8,000
Friends of Paha	\$1,200
Institute for Environmental Solutions (IES)	\$1,800
Jefferson Center for Mental Health	\$3,700
Jefferson County Library Foundation	\$1,310
Jewish Family Services-Colorado Senior	\$5,700

Connections	
Lutheran Foundation – Heroes of Hope	\$3,600
Outdoor Lab Foundation	\$18,500
Regional Air Quality Council	\$2,600
Senior Resource Center Circulator Bus	\$26,000
Sunshine Home Share	\$2,500
Wheat Ridge Community Foundation	\$4,700
Wheat Ridge Optimist Club	\$1,200
Wheat Ridge High School STEM/STEAM	\$18,100
TOTAL	\$133,410

DEBT

At the regular general election held on November 8, 2016, the electorate of the City approved ballot question 2E, which temporarily increased the sales and use tax levied by the City by one-half of one percent (3% to 3.5%) for up to 12 years or when \$38.5 million is raised, whichever occurs first. It also authorized the issuance of debt to finance City investment in public infrastructure to facilitate economic development opportunities. Sales and use tax revenue bonds were issued on May 2, 2017 to finance four specific City investments including Anderson Park, Wadsworth Boulevard, Wheat Ridge Ward G Line station development and the Clear Creek Crossing development.

The par amount of the bond issue was \$30,595,000 with a net premium of \$2,687,079 for a total of \$33,282,079. Of this amount \$33 million was deposited into Fund 31 for the four specific City investments, \$152,975 was allocated for the underwriter's discount and \$129,104 for costs associated with the bond issue. The maximum repayment cost of the bonds will not exceed \$38,500,000 and maximum annual repayment cost will not exceed \$3,700,000. In the budget, \$3,498,300 is budgeted for the 2019 annual debt service.

Ballot question 2E restricted the increase of taxes in the 2017 fiscal year to \$3,700,000 and by whatever additional amount is received for the 11 years thereafter. Due to an increase in use tax revenues from the May 8, 2017 hailstorm, 2E revenues exceeded this cap by \$457,931. City Council approved a resolution to submit a question to the November 2018 ballot asking voters to allow the City to retain the revenue overage. Additional information about the 2E ballot question and Fund 31 can be found behind the 2E Fund tab in this notebook.

Additionally, the City has the following long-term financial obligations:

Renewal Wheat Ridge

The City's Urban Renewal Authority (Renewal Wheat Ridge), is a component unit of the City. Renewal Wheat Ridge provided a loan in the amount of \$2.455 million, accruing interest at 3.16% per annum, for the Kipling Ridge commercial center development at 38th and Kipling. The term of this loan expires in 2023 and will be paid from sales and property tax incremental revenue from the Kipling Ridge project. The balance of the loan as of December 31, 2018, will be \$1.673 million.

Community Solar Garden

On March 23, 2015, the City entered into an agreement to purchase electric generating capacity in a solar garden. The agreement was funded on April 13, 2015, with a lease agreement for \$800,000. The solar power capacity is recorded as capital assets in the amount of \$776,628. A portion of the loan proceeds was used to pay issuance costs of \$23,372. Annual payments of \$80,167, including principal and interest accruing at 5.75%, are due through May 1, 2030. As of December 31, 2018, the City has a capital lease outstanding amount of \$667,218. For its participation, it is estimated the City will receive \$60,000 in energy credits from Xcel in 2019 to be used to pay this lease and against energy consumption at various facilities.

Fruitdale School Lofts

In 2016, the City Council approved a loan in the amount of \$2.585 million from General Fund reserves to the Fruitdale School Partners. The loan was for the redevelopment of the Fruitdale School property into a mix of 16 market-rate and income-restricted rental housing units. Fruitdale School Partners repaid \$1.5 million of the loan in 2018. The remaining \$1,085,000 will be paid over a 40-year period and, until that time, will remain as a restricted balance in the General Fund reserves.

COMPENSATION, BENEFITS AND STAFFING

Compensation

Personnel-related expenses account for the largest portion of the City's Budget; therefore, maintaining this investment is a high priority. In 2013, the City launched a new compensation plan for full-time/part-time benefited employees that is financially sustainable and is a plan that will help the City recruit and retain top talent. Additionally, the compensation plan is market-based and fully aligned with the

Performance Management Project (PMP) that has culminated in the full implementation of a pay-for-performance system. The City's pay-for-performance model is consistent with the culture and commitment to A.C.T.I.O.N! – the City's core values of Accountability – Change – Teamwork – Integrity – Opportunity – Now! It is important for the City to reward employees who exemplify these core values and who help achieve the City's strategic results.

The compensation plan consists of two sub plans 1) a pay-for-performance open range plan, which includes civilian and police sergeants and higher ranks, and 2) a sworn step plan, which includes police officer I and II positions. Employees will be eligible for a performance increase on January 1, 2019, based on how well they meet the core values and competencies of the PMP system.

The pay-for-performance budget is determined on an annual basis according to what comparable organizations are providing and what the City can afford for that fiscal year. The City will conduct the next biennial market review in 2018. The 2019 budget includes \$460,000 to fund performance increases for both sub plans. The updated plan is under development and will be included in the final budget document.

Benefits

The City continues to provide a competitive benefits package to employees that includes medical, dental, life and disability benefits. Throughout the year, staff works closely with the City's benefit broker, IMA, to ensure that the City is controlling benefit costs while still providing a competitive benefits package to its employees, which is a vital part of the City's total compensation approach to pay.

The City currently provides Kaiser Permanente plans for employee medical benefits. Medical premiums will not experience an increase for 2019. There are several key factors that play a role in calculating the City's health care premium renewal. The City's Wellness Program is a positive contributing factor to the minimal premium increase. Historically, the City's premium increases ranged from 10 – 15%, which continues to be the market average. The City will continue to encourage enrollment and active participation in the Wellness Program. There will be no increases to the dental, life and short-term disability premiums in 2019.

In 2018, the City will continue to offer the High Deductible Health Plan (HDHP) and the Deductible HMO (DHMO) added in 2017. The HDHP plan was added in 2013 and is a consumer model of health care paired with a Health Savings Account (HSA). The goal of the consumer-driven HDHP and DHMO is to encourage employees to manage costs through effective use of health care.

The City currently contributes to a 401(a) retirement plan for nonsworn employees. Employees contribute 4% to the plan and the City matches 4%. The Employee Retirement Committee conducted a survey of other neighboring Colorado communities and determined that the City is under market for retirement contributions. The average governmental retirement contribution for the 15 cities surveyed is 6.04%. To continue to remain competitive and to attract the best talent as possible, the 2019 Budget includes funding in the amount of approximately \$180,000 to increase the City's retirement match to 6%.

Staffing

In 2018, the City's staffing level was at 243.375 FTE's and decreased by 18.0 FTE's, to a total of 225.375 FTE's, due to the regionalization of the Police Department communications center and the outsourcing of the City's building division. The 2019 staffing level will increase by a net of 9.0 FTE's for a total of 234.375 FTE's in all funds.

General Fund

2.0 FTE Parks Maintenance Worker I – Parks and Recreation

These two positions will assist in the maintenance of new park amenities that have been added to the City's inventory over the last several years without an increase in maintenance staff. Those amenities include Hopper Hollow Park, Discovery Park and improvements to Anderson and Prospect Parks. Within these parks comes an increase of 490,000 sq. ft. of sod, 15 additional irrigation lines, 34,000 sq. ft. of connecting walking paths and additional concrete areas and several new picnic shelters and bleachers. These new positions will also assist in the installation and removal of the new portable fence at Anderson Park. These new positions will assist the City in addressing the 2035 Vision Topic "Wheat Ridge residents enjoy an active, healthy lifestyle."

1.0 FTE Forestry Assistant – Parks and Recreation

In 2002, the City had 7.0 FTE dedicated to forestry and horticultural services throughout the City. Staffing levels were reduced to 3.0 FTE since that time as were required by budget cuts and other restraints. Since 2002, four additional parks have been constructed and additional right-of-way maintenance responsibilities (38th Ave streetscape, G Line TOD site, Kipling and I-70 entry and exit ramp landscaping, 50th Avenue median, etc.) have increased the workload for the Forestry and Natural Resources programs. This new position will assist the City in addressing the 2035 Vision Topic “Wheat Ridge is an attractive and inviting City.”

1.0 FTE Horticultural Assistant – Parks and Recreation

In 2002, the City had 7.0 FTE dedicated to forestry and horticultural services throughout the City. Staffing levels were reduced to 3.0 FTE since that time as were required by budget cuts and other restraints. Since 2002, four additional parks have been constructed and additional right-of-way maintenance responsibilities (38th Ave streetscape, G Line TOD site, Kipling and I-70 entry and exit ramp landscaping, 50th Avenue median, etc.) have increased the workload for the Forestry and Natural Resources programs. This new position will assist the City in addressing the 2035 Vision Topic “Wheat Ridge is an attractive and inviting City.”

2.0 FTE Police Officer – Police Department

The Police Department anticipates an increase in calls for service related to the Clear Creek Crossing development. Based on the size of the property, projected uses and housing options, the Department anticipates calls for service including traffic, criminal and non-criminal events, quality of life issues, property and economic crimes such as theft, fraud and forgery and minimal person’s crimes. With the addition of two police officers, the Department will have the ability to increase staff in this area of the City throughout the week, during the peak hours that businesses will be open. These new positions will assist the City in addressing the 2035 Vision Topic “Wheat Ridge offers a choice of economically viable commercial areas” and “Wheat Ridge is a community for families.”

1.0 FTE Persons Detective – Police Department

In 2015, the International Association of Chiefs of Police performed a staffing analysis of the Patrol Operations Division and the Investigations Bureau. The analysis indicated that the Bureau needed an additional Persons Team Detective for the purpose of investigating domestic violence related felonies. In addition to aiding with the Department’s focus on prosecuting felony violations involving domestic relationships, this position would be key to providing Wheat Ridge’s contribution to the First Judicial District Attorney’s Office Family Justice Center Program. This new position will assist the City in addressing the 2035 Vision Topic “Wheat Ridge is a community for families.”

1.0 FTE Special Investigations Sergeant – Police Department

In 2015, the International Association of Chiefs of Police performed a staffing analysis of the Patrol Operations Division and the Investigations Bureau. The analysis indicated that the Bureau needed an additional Sergeant, assigned to the Special Investigations Unit to supervise the critical areas of drug enforcement, auto theft investigations and vice and intelligence. Currently, detectives with the Special Investigations Unit report directly to the Investigations Bureau

Commander rather than having a supervisor who can participate in their day-to-day operations. This new position will assist the City in addressing the 2035 Vision Topic “Wheat Ridge is a community for families.”

0.5 FTE IT Support Technician – Administrative Services

This position is currently a 0.5 FTE benefited employee and the request is to increase it to a 1.0 FTE benefited IT Support Technician. This increase in FTE will allow other IT Division employees to work on strategic priorities to implement new technologies that increase workflow efficiencies and decrease costs. This increase in FTE will assist the City in addressing the 2035 Vision Topic “Wheat Ridge residents are proud of their hometown.”

0.5 FTE Digital Communications Specialist – Administrative Services

This position is currently a 0.5 FTE benefited employee and the request is to increase it to a 1.0 FTE benefited Digital Communications Specialist. As the City’s website gains ground as a communications tool to update the community and keep constituents informed, this increase in FTE will enable the City to respond more proactively in maintaining website links, creating new content and Newsflashes, supporting activity on social media sites such as Facebook, Twitter and NextDoor as well as special event logistics. Social media also demands a graphic presence in order to increase engagement. This position will assist in capturing community images through photography and video for use in all of the City’s communication mediums. This increase in FTE will assist the City in addressing the 2035 Vision Topic “Wheat Ridge residents are proud of their hometown.”

In the back of the Staffing section of this book you will find a Five-Year Staffing Plan for 2020 to 2024. Over the last decade we have done our best to provide a level of service expected by City Council and the community. The City has typically operated with a very lean staff; however, as community expectations change we must ensure the City has adequate staffing to meet those demands. This Plan will be evaluated annually to determine the most cost-effective way to continue providing exceptional customer service and quality programs.