



CITY OF
THORNTON

2025 Budget Recommendation

Agenda

Introduction to the 2025 Budget

- Timeline and Process
- Mission, Vision, and Values
- Fund and Organizational Structure
- Financial and Budget Policies
- Economic Update

Priorities & Goals

Summary Data

Pay Plan

Utilities

Other Funds

General Fund by Department

Governmental Capital

Special Revenue Funds

Next Steps

Timeline & Process

- **Summary of Requests w/Council:** June 25
- **Utility Rate Increase Discussions:** July 16
- **Preliminary Recommendation to Council:** August 27
- **Council Book/Budget Presentation Review:** September 10
- **Fees & Charges Discussions:** September 3, October 1
- **Council Budget Review:** September 26 & 28
- **Public Hearing & 1st Reading:** October 22
- **Second Reading:** November 19

Mission, Vision, Values

Mission

“Our mission is to build a resilient and thriving Thornton by providing vital services that support safety and well-being for our community.

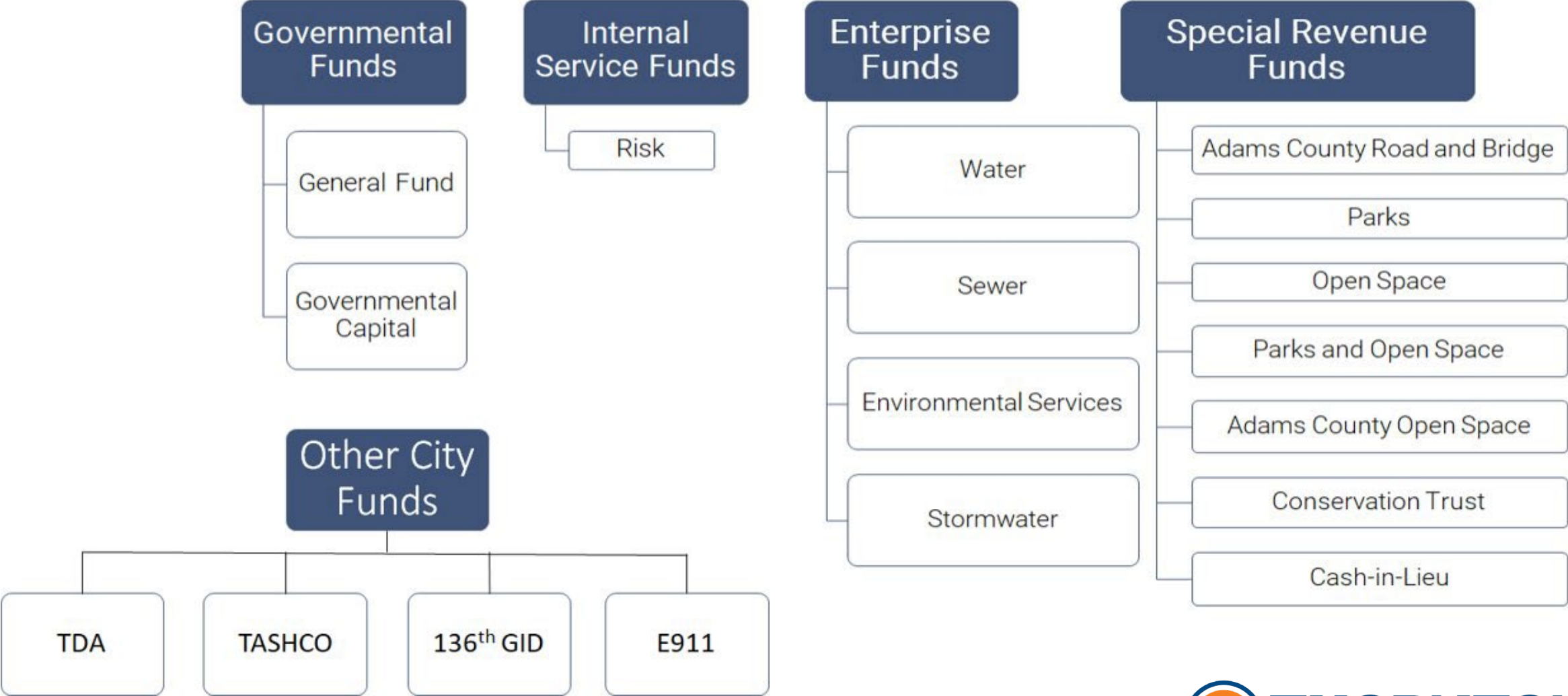
Vision

“As one of the largest cities in Colorado, Thornton is a regional leader with a dynamic economy and safe, welcoming, and diverse neighborhoods focused on innovation, fiscal responsibility, and service excellence that enriches lives.”

Values

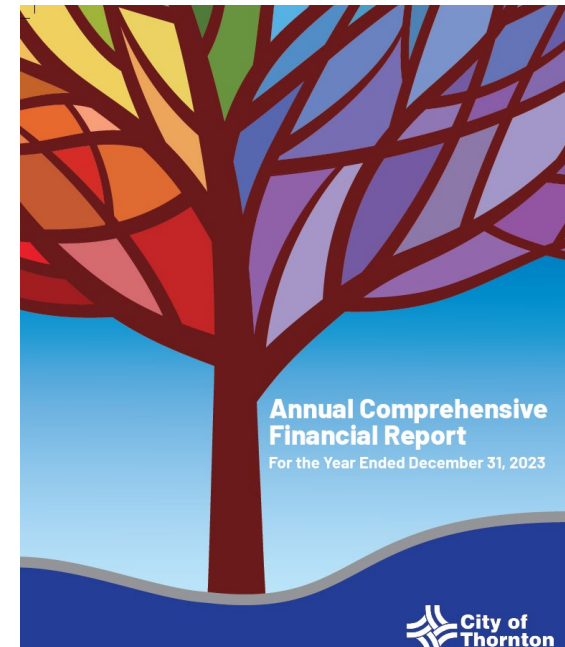
Stewardship, Trust, Collaboration, Respect, Accountability, Excellence, Innovation

Fund and Organizational Structure



City Financial Overview

- \$1.8B Fund Balance (the difference between assets and liabilities)
- \$2.1B in Assets
 - \$627M Cash and Investments
 - \$98M Other Assets
 - \$1.4B in Capital Assets
 - \$273M Land and water rights
 - \$557M Water/sewer infrastructure
 - \$146M Street traffic and engineering
 - \$161M Building structures and improvements
 - \$ 46M Leisure area and equipment
 - \$ 34M General equipment
 - \$175M Construction in Progress



Financial and Budget Policies

- **Reserve Policies**

- General Fund: 17% of current year General Fund Budget
- Sewer/Sanitation Funds: 90 days of current year operations and maintenance budget
- Water Fund: 180 days of current year operations and maintenance budget

- **Debt Management Policies**

- Long-term borrowing is for capital improvements or capital projects that cannot be financed with current revenues
- Bonds are paid over a period less than or equal to the project's useful life
- Debt and contractual obligations are paid first
- Debt limit set at 10% of assessed taxable property valuation in the city.

Economic Update

- Inflation continues to moderate
 - CPI for July 2024: 2.9% Nationally & 1.9% for Denver, Aurora Lakewood
 - Consumer spending was up 0.5% in July and personal income was up 0.3%
- National unemployment rate: 4.3% for July
- State unemployment rate: 3.9% for July
- Fed lowered rates by 50 basis points on September 18, 2024
- Colorado has revised down their sales tax collection numbers for FY 24-25 by \$82 million from its December 2023 estimates
 - Revision reflects real decline in consumer spending although national consumer spending is up 0.5%
 - The State expects to see 3.5% sales tax growth for FY 24-25

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**Introduction to the 2025
Budget**

Priorities & Goals

- Council Priorities
- Budgetary Goals

Summary Data

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Council Priorities

2025 Council Priorities, Top 4:

1. Enhanced Street Rehabilitation
2. Enhanced Code Enforcement
3. Trail Improvements
4. Implementation of Vision Zero (increased traffic safety)

Budget Goals

1. Prioritize council goals; build toward the vision
2. Evolve the organization and services to meet community needs
3. Know the financial impact and value of every budget decision
4. Prioritize commitment to current employees
5. Financial sustainability, preserve the reserve

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Introduction to the 2025 Budget

Priorities & Goals

Summary Data

- Total Revenue by Fund
- Total Expenditures by Fund
- Total FTEs by Fund
- Total Debt by Fund

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Revenue Summary by Fund

Fund	2024 Projected Revenue	2025 Projected Revenue	\$ Change	% Change
General Governmental	\$248.9M	\$247.6M	(1.3M)	(1%)
Special Revenue Funds	35.5M	25.2M	(10.3M)	(29%)
Water Fund	95.5M	94.2M	(1.3M)	(1%)
Sewer Fund	21.7M	22.6M	.9M	4%
Environmental Services Fund	8.0M	9.5M	1.5M	18%
Stormwater	4.7M	4.8M	.1M	2%
Thornton Development Authority Funds	27.9M	27.9M	-	0%
Other Funds (E911, TASHCO, 136 th GID)	4.4M	4.5M	.1M	2%
Risk	18.2M	19.6M	1.4M	7%
Total	\$464.8M	\$455.9M	(8.9M)	(2%)

Expenditure Summary by Fund

Fund	2024 Budget	2025 Budget	\$ Change	% Change
General Governmental	\$251.8M	\$246.8M	(\$5.0M)	(2%)
Special Revenue Funds	21.5M	24.4M	2.9M	13%
Water Fund	93.2M	154.8M	61.6M	66%
Sewer Fund	18.0M	22.1M	4.1M	23%
Environmental Services Fund	8.6M	9.0M	.4M	5%
Stormwater	4.2M	5.9M	1.7M	40%
Thornton Development Authority Funds	20.1M	14.2M	(5.9M)	(29%)
Other Funds (E911, TASHCO, 136th GID)	4.3M	5.0M	.7M	16%
Risk	18.8M	22.3M	3.5M	19%
Total	\$440.5M	\$504.5M	\$64M	15%

FTEs by Department

Department	2024 Budget	2025 Budget	Change
Police Department	343.00	346.00	3.00
Fire Department	161.00	182.00	21.00
Infrastructure	209.50	211.50	2.00
Parks & Recreation	144.00	144.50	0.50
Management Services	112.50	113.50	1.00
City Development	74.75	73.75	(1.00)
Finance	33.25	33.25	-
City Manager's Office	35.00	35.00	-
Legal	17.00	17.00	-
Communications	7.00	7.00	-
Economic Development	8.00	8.00	-
Total	1,145.00	1,171.50	26.50

Debt by Fund

Fund	Description	Final Maturity	Principal as of 12/31/2024	Annual Payment
Governmental Capital	144 th Interchange	2025	\$1.2M	\$1.3M
Governmental Capital	Public Safety Facility	2039	13.1M	1.2M
Parks & Open Space	Trail Winds Recreation Center	2039	39.7M	3.6M
Parks & Open Space	Active Adult Center / Carpenter Renovation	2038	22.5M	2.1M
Water	Reservoir & Wes Brown Improvements	2034	24.1M	2.9M
Water	Water Treatment Plant	2050	72.7M	4.2M
Stormwater	Stormwater Capital (2023 interfund loan)	2027	3.0M	1.1M
TDA North	Larkridge Development	2028	5.1M	1.4M
TDA 144 th Ave.	Grove Development	2037	21.4M	1.8M
TOTAL OUTSTANDING DEBT			\$202.8M	\$19.6M
Water	Thornton Water Project/PFAS Anticipated '26	2056	252.0M	16.0M
TOTAL OUTSTANDING & ANTICIPATED DEBT			\$454.8M	\$35.6M

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Introduction to the 2025 Budget

Priorities & Goals

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Pay Plan

- Pay Plan Philosophy
- Input from Employee Committees
- Pay Increases
- Health Insurance
- Other Benefits

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Pay Plan Philosophy

- City Charter
 - Establishes the pay plan, including fringe benefits shall be equal to general prevailing rates and shall provide like pay for like work
- City Code
 - Directs staff to conduct and complete a wage survey for all employees in the career service system on at least an annual basis
- Employer of Choice

Input from Employee Committees

- General Employees
 - Employee Advisory Committee
 - Supervisor Roundtables
 - New Hire Onboarding Meetings
- Collective Bargaining Unit Employees (Police/Fire)
 - Formal Negotiation Sessions
 - Police Pay Plan Committee
 - Direct Contact between HR & Union Executive Boards

Pay Increases

- Pay Increases for Police and General Employees: 4.0%
 - Economic Adjustment: 3.1%
 - Based on projected local CPI increases for 2024
 - Merit: 0.9%
- Pay Increase for Fire Union: 6.5%
- Markets

Health Insurance

- Renewal process
- Health
 - Cigna, 7.1% increase
 - Two plans offered, PPO & high deductible
 - Kaiser, 6.7% increase
 - Two plans offered, HMO & high deductible
- Dental
 - No anticipated increase
- Vision
 - No anticipated increase

Other Benefits

- Leave (vacation, sick, holiday, etc.)
- Retirement Plans
 - 401: 7.6% Employer Contribution, 6.5% Employee Contribution
 - 457: City matches 1:1, up to a maximum of 1% voluntary employee contribution
- Life Insurance, Supplemental Life Insurance & AD&D
- Retiree Health Savings (RHS)
- Flexible Spending Accounts (health, dependent care, commuter transit)
- Short/Long-Term Disability
- Multi-lingual Pay
- Tuition Reimbursement
- Well-being initiatives
- Employee Assistance Program

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Introduction to the 2025 Budget

Priorities & Goals

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Pay Plan

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- By Fund
 - Revenue projections
 - Fund Expenditure by Division
 - Expenditure Analysis
 - Levels of Service by Division
 - Capital
 - Available Fund Balance

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General Fund by Department

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CITY OF
THORNTON

Water Fund

Water Revenue Summary

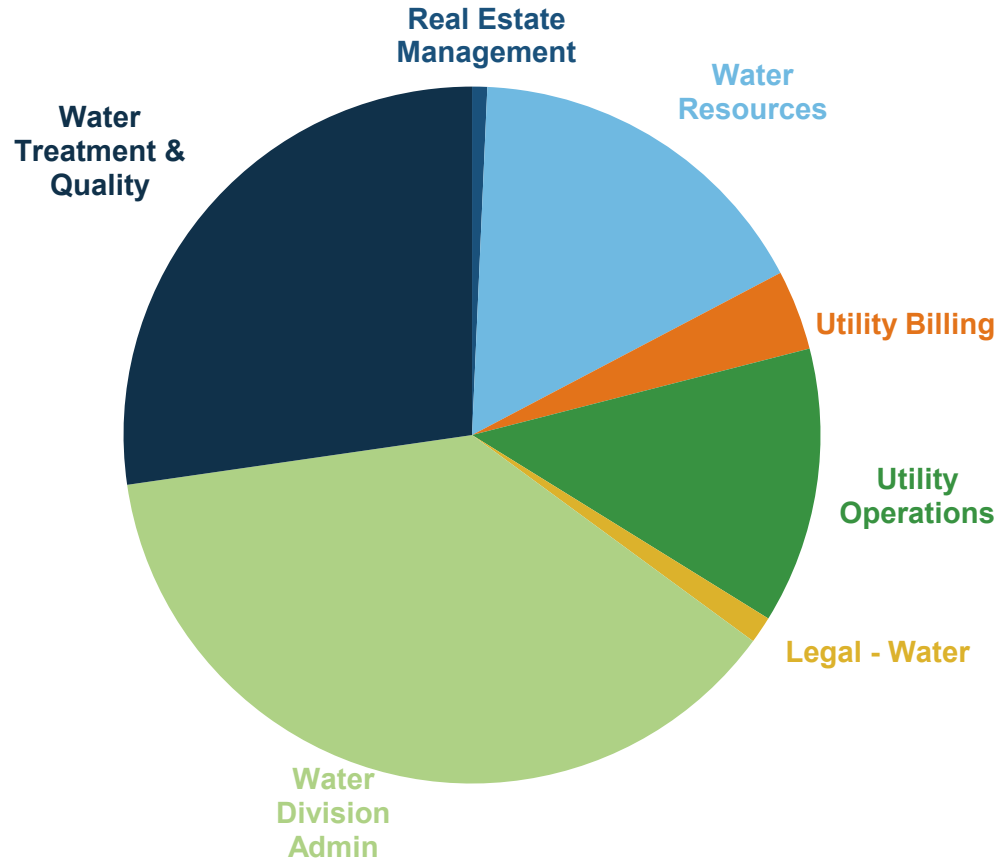
Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Charges for Services	\$60,649,257	\$68,101,571	\$7,452,314	12%	11% Rate Increase
Connection Fees	14,692,318	17,442,000	2,749,682	19%	Fee Increase
Interest, Lease Revenue, Oil and Gas, Miscellaneous	20,192,912	8,698,862	(11,494,050)	(57%)	Oil and Gas Revenue and Interest Income
Total	\$95,534,487	\$94,242,433	\$(1,292,054)	(1%)	

Water Fund Expenditures by Division

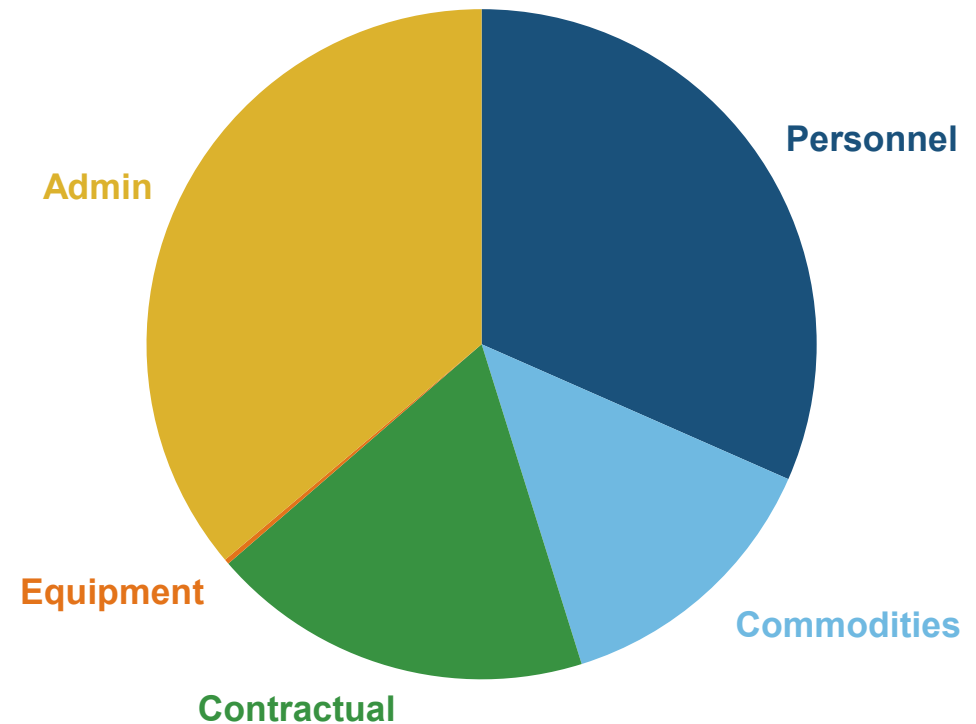
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Utility Operations	\$5,590,910	\$5,895,830	\$304,920	5%	Meter replacements, personnel (2024 markets)
Thornton Water Project Team	1,720,490	1,943,868	223,378	13%	Personnel transfer
Water Resources	7,347,369	7,633,161	285,792	4%	Personnel
Water Treatment & Quality	13,024,081	12,549,404	(474,677)	(4%)	Chemical supplies budget reduction
Real Estate Management	365,245	321,993	(43,252)	(12%)	Personnel transfer
Water Legal	669,280	573,400	(95,880)	(14%)	Personnel, contracted services
Utility Billing	1,629,053	1,707,863	78,810	5%	Water Assistance, Credit Card Fees
Water Division Admin	15,903,357	17,317,241	1,413,884	9%	Admin Fee, Software
Total	\$46,249,785	\$47,942,760	\$1,692,975	4%	
FTE Totals	107.5	109.5	2.0	1%	

Fund Budgetary Analysis: Water

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Water Operations Budgetary Highlights

- 2 positions added (\$226k + benefits)
 - Project Manager for Water Infrastructure
 - Water Plant Mechanic to help maintain our treatment facilities
- Quality & Process Analyst Contract Position (\$98k + benefits)
 - 3-year pilot to study and make process improvements to the Water System

Water Utility Levels of Service

- **Water Efficiency**
- **Water Treatment**
- **Water Quality and Testing**
- **Capital Improvement Project Management**
- Water Rights Planning, Protection and Management
- Raw Water Operations – diversions and storage
- Water Line and Pump Station Maintenance
- Meter Reading/Utility Billing



Water Utility Levels of Service

Water Efficiency



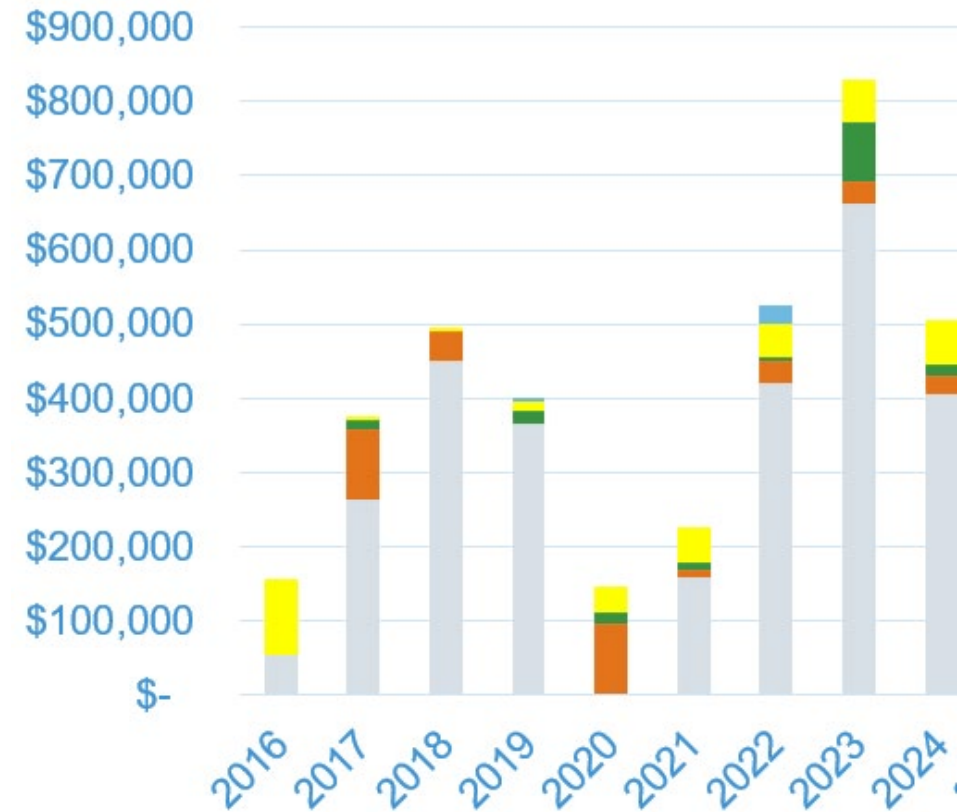
- Water Efficiency Promotion & Education
 - www.ThorntonWater.com
 - Marketing campaign
 - Water-Wise Garden Open House
 - Water-Wise Landscape webinars
 - Newsletter, blog, and social media
 - Sprinkler Consultations
- Commercial & Residential Water Efficiency Rebates & Programs
 - Lawn Replacement Program
 - Irrigation Controller Rebates
 - Rain Sensor Rebates
 - Toilet Rebates
 - Conservation Kits



Water Utility Levels of Service Water Treatment

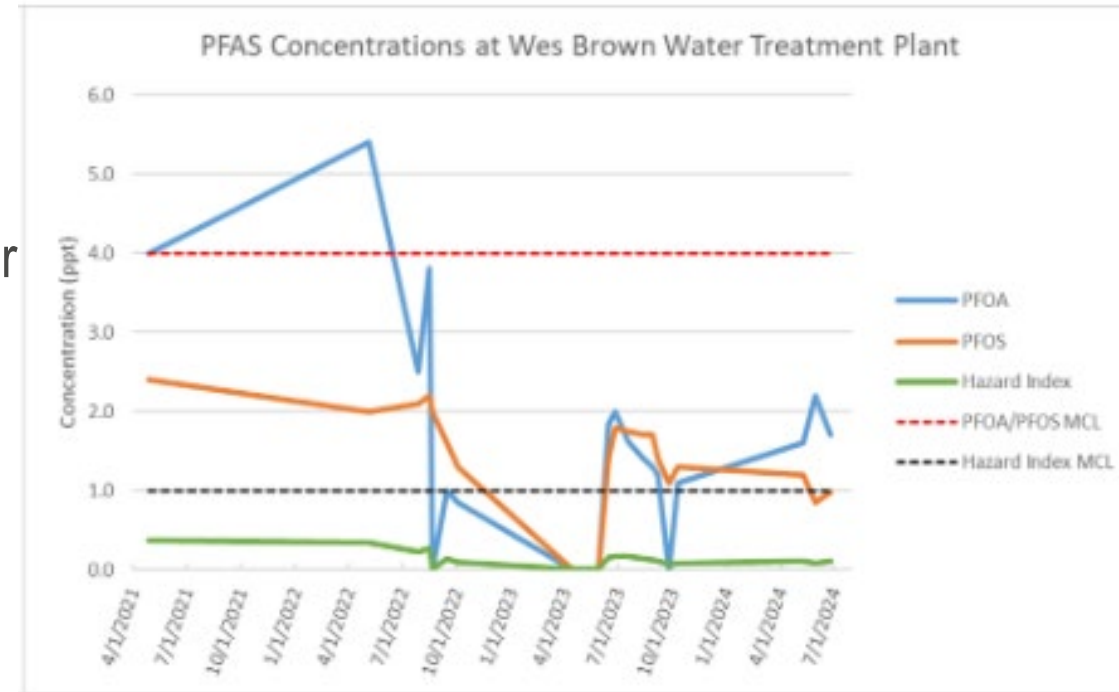
- Continuous Operation of Two Drinking Water Plants – produce potable water in sufficient quantity and quality.
 - 24/7/365 operation- produced 7 BG in 2023, on target to produce >8 BG in 2024
 - Performed 23,800 process control lab analysis to ensure treated water is safe for Thornton Water’s customers.
 - Responded to after hours callouts within 30 minutes to maintain water production.
 - Enhanced cybersecurity of Water Utility
 - Implemented MFA on all remote SCADA connections, strengthened password protection, conducted cyber assessment of water system.
- Optimize treatment: Extend equipment life, reduce input cost.
 - Requested (1) FTE in 2025 to bolster our optimization program
 - In 2023, Achieved over \$800K in savings through chemical dosing and filter operation optimization. (\$380K annual average for past eight years).
 - Maintained Taste and Odor levels below threshold for three consecutive years.

Achieved (2016-2024) Savings through Process Optimization



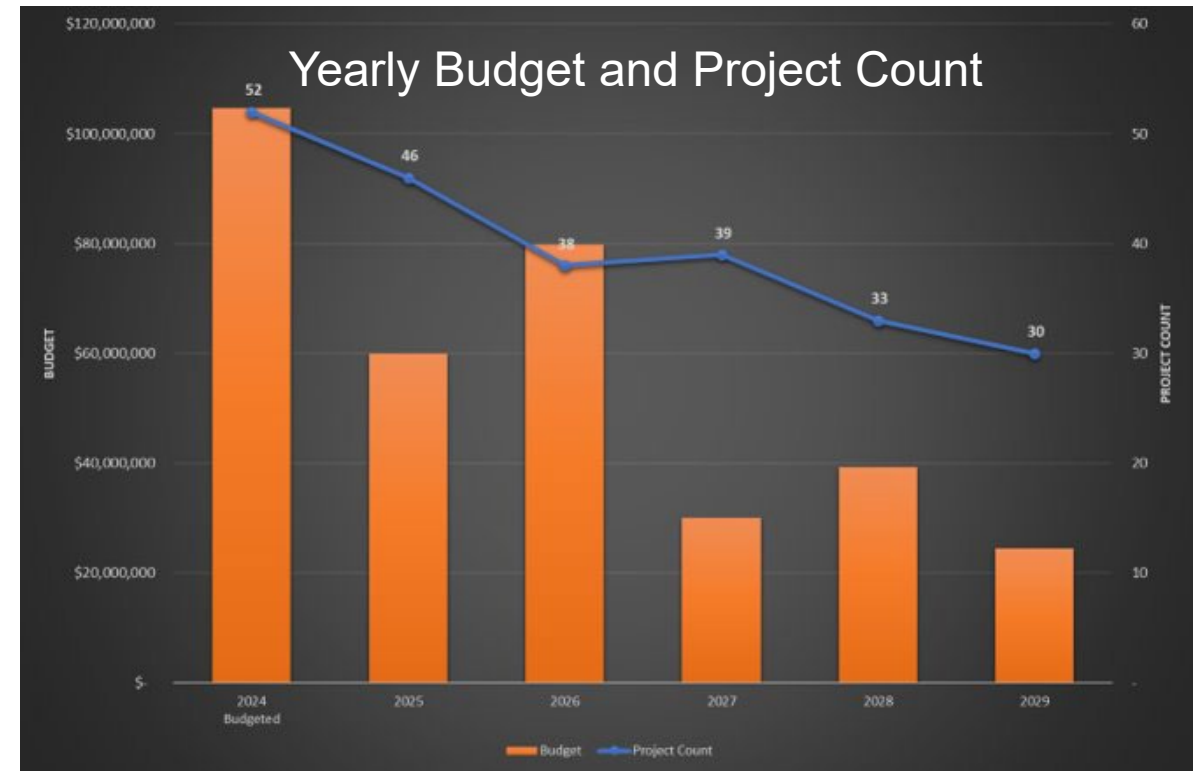
Water Utility Levels of Service Water Quality

- Drinking Water Compliance
 - Collected 2,263 compliance samples, performed 14,000 lab analysis on these samples
 - Preemptively maintained PFAS levels below new regulation limits that require compliance in 2029.
- Source Water Monitoring and Protection
 - Collected 4,400 source water samples and conducted over 17,800 lab analysis to inform treatment decision making.
 - Started a PFAS source identification program
 - Requested (1) FTE in 2025 to standup Source Water Protection Program
 - CDPHE identified 14K potential sources of water contamination
 - 5,272 are rated as high or moderately high
- Customer Service
 - Resolved 284 customer concerns
 - 12 onsite customer visits



Water Utility Levels of Service Capital Improvement Project Management

- Currently managing \$105M* in ongoing water utility CIP
- 5-year budget includes an add'l \$233M* in water utility CIP including PFAS upgrades at Thornton WTP
- One (1) project manager currently funded by water utility, GF funds add'l staff
- One (1) add'l Utility Project Manager has been requested for 2025
- Five (5) dedicated utility project managers are needed based on current and predicted workload



*does not include Thornton Water Project

Water Fund Capital Summary

Project	2025	2026	2027	2028	2029	5-Year Total
Water Supply Projects						
McKay PS Energy Upgrades	\$1,242,600	\$-	\$-	\$-	\$-	\$1,242,600
Denver Interconnect	1,035,500	-	-	-	-	1,035,500
Zadel Pit Hydraulic Structures	258,875	268,065	-	-	-	526,940
Cooley East Infrastructure Resiliency Improvements	517,750	-	2,442,716	574,871	-	3,535,337
Gravel Lakes Rip Rap	497,040	-	266,478	275,938	285,734	1,325,190
Pre-Treatment Chem Feed Facility	465,975	-	-	-	-	465,975
Standley Lake Pipeline Improvements	207,100	214,452	222,065	229,948	238,112	1,111,677
Non-Potable Irrigation Rehab	310,650	107,226	222,065	229,948	238,112	1,108,001

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Project	2025	2026	2027	2028	2029	5-Year Total
Water Supply Projects						
Non-TWP Transfers	\$182,248	\$188,718	\$195,417	\$202,355	\$209,538	\$978,276
New Union Ditch	-	337,762	1,981,931	-	-	2,319,693
Non-TWP Protection	155,325	160,839	166,549	172,461	178,584	833,758
EGL PS Emergency Generator	-	107,226	999,293	-	-	1,106,519
Rogers Slope Repair	-	-	555,163	-	-	555,163
Monitoring Well Abandonment	31,065	32,168	-	-	-	63,233
Water Supply Planning Model	5,178	5,361	5,552	5,749	5,953	27,793
EGL PS Improvements	-	-	-	24,259,557	-	24,259,557
TWP – TWTP Connection	-	-	222,065	862,307	-	1,084,372
Gravel Lakes Coord. & Planning	-	-	-	-	11,906	11,906
Total Water Supply Projects	\$4,909,306	\$1,421,817	\$7,279,294	\$26,813,134	\$1,167,939	\$41,591,490

Project	2025	2026	2027	2028	2029	5-Year Total
Water Treatment Projects						
PFAS Treatment	\$11,350,116	\$70,077,569	\$-	\$-	\$-	\$81,427,685
Sludge Disposal Improvements	1,242,600	1,286,712	1,332,391	1,379,690	1,428,669	6,670,062
TWTP Solar	-	2,498,366	-	-	-	2,498,366
WBWTP Chemical Pipe Replacement	1,449,700	643,356	666,195	-	-	2,759,251
Hydrochloric Acid Room Remodel	1,109,253	742,016	-	-	-	1,851,269
WBWTP Valve & Actuator Replacement Program	1,211,535	-	-	-	-	1,211,535
Source Water Phosphorous Removal	-	1,608,390	-	-	-	1,608,390
WBSTP Pipe Replacement	673,075	911,421	1,576,662	-	-	3,161,158
WCWTP Equipment Replacement	724,850	750,582	777,228	804,819	833,391	3,890,870
Wes Brown Water Treatment Plant Membranes	-	1,340,325	1,387,907	1,437,178	-	4,165,410

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Project	2025	2026	2027	2028	2029	5-Year Total
Water Treatment Projects						
SCADA Upgrade	\$1,035,500	\$-	\$-	\$-	\$-	\$1,035,500
Building Maintenance Projects	507,395	321,678	444,130	229,948	238,112	1,741,263
Solar Bee Replacement	-	794,577	-	-	-	794,577
Treatment Plant Clearwell Corrosion Improvements	584,022	-	-	-	-	584,022
WQ Profiler ELG4	550,886	-	-	-	-	550,886
WBWTP Pipe Galley Fall Protection Catwalks	517,750	-	-	-	-	517,750
Thornton Treatment Plant Equipment Replacement	103,550	107,226	111,033	114,974	119,056	555,839
WBWTP Tank Liner & Repairs	93,195	96,503	99,929	103,477	107,150	500,254
WBTP HSPS Pump Bowl Rebuild	-	160,839	-	-	-	160,839
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Project	2025	2026	2027	2028	2029	5-Year Total
Water Treatment Projects						
Treatment Process Optimization	\$51,775	\$53,613	\$55,516	\$57,487	\$59,528	\$277,919
Distribution System WQ Sampling Hydrant Project	103,550	-	-	-	-	103,550
Water Quality Compliance Study	103,550	-	-	-	-	103,550
WBTP – Air Compressor Upgrades	94,231	-	-	-	-	94,231
WBTP HSPS VFD (maint. & replace)	-	85,781	88,826	91,979	-	266,586
WQ Source Water Protection	41,420	42,890	44,413	57,487	59,528	245,738
WBTP – Blower Stage Overhaul	39,654	27,508	-	-	-	67,162
WQ Large Equipment Replacement	-	53,613	42,192	85,081	17,858	198,744
WQ Legal & Engineering	20,710	21,445	22,207	22,995	23,811	111,168
WBTP – CIP Room Sump Pump Replacement	-	32,168	-	-	-	32,168

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Project	2025	2026	2027	2028	2029	5-Year Total
Water Treatment Projects						
Lake Destratification & Aeration	\$-	\$-	\$3,330,976	\$5,748,710	\$4,762,232	\$13,841,918
WBTP 4th VFD	-	-	2,220,651	-	-	2,220,651
WBWTP Blower Replacement	-	-	138,791	143,718	148,820	431,329
Internal Phosphorus Loading Remediation	-	-	333,098	344,923	357,167	1,035,188
WBTP HSPS Motors	-	-	333,098	344,923	357,167	1,035,188
Lake Sonication	-	-	222,065	156,365	-	378,430
WBWTP Security System Improvements	-	-	222,065	-	-	222,065
Return Lagoon Waste Downstream of Gravel Lakes	-	-	59,470	-	-	59,470
Generator Controls Upgrade	-	-	-	191,210	-	191,210
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Project	2025	2026	2027	2028	2029	5-Year Total
Water Treatment Projects						
Generator Replacements or Large Maintenance	\$-	\$-	\$-	\$-	\$6,024,223	\$6,024,223
WBSTP Surge Analysis	-	-	-	-	5,059,871	5,059,871
WBTP Residuals Management – Belt Press	-	-	-	-	357,167	357,167
AWIA ERP RRA Update	-	-	-	-	130,961	130,961
Water Treatment Projects Total	\$21,608,317	\$81,656,578	\$13,508,843	\$11,314,964	\$20,084,711	\$148,173,413

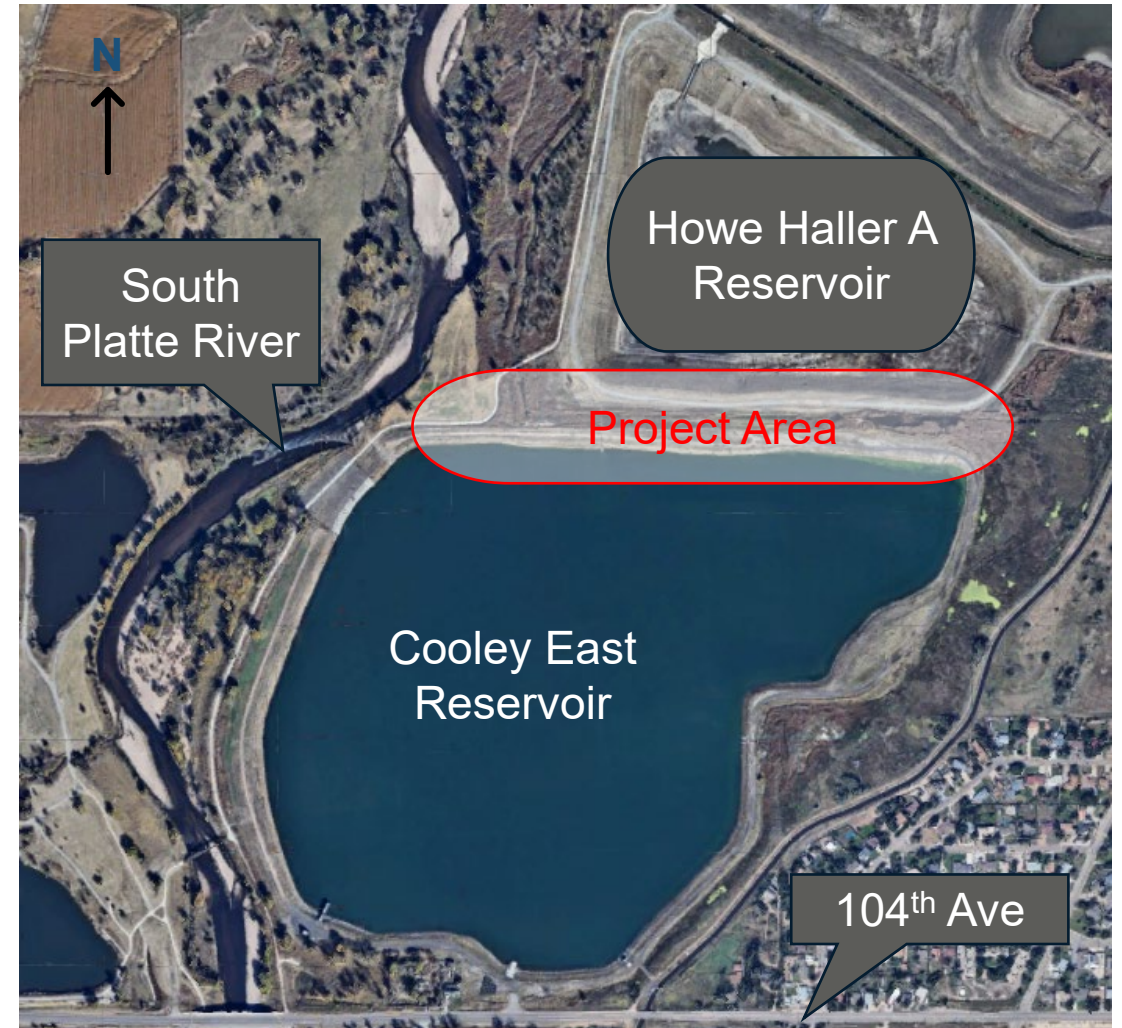
Project	2025	2026	2027	2028	2029	5-Year Total
Water Distribution Projects						
36-in Pipeline – Holly St BPS to New 5 MG Tank	\$673,075	\$10,722,603	\$-	\$-	\$-	\$11,395,678
Pipeline Rehabilitation Program	3,365,375	3,752,911	4,163,721	4,598,968	4,762,232	20,643,207
3 MG Clearwell #3	414,200	5,361,301	-	-	-	5,775,501
Tank Painting & Repair Project	1,149,405	96,503	1,665,488	103,477	1,071,502	4,086,375
Valve Replacement Program	569,525	643,356	721,712	804,819	833,391	3,572,803
Treated Water System Improvements	714,495	739,860	766,125	793,322	821,485	3,835,287
Zone 5 PS Replacement	880,175	-	-	-	-	880,175
Western Hills Altitude Vault Upgrade	673,075	-	-	-	-	673,075
Zone 3A Pumps 101 & 102 Upgrades	673,075	-	-	-	-	673,075
Zone 3/4 Pump Station Pump Replacements	538,460	-	-	-	-	538,460

Project	2025	2026	2027	2028	2029	5-Year Total
Water Distribution Projects (continued)						
Hydrant Replacement Program	\$155,325	\$187,646	\$222,065	\$258,692	\$297,639	\$1,121,367
Fixed Base Meter Reading System (AMI)	310,650	-	-	-	-	310,650
24-in Watermain Upgrade to 4MG Cherokee Tank	-	-	4,219,237	-	-	4,219,237
160th Ave – Waterline Upsizing Costs	-	-	832,744	-	-	832,744
Water & Sewer Master Plan Update	-	-	-	402,410	-	402,410
Water Distribution Projects Total	\$10,116,835	\$21,504,180	\$12,591,092	\$6,961,688	\$7,786,249	\$58,960,044

Project	2025	2026	2027	2028	2029	5-Year Total
Thornton Water Project (TWP)						
TWP Water Supply Implementation	\$68,752,023	\$99,312,744	\$2,220,651	\$7,921,723	\$238,112	\$178,445,253
Thornton Farm House Repair	776,625	804,195	832,744	862,307	892,918	4,168,789
Farm Property Revegetation	442,159	457,855	474,109	490,940	1,284,612	3,149,675
TWP Transfer	124,260	128,671	133,239	137,969	142,867	667,006
TWP Protection	108,728	112,587	116,584	120,723	125,009	583,631
Groundwater Recharge Facilities	-	-	-	2,069,536	-	2,069,536
Thornton Water Project Total	\$70,203,795	\$100,816,052	\$3,777,327	\$11,603,198	\$2,683,518	\$189,083,890
Total Water Fund Capital	\$106,838,253	\$205,398,627	\$37,156,556	\$56,692,984	\$31,722,417	\$437,808,837

Capital Improvement Projects: Cooley East Infrastructure Resiliency Improvements

- **Project Scope:** Design and install infrastructure between Thornton's Cooley East and Denver Water's Howe Haller A reservoirs to minimize damage to facilities during river flooding events. Project components may include spillway between reservoirs and rip-rap armoring to stabilize banks.
- **Project Cost:** \$3,535,337
- **Project Timeline:** design in 2025; construction in 2026-2027



Capital Improvement Projects

Gravel Lakes Rip Rap

- **Project Scope:** The project will provide rip rap protection of eroded slopes on the city's existing raw water storage reservoirs. There are approximately 130,825 linear feet of shoreline along the city's reservoirs.
- **Project Cost:**
 - 2025 Budget: \$497,040
 - Total Project: \$1,325,190
- **Project Timeline:** Construction performed in segments determined by yearly budget.



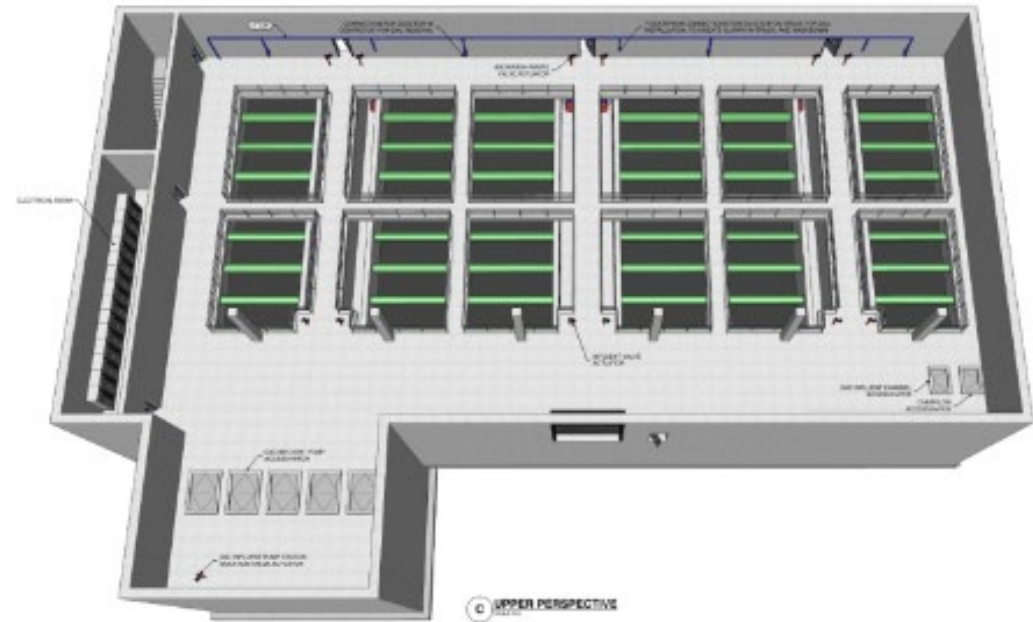
Capital Improvement Projects: Standley Lake Pipeline Improvements

- **Project Scope:** This annual project inspects, maintains, and performs repairs to the Standley Lake raw water pipeline that is jointly owned by Thornton and Northglenn. This consists of approximately 7 miles of raw water pipeline.
- **Project Cost:** \$207,100 (annual)
- **Project Timeline:** Annual construction



Capital Improvement Projects: PFAS Treatment

- **Project Scope:** Granular Activated Carbon (GAC) treatment at the Thornton WTP to treat PFAS. The project includes a new building and pump station.
- **Project Cost:** \$81,427,685
- **Project Timeline:** Design to start Q1 2025. Construction estimated to be complete Q2 2027.



Capital Improvement Projects: Sludge Disposal Improvements

- **Project Scope:** Annual cleaning of the sludge ponds at the Wes Brown Water Treatment Plant. The solids are sent off site for composting.
- **Project Cost:** \$1,242,600 (annual)
- **Project Timeline:** Construction to start May 2025.



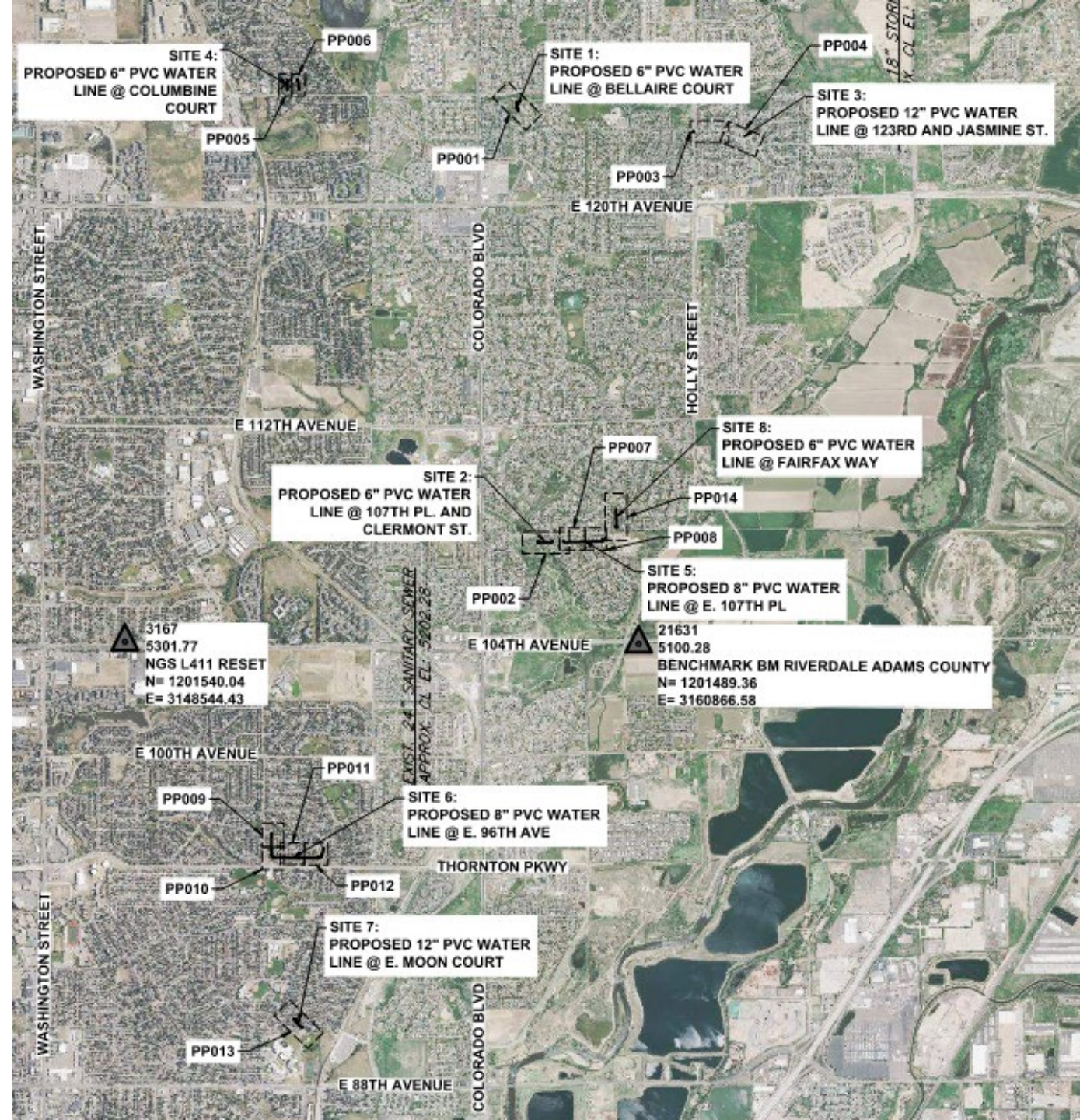
Capital Improvement Projects: 36-inch Pipeline from Holly BPS to new 5MG Tank

- **Project Scope:** Installation of a new 36-inch water distribution pipeline within Holly St. beginning at Holly Booster Pump Station and ending at the new Zone 1 5MG tank. This will assist in getting water to the northern portion of the city.
- **Project Cost:** \$11,395,678
- **Project Timeline:**
 - Design: 2025
 - Construction: 2026 - 2027



Capital Improvement Projects: Pipeline Rehab Program

- **Project Scope:** The pipeline rehabilitation program will replace existing waterline w/ new PVC water line at 8 sites across Thornton.
 - Total Miles of Water Pipe: 669
- **Project Cost:** \$3,365,375 (annual)
- **Project Timeline:**
 - Design: Complete
 - Construction Start: Sept 3, 2024
 - Construction End: March 1, 2025



Capital Improvement Projects: Tank Painting & Repair

- **Project Scope:** Interior coating of the 4 MG Cherokee Water Tank. Repairs also include steel roof and floor repairs.
- **Project Cost:** \$1,149,405
- **Project Timeline:** Construction to start fall 2025





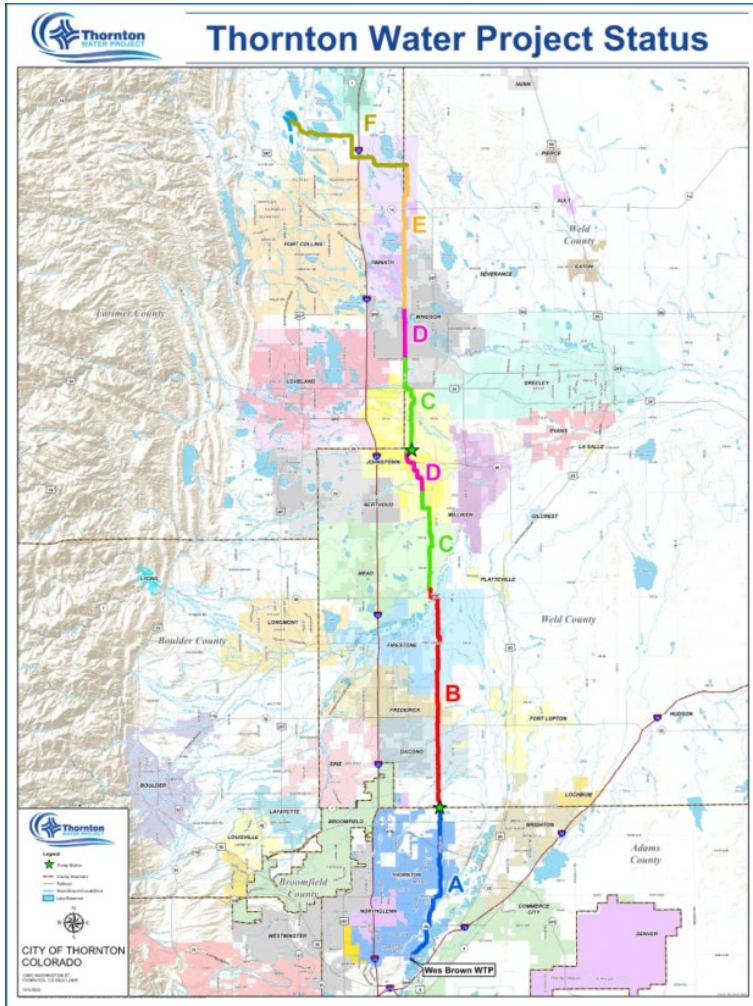
Capital Improvement Projects: Valve Replacement Program

- **Project Scope:** This annual project replaces 25 to 35 water distribution system isolation valves that are damaged, deteriorated, and/or no longer able to operate properly.
- **Project Cost:** \$569,525 (annual)
- **Project Timeline:** 2025

Capital Improvement Projects: Treated Water System Improvements

- **Project Scope:** This project replaces water distribution system facilities (Pressure Reducing Valve, Air Release Valve) that are malfunctioning or near the end of their useful life due to deterioration.
- **Project Cost:** \$714,495 (annual)
- **Project Timeline:**
 - Design: 2025
 - Construction: 2026





Capital Improvement Projects: TWP Water Supply Implementation

- **Project Scope:** The Thornton Water Project (TWP) is a multi-year program that consists of the planning, permitting, land acquisition, design and construction of infrastructure needed to deliver the city's northern Colorado water to Thornton. The overall TWP includes over 70 miles of 42-inch diameter steel pipeline, a source water pump station, and up to two booster pump stations.
- **Project Cost:** \$178,445,253 (2025-2029)
- **Project Timeline:**
 - Design ongoing through 2027
 - Construction ongoing into 2028
 - Water delivery in 2028

Capital Improvement Projects: Thornton Farmhouse Repair

- **Project Scope:** Thornton owns 62 farmhouses in Larimer and Weld counties that were purchased in 1985-1987 as a part of the Thornton Water Project. In 2022, Thornton had a third party inspect the farmhouses and these inspections noted deficiencies in the houses structure, electrical, and plumbing. This project uses a phased approach to renovate the houses or when renovation is cost prohibitive, have the houses demolished.
- **Project Cost:** \$776,625 in 2025 (annual)
- **Project Timeline:** 2025-2033

House 61-15



House 52E



Capital Improvement Projects: Farm Property Revegetation

- **Project Scope:** Thornton's revegetation program establishes and maintains dryland grasses on Thornton's agricultural properties in Weld and Larimer counties after the irrigation water is removed. Thornton currently has 7,729 acres in the program. The current focus of the program is to maintain healthy dryland grass fields while leasing the fields for cattle grazing.
- **Project Cost:** \$442,159 (annual)
- **Project Timeline:** 1987-2063 estimated based on when all Water Supply and Storage Company shares are converted to municipal use per Thornton Northern Project Decree

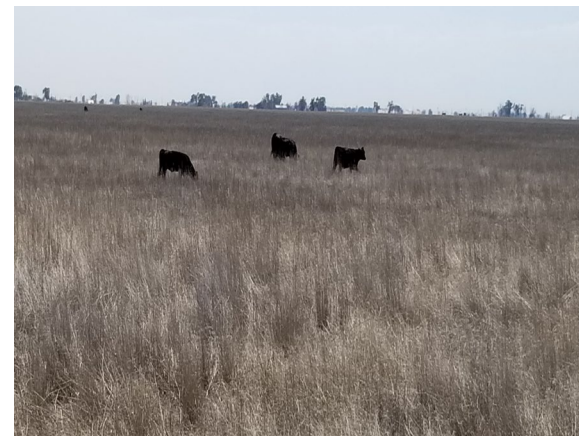
Farm 60-5



Farm 30



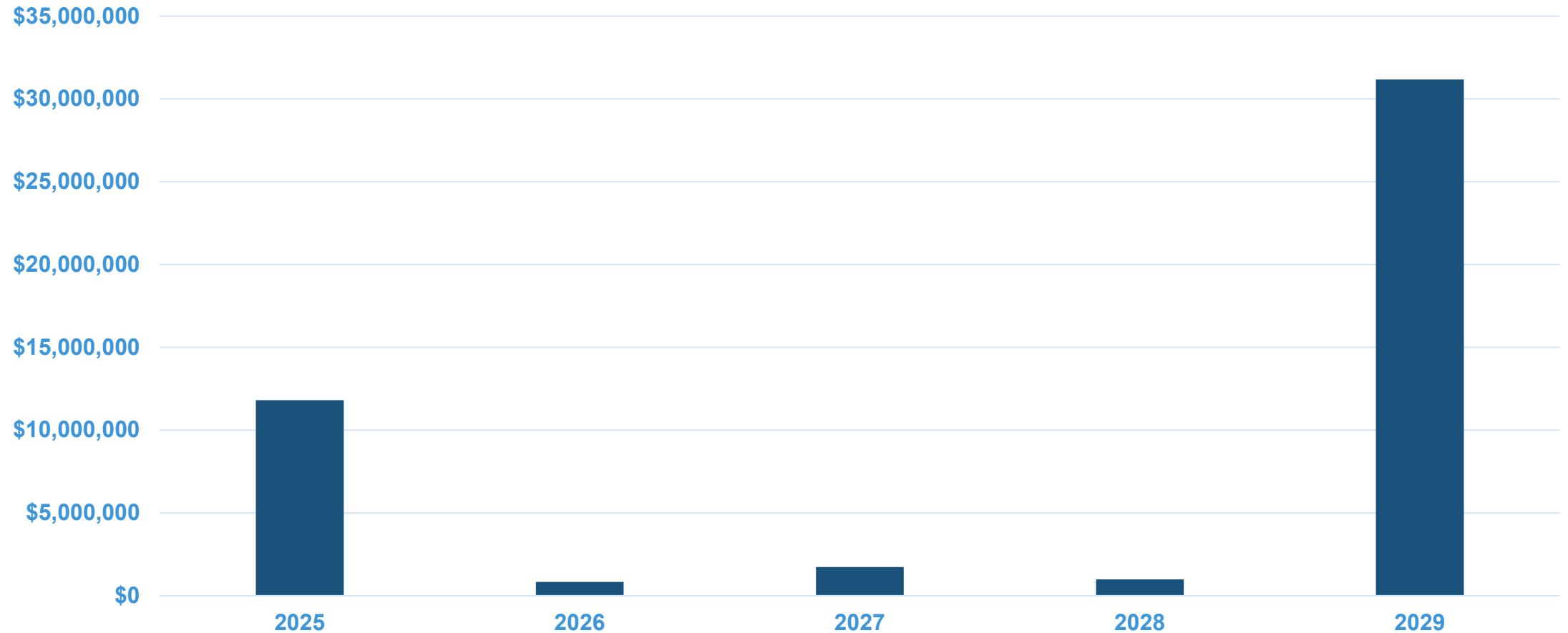
Farm 78-15



Farm 60-4



Water Fund Balance





CITY OF
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Sewer Fund

Sewer Revenue Summary

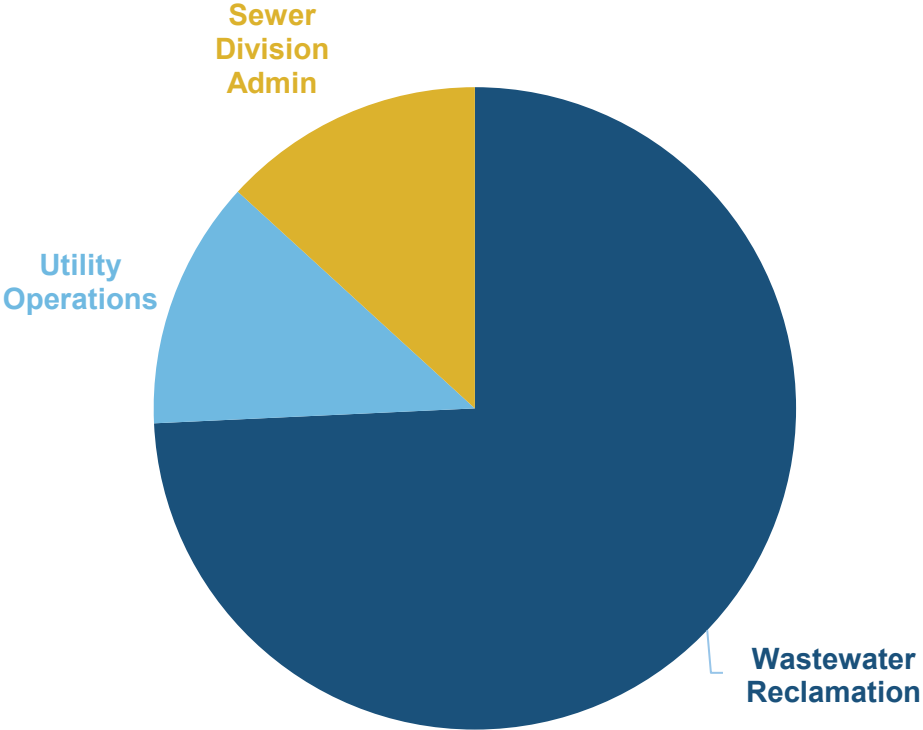
Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Charges for Services	\$20,153,600	\$21,031,500	\$877,900	4%	3.4% Rate Increase
Connection Fees	958,294	1,104,600	146,306	15%	Fee Increase
Miscellaneous	632,275	460,000	(172,275)	(27%)	Interest Income
Total	\$21,744,169	\$22,596,100	\$851,931	4%	

Sewer Fund Expenditures by Division

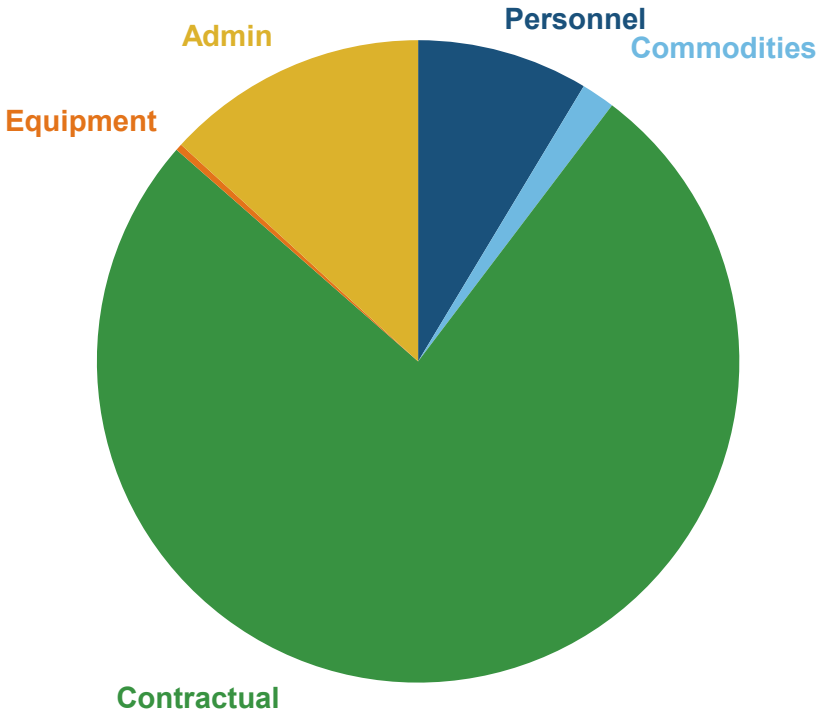
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Utility Operations	\$2,404,273	\$2,261,464	\$(142,809)	(6%)	Reduced equipment replacement, personnel
Metro Wastewater Reclamation	12,807,931	13,405,394	597,463	5%	Rate Increase
Sewer Division Admin	1,871,066	2,385,348	514,282	27%	PC Insurance & Admin Fee
Total	\$17,083,270	\$18,052,206	\$968,936	6%	
FTE Totals	9.0	9.0	0.0	0%	

Fund Budgetary Analysis: Sewer

DIVISION ALLOCATION



BUDGET BY EXPENSE TYPE

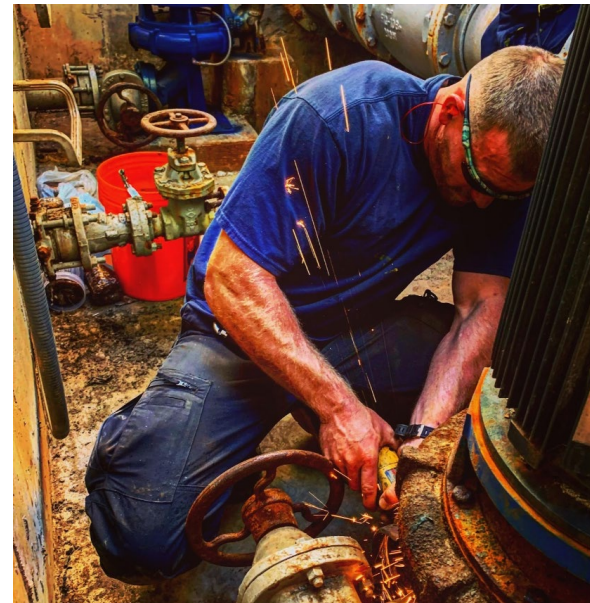


Sewer Utility Levels of Service

- Sewer Line and Lift Station Maintenance
- Meter Reading and Utility Billing
- Sewer Treatment - Metro Water Recovery
- Capital Improvement Project Management

Sewer Line and Lift Station Maintenance

- Maintain over 515 miles of sanitary sewer gravity and force main lines
 - Annually wash 55 miles of sanitary sewer lines 15" and smaller (18-20%)
 - Annually CCTV 36 miles of sanitary sewer lines
- Operate and maintain 6 sanitary sewer lift stations and emergency generators
- Perform over 950 grease and sand trap inspections



Meter Reading and Utility Billing

- Perform monthly reading and billing of over 44,000 water meters
- Annually replace over 2,500 water meters compatible with Advanced Metering Infrastructure
- Perform daily work orders for pressure checks, meter verifications, and maintenance

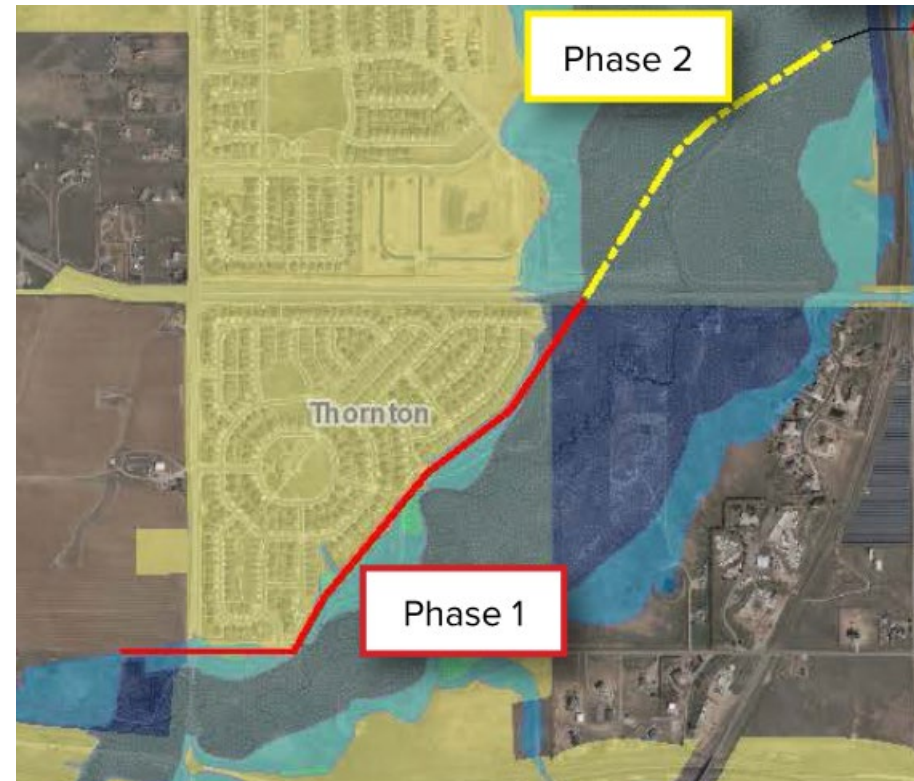


Sewer Fund Capital Summary

Project	2025	2026	2027	2028	2029	Total
Big Dry Creek Parallel Sewer	\$2,850,000	\$-	\$-	\$-	\$-	\$2,850,000
Sewer Lines Maintenance	500,000	2,000,000	2,000,000	2,000,000	2,000,000	8,500,000
Manhole Rehab	300,000	500,000	500,000	500,000	500,000	2,300,000
Fleet Replacement	298,856	-	-	-	-	298,856
Sanitary Sewer Root Control	60,000	60,000	60,000	60,000	60,000	300,000
Water and Wastewater Master Plan	-	-	-	100,000	-	100,000
Total	\$4,008,856	\$2,560,000	\$2,560,000	\$2,660,000	\$2,560,000	\$14,348,856

Capital Improvement Projects: Big Dry Creek Parallel Sewer – Phase 2

- **Project Scope:** The second phase in paralleling the existing Big Dry Creek interceptor (18-inch diameter) with 2,500 LF of new 21-inch diameter sewer. Phase 1 completed in 2024. This will provide necessary sewer capacity for Sewer Basin H.
- **Project Cost:** \$2,850,000
- **Project Timeline:** Design Complete, Construction 2025



Capital Improvement Projects: Sanitary Sewer Pipeline Rehabilitation

- **Project Scope:** Cured in place pipe is used to line the most deteriorated sanitary sewer pipes in the city
- **Project Cost:** \$500,000 (annual)
- **Project Timeline:** Performed over the summer

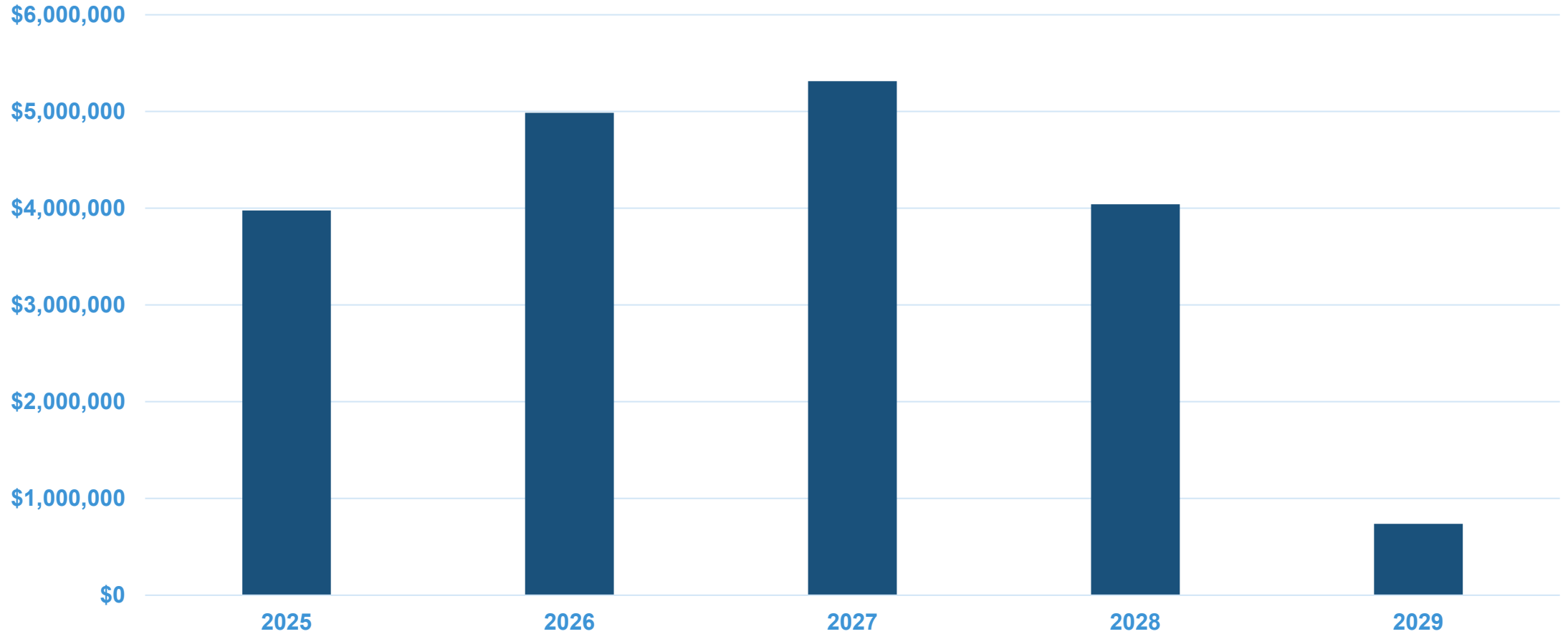


Capital Improvement Projects: 2025 Manhole Rehabilitation

- **Project Scope:** Contractor cleans and lines the most deteriorated manholes
- **Project Cost:** \$300,000 (annual)
- **Project Timeline:** Performed every summer



Sewer Available Fund Balance





CITY OF
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Stormwater Fund

Stormwater Revenue Summary

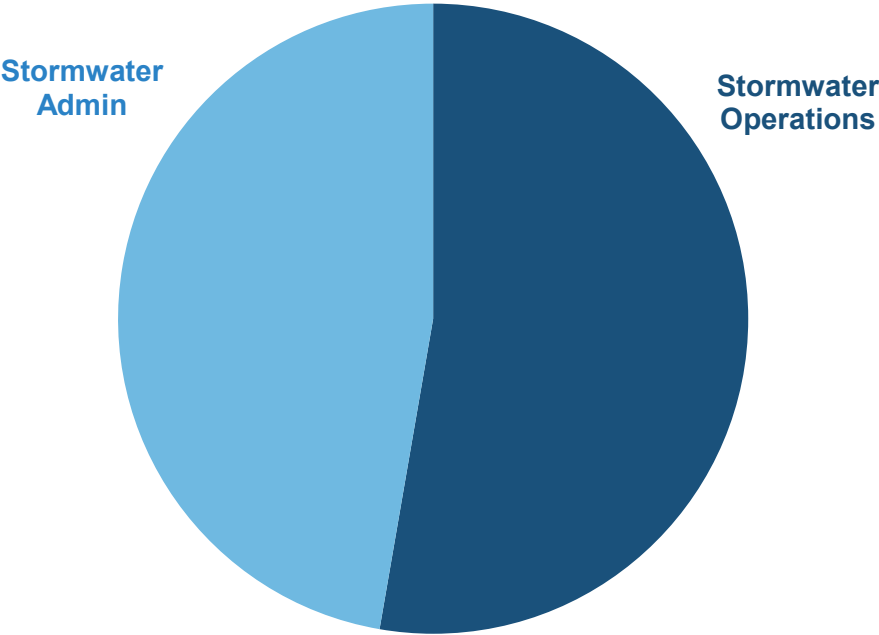
Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Charges for Services	4,611,846	\$4,800,000	\$188,154	4%	3.4% Rate Increase
Miscellaneous	128,000	20,000	(108,000)	(84%)	Interest Income
Total	\$4,739,846	\$4,820,000	80,154	2%	

Stormwater Fund Expenditures

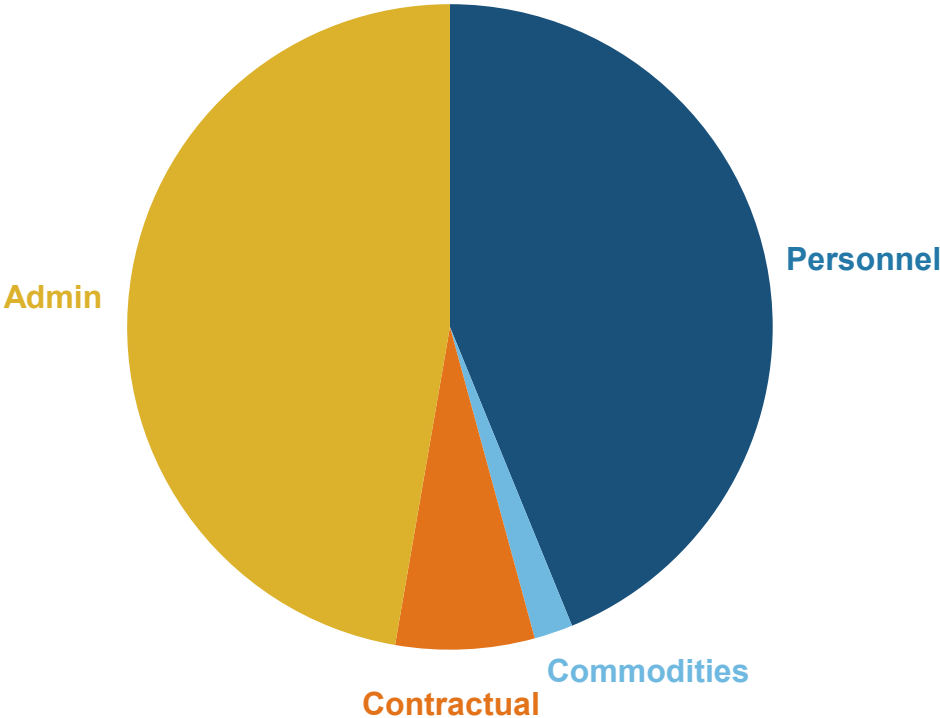
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Stormwater Operations	\$2,029,396	\$2,148,344	\$118,948	6%	Personnel, FVS
Stormwater Admin	912,681	1,926,576	1,013,895	111%	Debt Service
Total	\$2,942,077	\$4,074,920	\$1,132,843	39%	
FTE Totals	15.0	15.0	0.0	0%	

Fund Budgetary Analysis: Stormwater

DIVISION ALLOCATION



BUDGET BY EXPENSE TYPE



Stormwater Utility Levels of Service

- **Stormwater System Maintenance**
 - Drainage Structures
 - Natural Drainage Systems
- Capital Improvement Project Management

Stormwater Utility Levels of Service

- **Stormwater System Maintenance**
 - Storm Pipe System – City owned storm sewer system (total zone system 173 miles). The amount of storm pipe flushed and cleaned is determined by inspection results.
 - **32 miles inspected per year and 2.5 miles flushed**
 - Detention Ponds – Inspect all city-owned detention ponds annually (118). The results of inspections determine the actual number of ponds cleaned.
 - **55 detentions are cleaned per year on average**
 - Drainageway Channels – Inspect all city-owned drainageways every year. The inspections determine the number of channels maintained (average 3 miles).

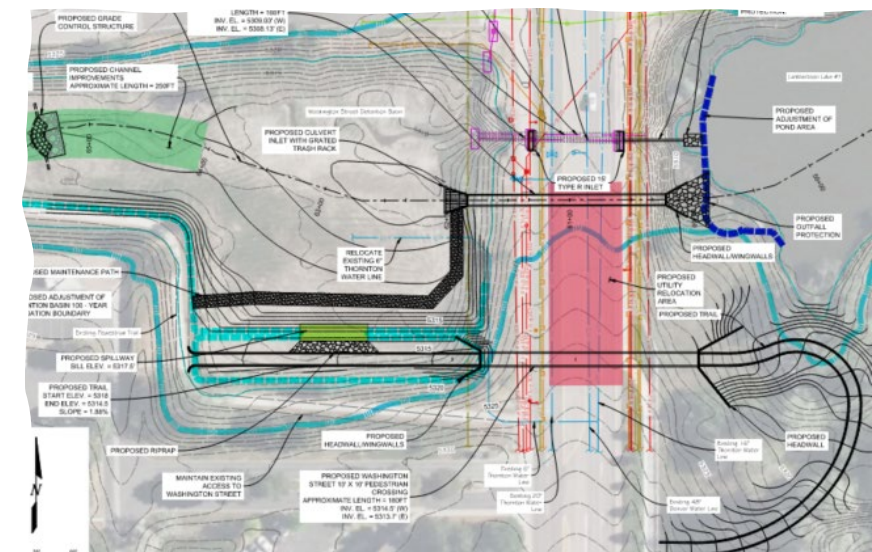


Stormwater Fund Capital Summary

Project	2025	2026	2027	2028	2029	Total
Grange Hall Creek South Tributary Improvements	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
Pecos Street/Tributary M Culvert	250,000	-	-	-	-	250,000
Local Drainage Improvements	123,000	127,000	130,000	133,900	137,900	651,800
Niver Creek Trib N at Huron	-	-	426,000	341,000	2,568,000	3,335,000
Basin 4100 Outfall Improvements	-	-	-	300,000	1,000,000	1,300,000
BDC Channel Improvements	-	-	-	-	132,000	132,000
Total	\$1,873,000	\$127,000	\$556,000	\$774,900	\$3,837,900	\$7,168,800

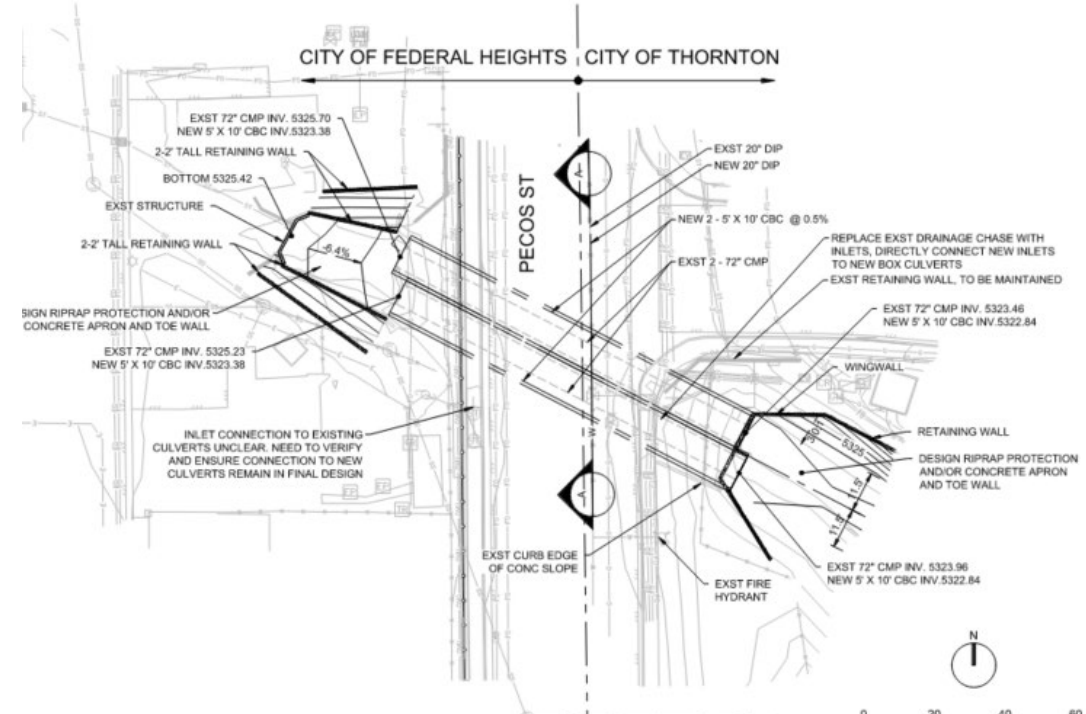
Capital Improvement Projects Grange Hall Creek South Tributary Improvements

- **Project Scope:** Replace the Grange Hall Creek South Tributary culverts at Washington St with culverts that can convey the 100-yr storm event and a pedestrian underpass. This project also includes spillway repairs between Lambertson Lakes #1 and #2 and formalizing the pedestrian path between the lakes.
- **Project Cost:** \$1,500,000 Stormwater (2025)
 - \$7,000,000 total project, various funding sources
- **Project Timeline:**
 - Design: 2024–2025
 - Utility Relocation: 2025
 - Construction: 2026



Capital Improvement Projects: Pecos Street Tributary M Culvert

- **Project Scope:** Federal Heights' project to replace the existing culverts at Pecos Street for the Niver Creek Tributary M with a new increased capacity crossing.
- **Project Cost:** \$250,000
- **Project Timeline:** Dependent on grant process

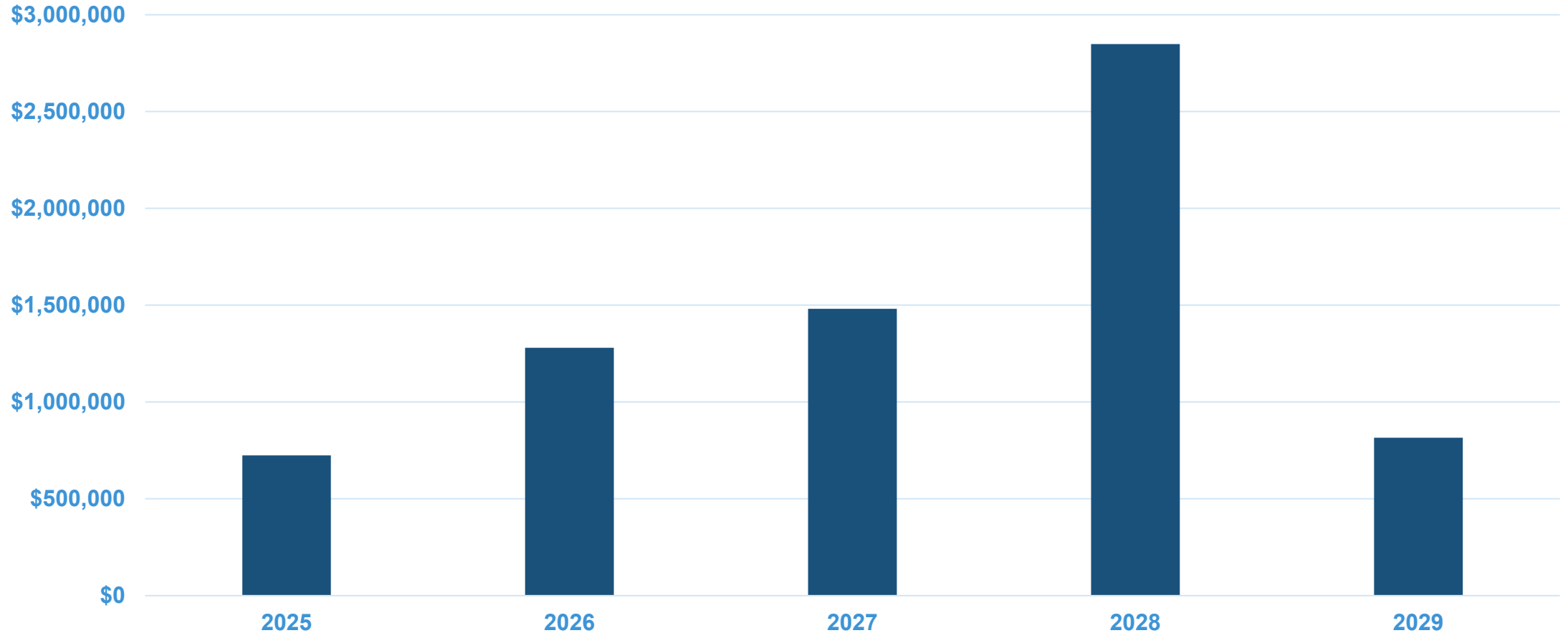




Capital Improvement Projects: Local Drainage Improvements

- **Project Scope:** Annual small drainage projects such as fixing "bird baths" in curb and gutter as well as other localized drainage issues through the City.
- **Project Cost:** \$123,000
- **Project Timeline:** Projects completed annually

Stormwater Available Fund Balance





CITY OF
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Environmental Services Fund

Environmental Services Revenue Summary

Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Charges for Services	\$7,311,194	\$8,567,000	\$1,255,806	17%	\$1.50 Rate Increase
Special Pickups	267,000	262,700	(4,300)	(2%)	N/A
HB1162 Bag Fee	282,688	493,546	(210,858)	(75%)	2023 Bag Fee Revenue
Interest, Misc.	127,981	127,000	(981)	(1%)	N/A
Total	\$7,988,863	\$9,450,246	\$1,461,384	18%	

Environmental Services Fund Expenditures

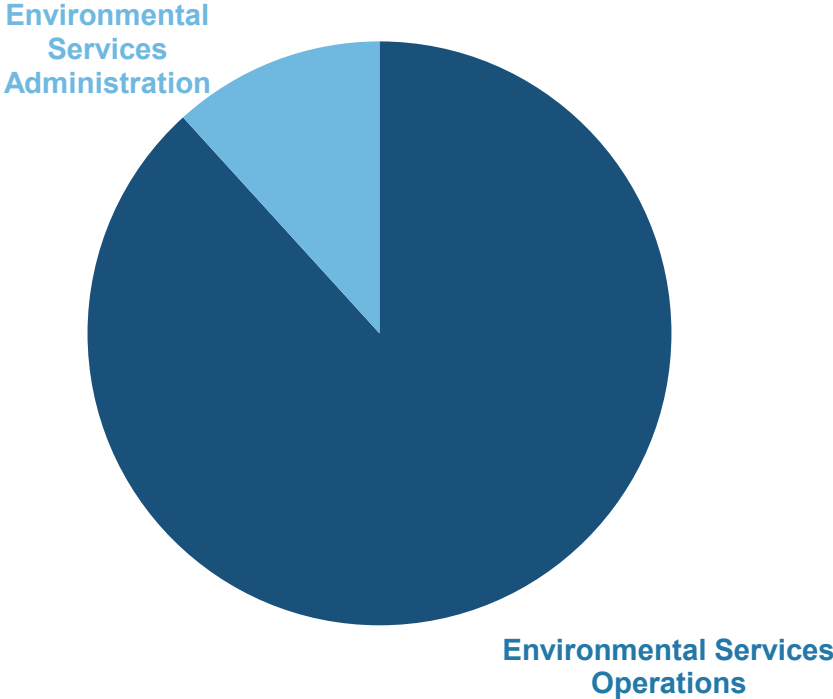
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Environmental Services Operations	\$5,955,160	\$6,459,179	\$504,019	8%	FVS, Tip Fee
Environmental Services Admin	1,027,455	859,726	(167,729)	(16%)	Admin Fee
Total	\$6,982,615	\$7,318,905	\$336,290	5%	
FTE Totals	28.0	28.0	0.0	0%	

Environmental Services Capital Summary

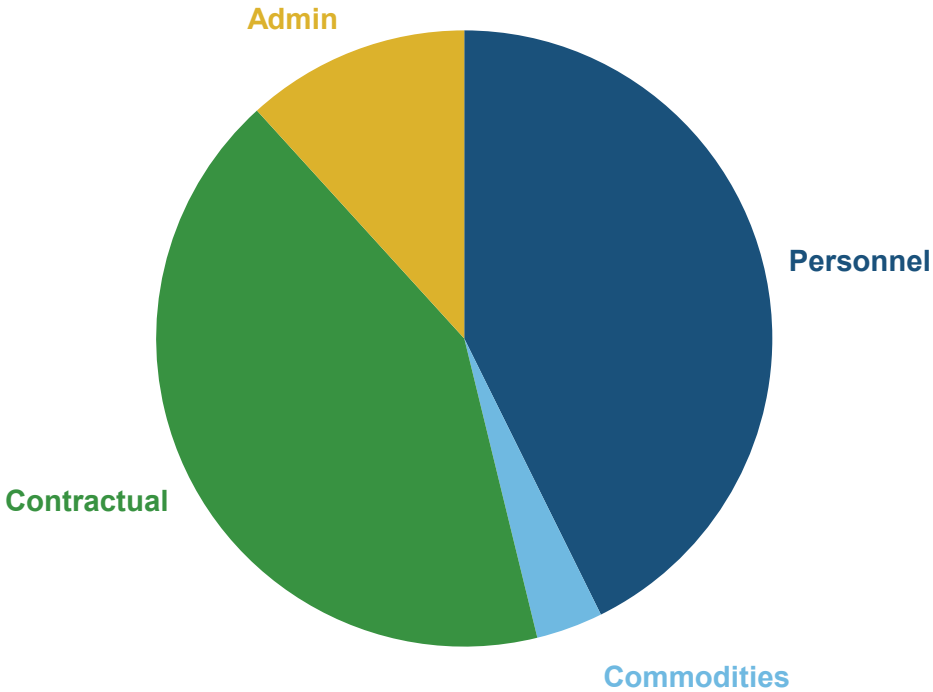
Project	2025	2026	2027	2028	2029	Total
Fleet Replacement	\$1,700,000	\$2,205,611	\$551,827	\$146,316	\$1,481,552	\$6,085,306
Total	\$1,700,000	\$2,205,611	\$551,827	\$146,316	\$1,481,552	\$6,085,306

Fund Budgetary Analysis: Environmental Services

BUDGET BY EXPENSE TYPE



BUDGET BY EXPENSE TYPE



Environmental Services Utility Levels of Service

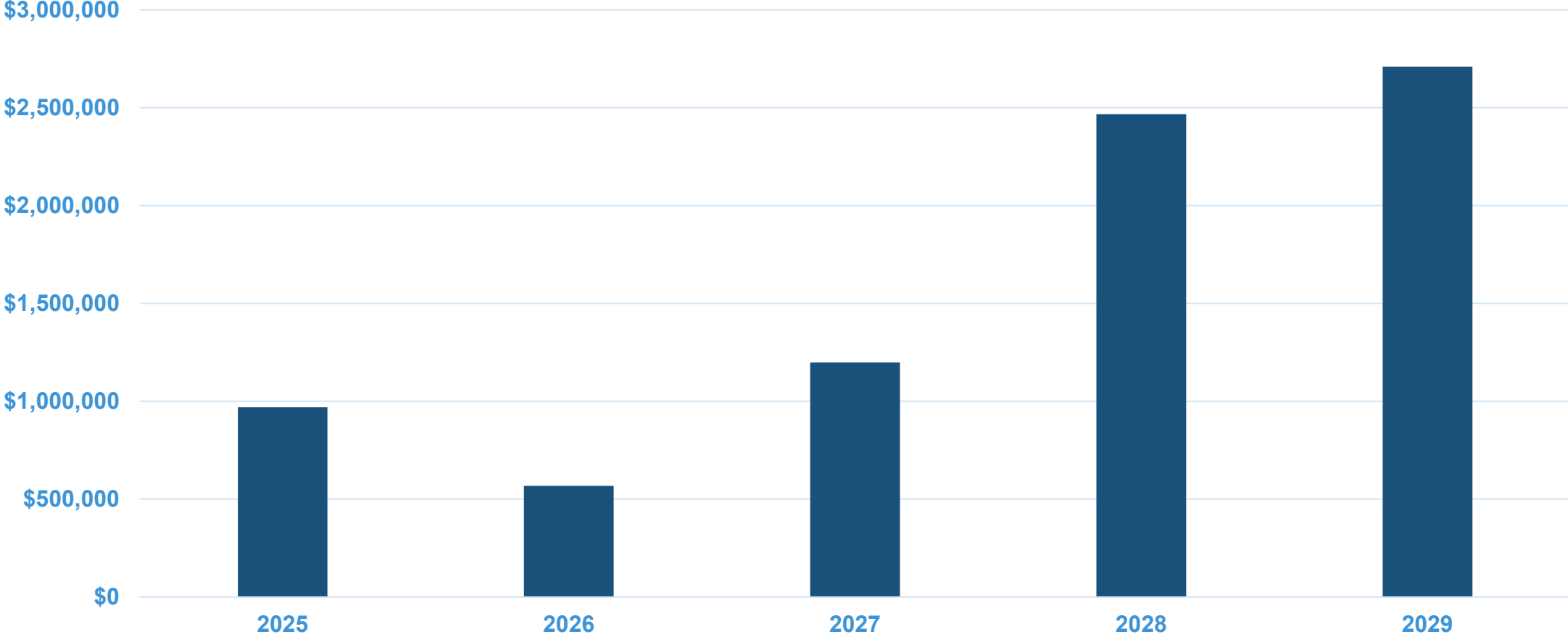
- **Trash and Recycling Collection**
- Click and Haul
- Special Collection Programs

Environmental Services

- **Trash and Recycling Collection**
- These programs offer affordable, convenient and dependable weekly trash and biweekly recycle curbside collection.
- Servicing over 32,450 homes.
- 2023 over 41,700 tons of trash collected.
- 2023 over 5,750 tons of recycle collected.
- 22 Equipment Operators cover 21 Daily Assignments with 26 trucks



Environmental Services Fund Balance



Agenda

**Introduction to the 2025
Budget**

Priorities & Goals

Summary Data

Pay Plan

Utilities

Other Funds

- By Fund
 - Revenues
 - Expenditures
 - Capital

General Fund by Department

Governmental Capital

Special Revenue Funds

Next Steps



CITY OF
THORNTON

Thornton Development Authority

TDA Revenues

	2024 Projection	2025 Budget	\$ Change	% Change	Change Drivers
TDA South					
Property Tax	\$822,308	\$815,400	\$(6,908)	(1%)	N/A
Miscellaneous	111,000	80,000	(31,000)	(28%)	TSC Rent 2024 / Interest Income
Total TDA South	\$933,308	\$895,400	\$(37,908)	(4.1%)	
TDA North					
Sales Tax	\$7,548,624	\$7,809,666	\$261,042	4%	N/A
Property Tax	13,987,832	14,144,000	156,168	1%	N/A
Miscellaneous	1,459,489	955,000	(504,489)	(35%)	Interest Income
Total TDA North	\$22,995,945	\$22,908,667	\$(87,279)	(0%)	
TDA 144th					
Sales Tax	\$1,528,000	\$1,651,535	\$123,535	8%	New commercial growth
Property Tax	2,288,363	2,314,000	25,637	1%	N/A
Miscellaneous	175,329	156,300	(19,029)	(11%)	Interest Income
Total 144th	\$3,991,692	\$4,079,835	\$198,478	3%	

TDA South Expenditures

Project	2025	2026	2027	2028	2029	Total
Washington St Improvements	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Administrative Fee	245,975	253,354	260,955	268,784	276,847	1,305,915
STAR Grant	100,000	100,000	100,000	100,000	100,000	500,000
Plaza Las Americas Remediation	-	95,531	-	-	-	95,531
Total	\$845,975	\$948,885	\$860,955	\$868,784	\$876,847	\$4,401,446



Capital Improvement Projects: South Washington Street Pedestrian Mobility & Safety Improvements

- **Project Scope:** Improve pedestrian mobility and safety on Washington Street between 85th Ave and Eppinger Blvd by narrowing Washington Street and installing an 11' wide sidewalk where possible. The project will upgrade intersection pedestrian ramps to be ADA compliant, reduce pedestrian/vehicular conflicts by removing noncritical business access points, and relocate bus stops (coordinate with RTD) to help reduce mid block jaywalking.
- **Project Cost:** \$13,127,000 (split between TDA-South and Governmental Capital Funds)
- **Project Timeline:**
 - 2025: Design (Washington Street between 85th Ave and Eppinger Blvd)
 - 2025: Construction Phase I (In-house installation of APS Push Buttons)
 - 2026: Construction Phase II (86th Ave to Sheldon Dr)
 - 2027: Construction Phase III (85th Ave to 86th Ave)
 - 2028: Construction Phase IV (88th Ave to Russell Blvd)
 - 2029: Construction Phase V (Russell Blvd to Eppinger Blvd)

TDA 144th Expenditures

Project	2025	2026	2027	2028	2029	Total
Debt Service	\$1,811,094	\$2,259,594	\$2,258,594	\$2,259,344	\$2,260,238	\$10,848,864
Revenue Sharing & Incentives	1,276,179	687,823	554,278	520,824	530,595	3,569,699
Administrative Fee	1,063,476	1,095,380	1,128,242	1,162,089	1,196,952	5,646,139
Total	\$4,150,749	\$4,042,797	\$3,941,114	\$3,942,257	\$3,987,785	\$20,064,702

TDA North Expenditures

Project	2025	2026	2027	2028	2029	Total
144th Avenue/I25 Interchange	\$2,924,531	\$1,654,031	\$1,654,031	\$1,654,031	\$-	\$7,886,624
Administrative Fee	1,876,524	1,970,350	2,068,868	2,172,311	-	8,088,053
Washington Street Bridge over E470	1,797,460	-	19,180,873	-	-	20,978,333
Debt Service	1,414,788	1,409,788	1,412,038	1,414,138	-	5,650,752
Revenue Sharing & Incentives	768,435	514,084	-	-	-	1,282,519
Big Dry Creek Parallel Sewer Reimbursement	416,100	-	-	-	-	416,100
Total	\$9,197,838	\$5,548,253	\$24,315,810	\$5,240,480	\$-	\$44,302,381

Capital Improvement Projects: Washington Street Bridge over E470

- **Project Scope:** The project will widen the Washington Street bridge over E470 to six travel lanes, bike lanes and sidewalks.
- **Project Cost:** \$20,978,333
- **Project Timeline:**
 - Design: 2025-2026
 - Right-of-Way: 2027
 - Construction Completed: 2028



E-470 Bridge

The existing bridge over E-470 was designed to be widened to the east. Based on a review of the existing bridge, three widening alternatives were identified. A description of each alternative is provided below.

Alternative 1 – Widen Existing Bridge to Full Ultimate Width

Exhibit 21 illustrates this alternative. As shown, the existing bridge would be widened to its full width. In the interim, the bridge would be striped for four through lanes. It also would have sidewalks on both sides. For the ultimate, the bridge would be restriped to six lanes and a narrow raised median would be added.

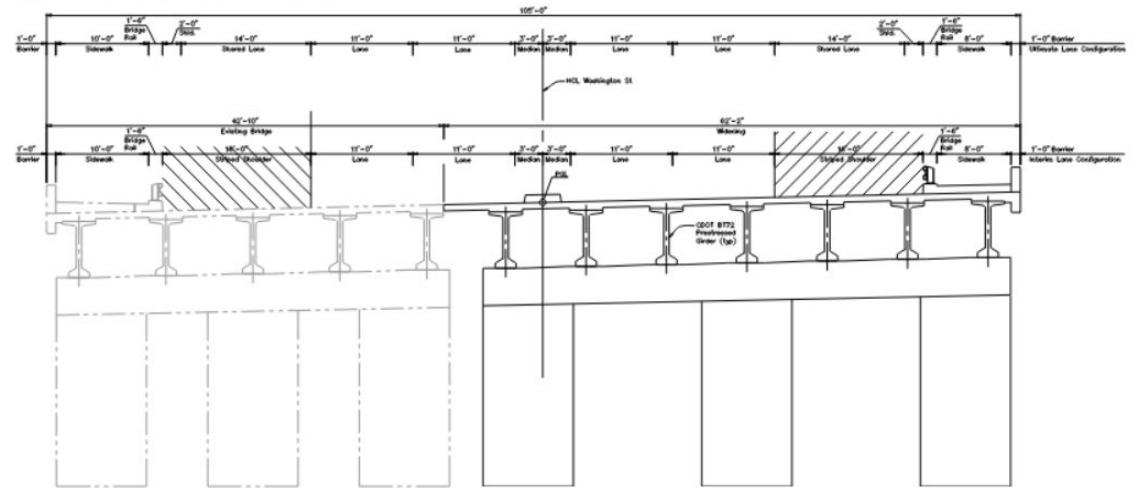


Exhibit 21: Alternative 1 - Bridge Section



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TASHCO

TASHCO

	2024 Budget / Projection	2025 Budget	\$ Change	% Change	Change Drivers
Revenues					
Grant Revenue	\$35,000	\$35,000	\$-	0%	N/A
Interest, Miscellaneous	22,332	40,800	18,468	83%	Increased Transfer from General Fund
Total Revenues	\$57,332	\$75,800	\$18,468	32%	
Expenditures					
Operating Expenditures	\$54,958	\$90,116	\$35,158	64%	Arts & Culture Master Plan
Total Expenditures	\$54,958	\$90,116	\$35,158	64%	

TASHCO Operating

- Thornton Art Master Plan
- Oz Gallery Exhibits
- Arts Academy Classes
- Youth Mural
- Small Events:
 - Pride
 - Juneteenth
 - Science Event
 - Carousel Event
 - Outdoor Film





CITY OF
THORNTON

E911 & 136th GID

E911 Fund

	2024 Budget / Projection	2025 Budget	\$ Change	% Change	Change Drivers
Revenues					
E-911 Revenues	\$4,050,614	\$4,137,500	\$86,886	2%	N/A
Interest, Miscellaneous	62,422	38,000	(24,442)	(39%)	Interest Income
Total Revenues	\$4,113,056	\$4,175,500	62,444	2%	
Expenditures					
Transfer to the General Fund	4,029,800	4,737,500	707,700	18%	Transfer of Fund Balance
Total Expenditures	\$4,029,800	\$4,737,500	\$707,700	18%	

136th General Improvement District

	2024 Budget / Projection	2025 Budget	\$ Change	% Change	Change Drivers
Revenues					
Property Tax	\$222,083	\$231,900	\$9,817	4%	N/A
Interest, Miscellaneous	6,220	3,000	(3,220)	(52%)	Interest Income
Total Revenues	\$228,303	\$234,900	\$6,597	3%	
Expenditures					
Transfer to the General Fund	257,390	231,900	(25,490)	(10%)	Prior Year Includes Fund Balance Transfer
Total Expenditures	\$257,390	\$231,900	\$(25,490)	(10%)	



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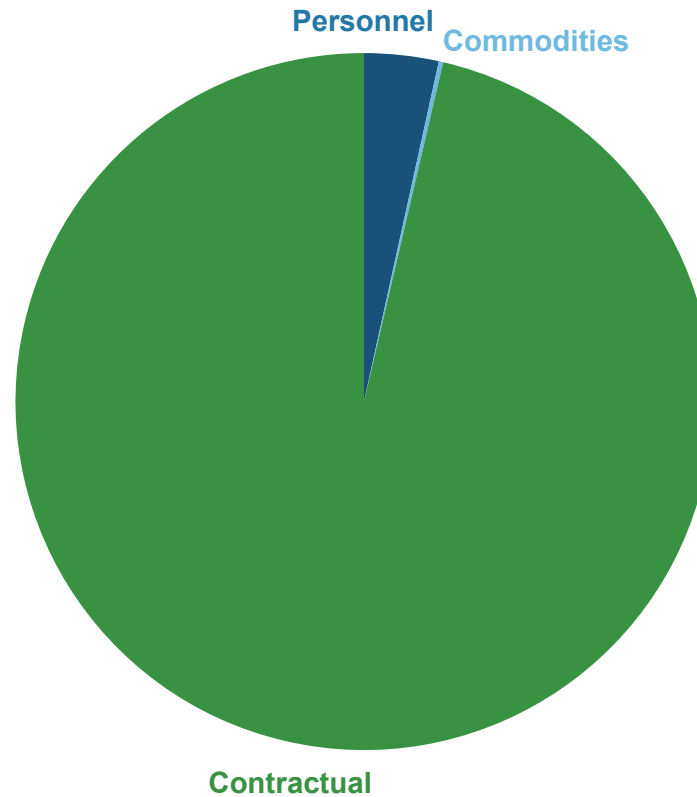
Risk

Risk Fund

	2024 Budget / Projection	2025 Budget	\$ Change	% Change	Change Drivers
Revenues					
Charges for Services	\$18,232,329	\$19,590,921	\$1,358,592	7%	Self-insurance increases, workers comp & property casualty
Expenditures					
Risk Management	\$18,805,481	\$22,314,541	\$3,509,060	19%	Self-insurance increases, workers comp & property casualty
FTE Totals	4.0	5.0	1.0	25%	

Fund Budgetary Analysis: Risk

BUDGET BY EXPENSE TYPE



Risk Levels of Service

- **ADA Program**
- Claims Management (internal/external)
- Employee Safety

ADA Program Levels of Service

- ADA Transition Plan Created in 2021
 - Consultant assessed 4,000 curb ramps, 2,000 sidewalk segments, 604 pedestrian push buttons, 24 parks and 15 City facilities
 - Blueprint for ADA Compliance
- Identify and Prioritize ADA Projects
 - \$500K Per Year to address Infrastructure, Parks, and Facility needs
- ADA Projects Completed to Date
 - 8 Parks, 4 Facilities, 152 Sidewalks made ADA compliant
- ADA Inquiries and Follow-up
 - Internet, Intranet, ADA Hotline, ADA Coordinator email (Risk Management Director)
 - Roughly 2 Inquiries per month
 - Digital Accessibility efforts to date



Agenda

**Introduction to the 2025
Budget**

Priorities & Goals

Summary Data

Pay Plan

Utilities

Other Funds

General Fund by Department

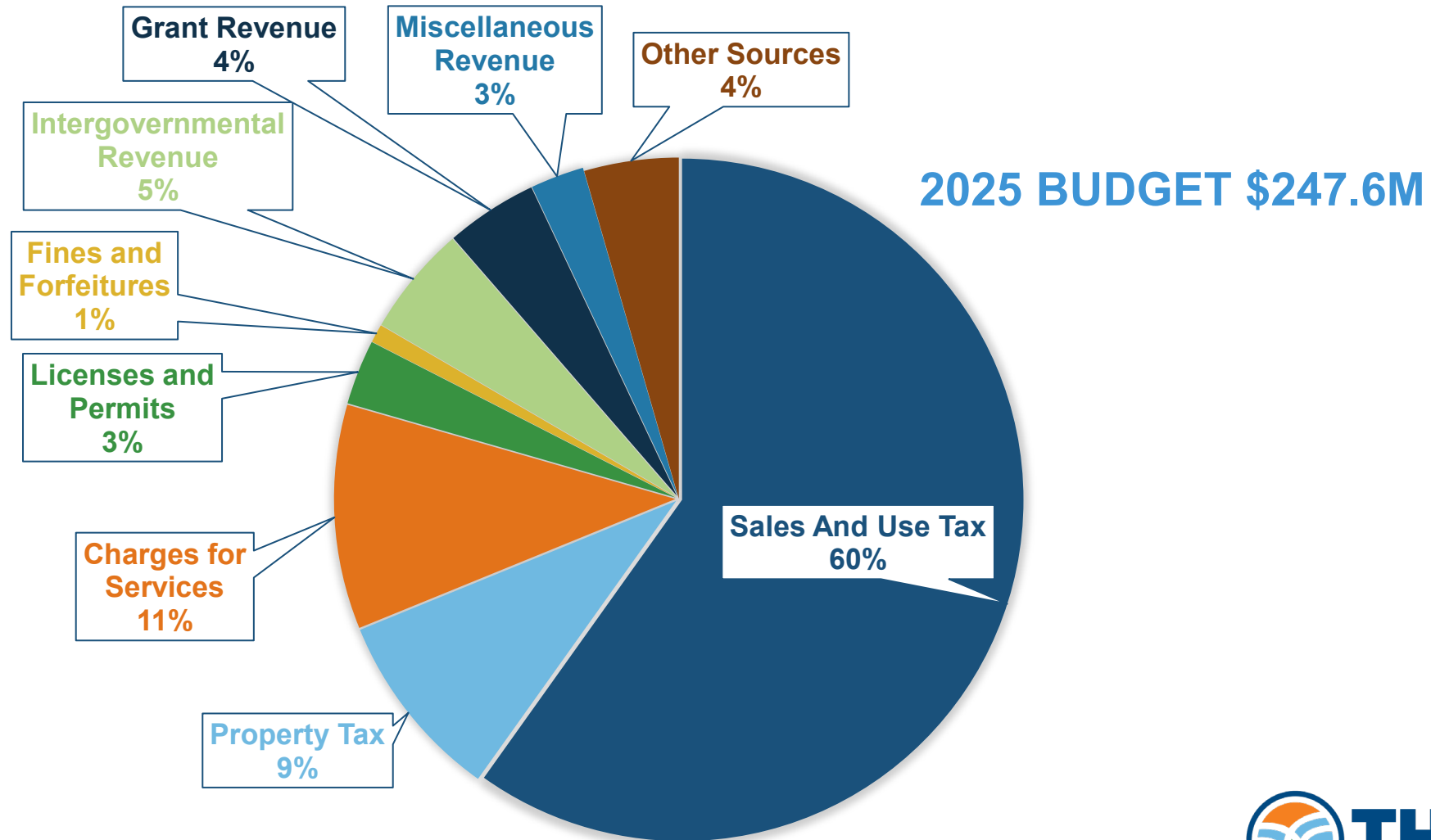
- Revenue
- By Department
 - Departmental Costs by Division
 - Budgetary Analysis
 - Budgetary Highlights
 - Levels of Service

Governmental Capital

Special Revenue Funds

Next Steps

General Government Revenue Summary



General Government Revenue Summary

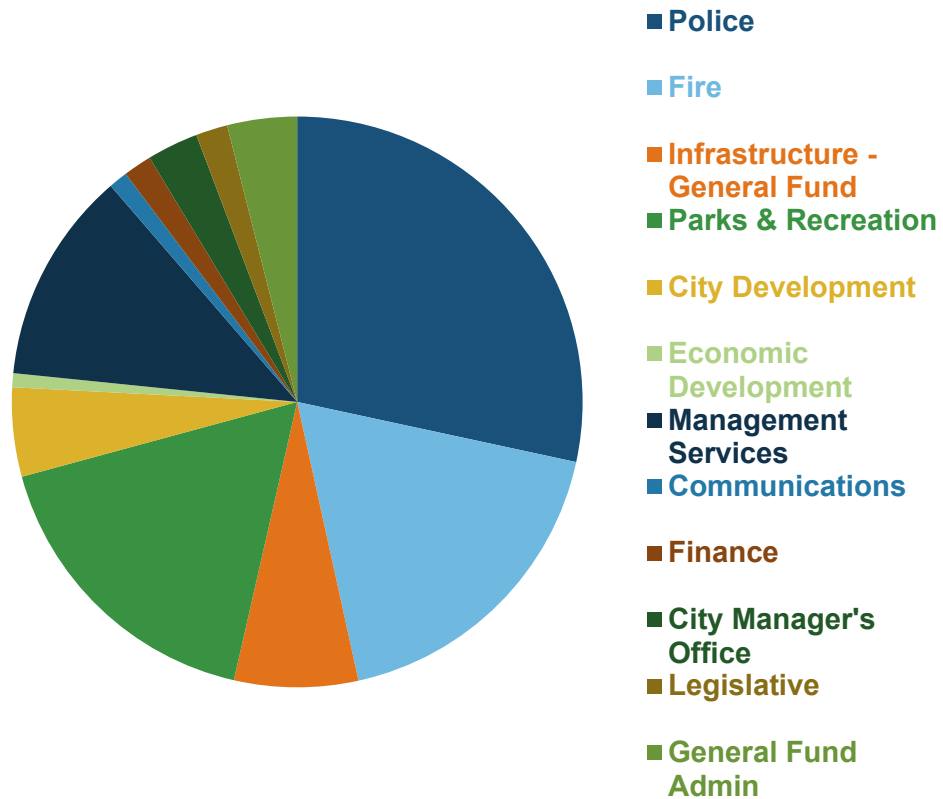
Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Sales and Use Tax	\$ 141,204,934	\$ 148,186,879	\$ 6,981,945	5%	3% Sales Tax increase and Building Use Tax from new Development
Property Tax	22,486,318	22,229,000	(257,318)	(1%)	N/A
Charges for Services	25,622,872	26,301,640	678,768	3%	N/A
Licenses and Permits	6,396,383	7,614,195	1,217,812	19%	Development Growth
Fine and Forfeitures	1,396,576	2,146,800	750,224	54%	Red Light Cameras
Intergovernmental	12,767,727	12,955,432	187,705	1%	N/A
Grant Revenue	15,076,826	10,778,186	(4,298,640)	(29%)	Timing: Grants
Miscellaneous	12,638,314	6,287,928	-6,350,386	(50%)	Timing: release of Advance for Construction and Interest Income
Other Sources	11,310,270	11,077,407	(232,864)	(2%)	N/A
Total	\$248,900,220	\$247,577,467	\$(1,322,753)	(1%)	

General Fund Expenditures By Department

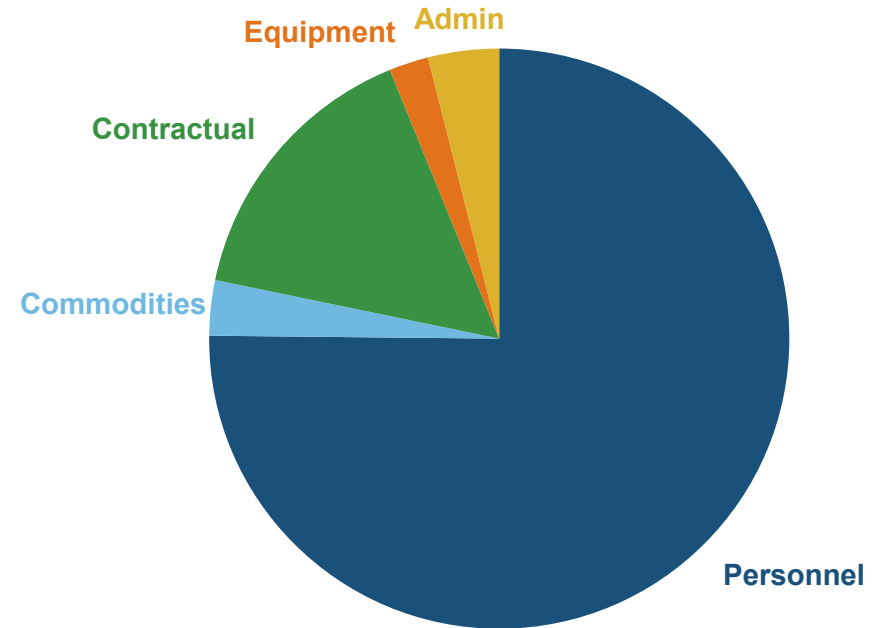
Department	2024 Budget	2025 Budget	\$ Change	% Change
Police	\$56,212,075	\$60,510,205	\$4,298,130	8%
Fire	31,817,862	39,476,773	7,658,911	24%
Infrastructure - General Fund	14,560,031	14,985,729	425,698	3%
Parks & Recreation	33,783,657	37,442,592	3,658,935	11%
City Development	10,494,385	10,944,456	450,071	4%
Economic Development	1,714,995	1,717,987	2,992	0%
Management Services	25,858,858	26,136,189	277,331	1%
Communications	2,038,961	2,351,746	312,785	14%
Finance	3,385,757	3,495,682	109,925	3%
City Manager's Office	5,826,708	6,296,926	470,218	8%
Legislative	3,734,955	3,902,404	167,449	4%
General Fund Admin	7,965,399	8,815,443	850,044	11%
Total	\$197,393,643	\$216,076,132	\$18,682,489	9%
FTE	980.5	1005.0	24.5	3%

General Fund Budgetary Analysis

BUDGET BY EXPENSE TYPE



BUDGET BY EXPENSE TYPE

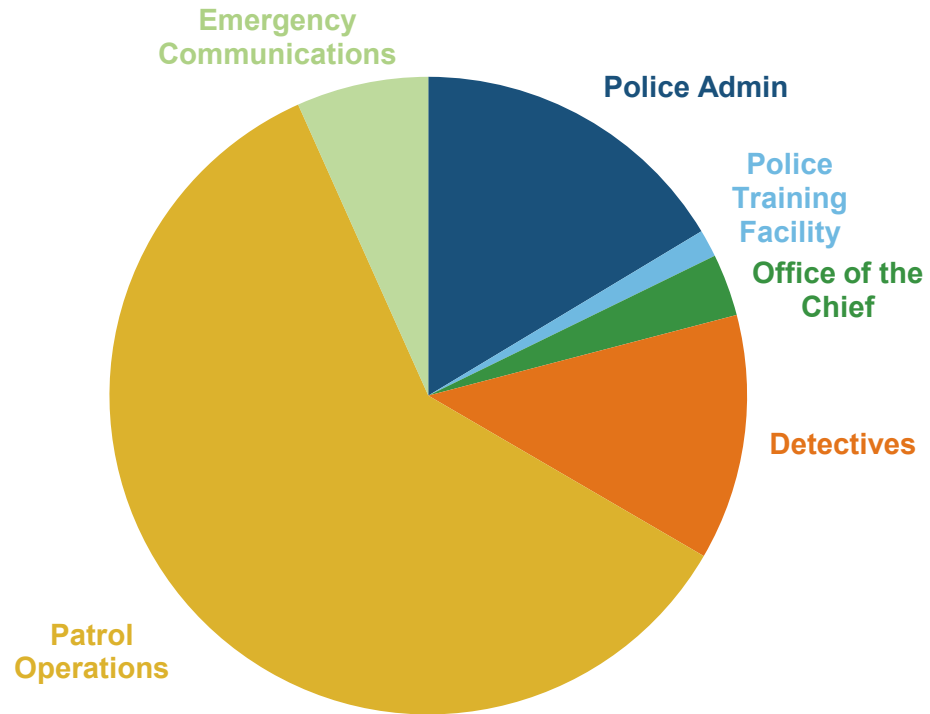


Police Department Expenditures by Division

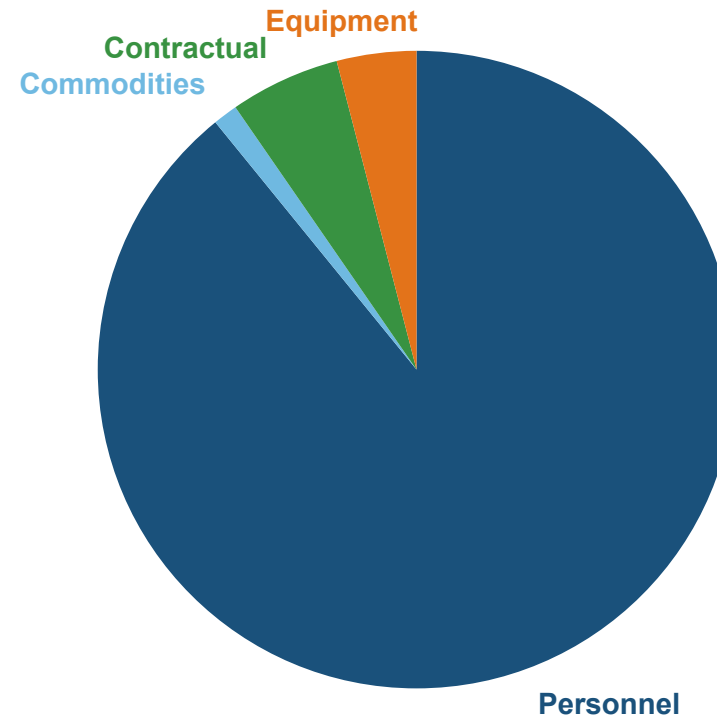
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Police Administration	\$9,167,349	\$10,088,397	\$921,048	10%	Personnel, Red Light & Speed Cameras
Police Training Facility	673,525	858,187	184,662	27%	POST Academy expenses
Office of the Chief	1,924,890	1,943,562	18,672	1%	N/A
Criminal Investigation	7,137,067	7,677,635	540,568	8%	Personnel, Flock Cameras
Patrol Operations	33,644,755	35,818,139	2,173,384	6%	Personnel
Emergency Communication Services	3,664,489	4,124,285	459,796	13%	New dispatcher, radio maintenance
Total	\$56,212,075	\$60,510,205	\$4,298,130	8%	
FTE Totals	343.0	346.0	3.0	0.87%	

Department Budgetary Analysis: Police Department

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Police Budgetary Highlights

- New Emergency Communication Specialist Position (\$77k)
- Conversion of two Federal Heights-contracted Victim Advocate Specialists to FTEs (\$44k)
- Implementation of Red Light and Speed Cameras (\$755k)
- Conducting two POST Academies out of the PD Training Facility
- Fully operational Training Range opens in 2024 and is ready for use in 2025

Police Levels of Service

- **Patrol Operations**
- **Traffic Enforcement and Investigation**
- **Criminal Investigation**
- **Emergency Dispatching (Police, Fire, and Emergency Medical)**
- **Animal Control**
- **Special Units**
- **Records Management**
- **Victim Services**

Police Levels of Service

- **Patrol Operations**

- Response Times / Priority Calls for Service
- School Resource Officers / Youth Services
- Community Liaison Officers
 - Focus on Community Education and Engagement
 - Increase active Community Watch Groups
 - **(NEER) Neighborhood Engagement and Enhanced Response** development
- Co-responders
 - Mental health

Police Levels of Service

- **Traffic Enforcement and Investigation**
 - Citywide analysis and data driven deployments
 - Speeding
 - Reduction in the number of collisions involving SBI and fatalities due to speed
 - Educational awareness campaigns
 - Multi-agency task force participation – street racing
 - DUI Enforcement
 - Enhanced DUI enforcement
 - Criminal traffic investigations

Police Levels of Service

- **Criminal Investigation**

- Decrease Domestic Violence repeat offenders through the Family Crimes Unit
- Increase business participation in T.A.B.S. group
- Focus on Internet Crimes Against Children (ICAC) cases
- Crime Scene Investigations and forensic capabilities to support criminal investigations
- Task Forces
 - Raven
 - NMTF
 - Safe Streets

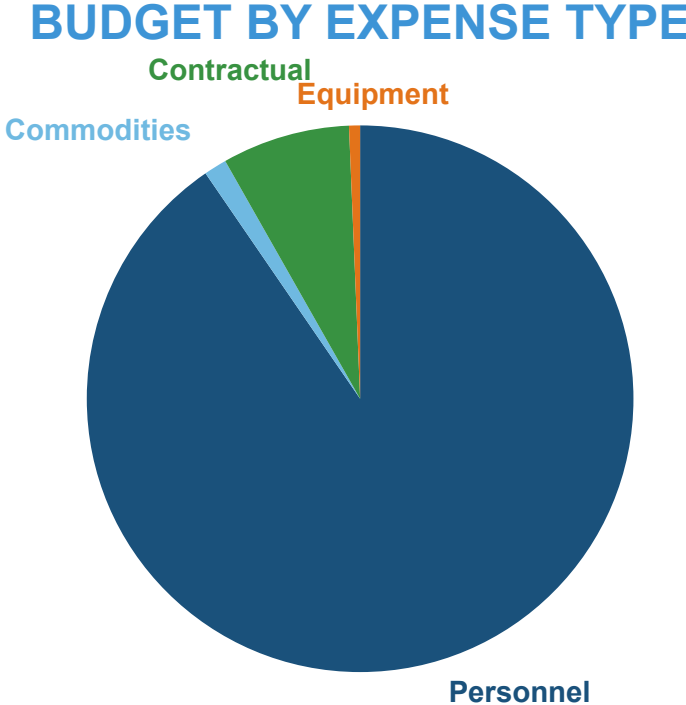
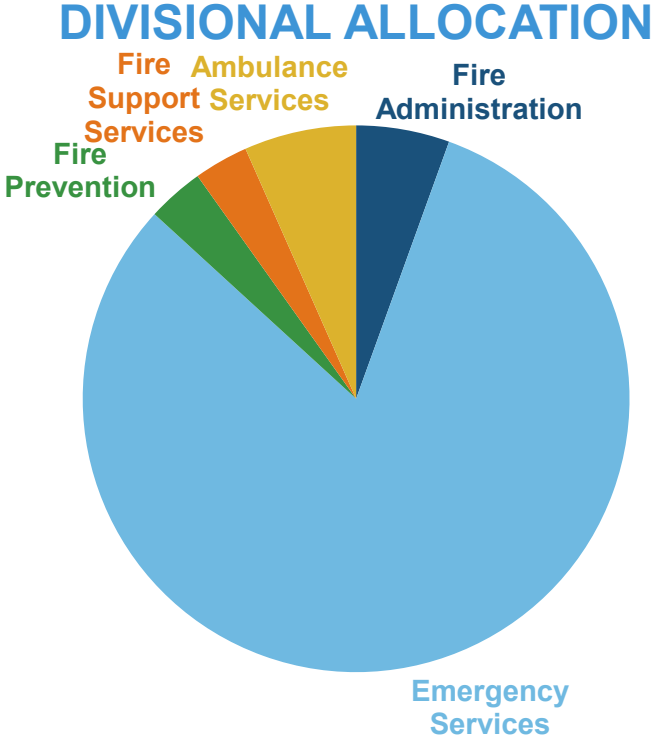
Police Levels of Service

- **Emergency Dispatching (Police, Fire, and Emergency Medical)**
 - Emergency / non-emergency dispatching for calls for service Answer 95% of 911 calls within 20 seconds
 - Provide Emergency Medical Dispatch directions for EMS calls
 - Non-emergency services communications
 - Afterhours
 - Citywide Emergency Communication Technology Management
 - CodeRed, Text 2 911

Fire Department Expenditures by Division

Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Fire Administration	\$2,033,043	\$2,218,902	\$185,499	9%	Software, FPPA ARC
Emergency Services	25,016,846	32,052,119	7,035,273	28%	21 new hires, contract increases, overtime
Fire Prevention	1,079,985	1,321,584	241,599	22%	Fire investigator, grant supplies
Fire Support Services	1,231,883	1,268,425	36,542	3%	N/A
Ambulance Services	2,456,105	2,615,743	159,638	6%	Personnel transfer
Total	\$31,817,862	\$39,476,773	\$7,658,911	24%	
FTE Totals	161.0	182.0	21.0	13%	

Department Budgetary Analysis: Fire Department



Fire Budgetary Highlights

- 21 Firefighter Positions Added (\$3.2M)
 - 15 Firefighters for Station 8
 - 3 Firefighters for the next station to move to four-person staffing
 - 3 Firefighters to cover expanded leave benefits
- Part-Time Fire Investigator (\$26k)
- Technical Rescue Team Equipment Replacement (\$27k)
- Fire Station 8 Opening in Late 2025

Fire Levels of Service

- **Fire and Emergency Response**
- **Emergency Medical Response and Transport**
- Special Services (Technical, Dive, Hazardous Materials, Wildland)
- Emergency Management
- Fire Safety Plan Review and Inspection
- Public Education

Fire and Emergency Response

- Accreditation
 - Center for Public Safety Excellence
 - Benchmark time goals
- Emergent incidents
 - Rapid interventions
- Closest unit dispatching
 - CAD-to-CAD project
 - Live in 2022
 - Shared resources
- Fire Containment
 - One metric to measure outcomes
 - Prevention/Training/Resources
- Fire Station #8
 - Staffing funded in 2025

	2021	2022	2023
Total Calls	14,049	16,709	16,633
Fire Calls	272	341	268
Medical Calls	9,950	11,617	11,562
Other Calls	3,827	4,751	4,803
Aid Given	1,536	3,176	3,642
Aid Received	1,395	3,689	3,184
Fires Contained Room of Origin	88%	86%	91%

5:45 First Due Travel	2021	2022	2023
District 1	89%	90%	95%
District 2	87%	90%	93%
District 3	90%	90%	94%
District 4	92%	90%	91%
District 5	95%	91%	95%
District 6	88%	91%	90%
District 7	48%	63%	89%
District 8	38%	43%	55%
Citywide	87%	88%	92%

Emergency Medical Response and Transport

- TFD Medic Units
 - Five staffed daily
 - Transport to area hospitals
- Critical patients
 - Approximately 14% of transports
- Cardiac Arrests
 - Return of Spontaneous Circulation
 - Bystander CPR
 - First response unit
 - ALS interventions
- Resource deployment
 - 90th percentile

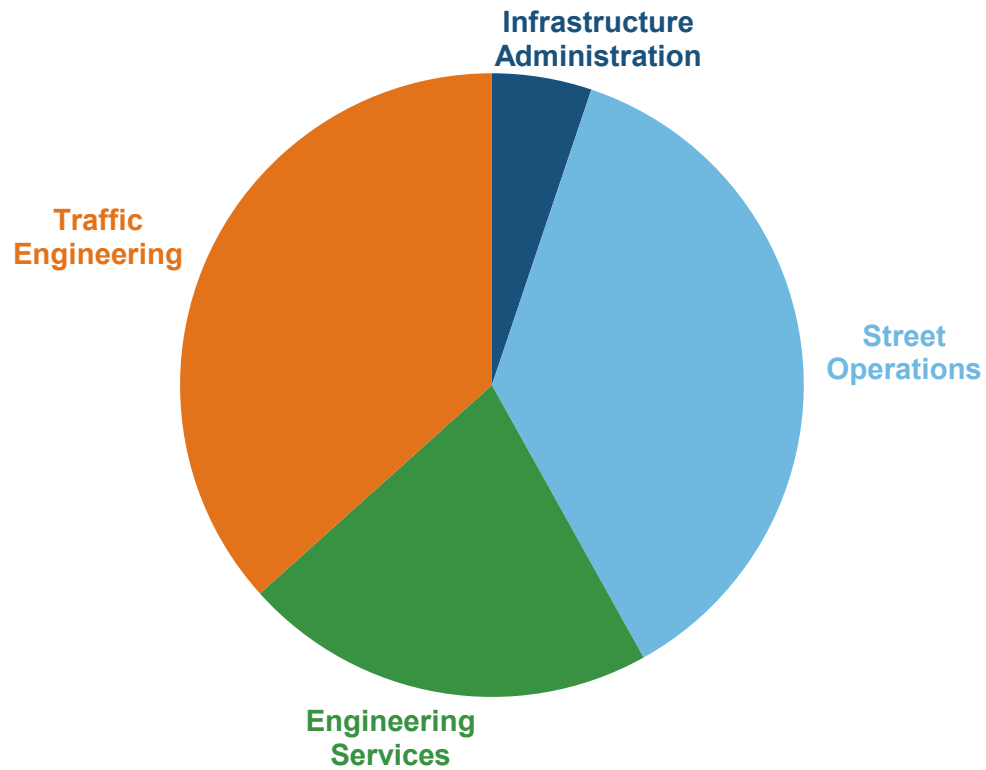
	2021	2022	2023
TFD Ambulance Transports	7,240	7,094	7,086
Emergent Transports	672	740	991
Non-Emergent Transports	6,568	6,354	6,095
Cardiac Arrest with ROSC	26%	24%	28%
8:00 Medic Unit Travel	2021	2022	2023
District 1	90%	91%	97%
District 2	87%	89%	96%
District 3	91%	92%	98%
District 4	92%	92%	95%
District 5	92%	92%	96%
District 6	81%	84%	91%
District 7	72%	78%	92%
District 8	53%	57%	71%
Citywide	88%	89%	95%

Infrastructure Department Expenditures by Division

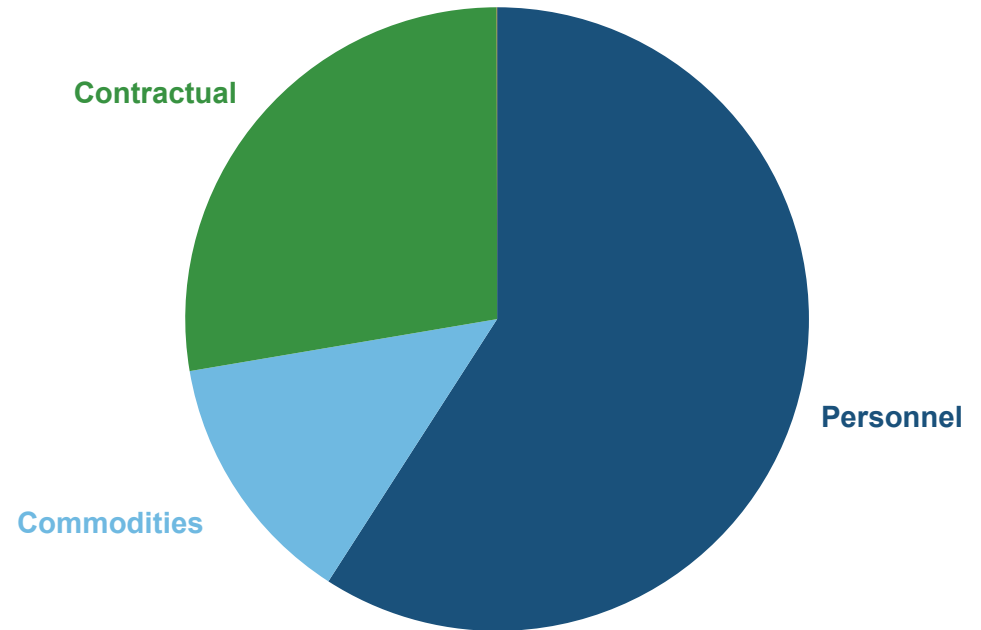
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Infrastructure Admin	\$779,304	\$786,746	\$7,442	1%	N/A
Street Operations	5,259,076	5,392,050	132,974	3%	Personnel increases, decrease in snow and ice supplies
Engineering Services	3,152,793	3,262,771	109,978	3%	Personnel increases
Traffic Engineering	5,368,858	5,544,162	175,304	3%	Supplies
Total	\$14,560,031	\$14,985,729	\$425,698	3%	
FTE Totals	63.0	63.0	0.0	0%	

Department Budgetary Analysis: Infrastructure

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Infrastructure Levels of Service

- **Street Maintenance**
- **Snow and Ice Removal**
- Traffic Signal, Streetlight, Sign, and Striping Operations/Maintenance
- Traffic Engineering (Bike, Pedestrian, and Vehicle Mobility/Safety Programs)
- Capital Improvement Project Management
- Surveying/Locates

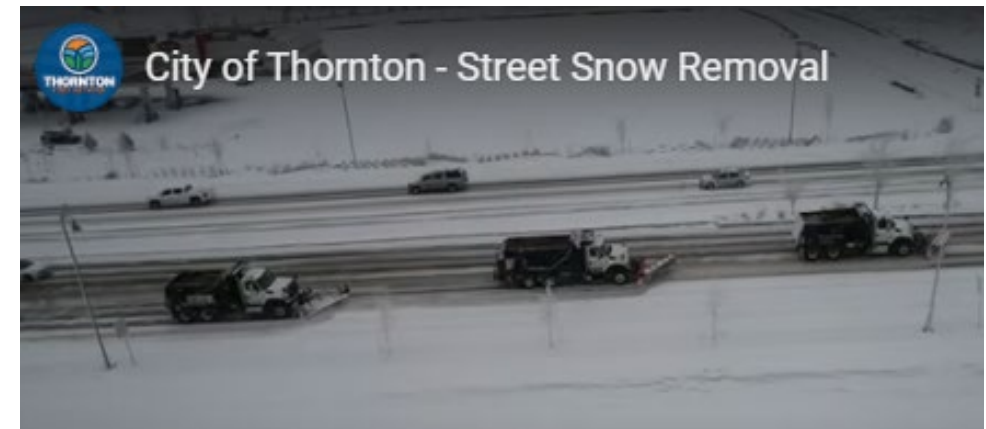
Street Operations Maintenance

- Lane miles of paved roadway = 1308
- Crack seal/mastic
 - Average 22 lane miles or 90,000 pounds of material
- Pothole repair
 - Average 6,200 potholes
- Milling and paving
 - Average 11,500 tons of asphalt (2,300 elephants)
- Street sweeping
 - Average 715 miles per quarter
 - 411 lane miles performed in Fall
 - 600 lane mile performed in Spring
- Utility cut repairs
 - 67 Avg/year



Snow and Ice Program

- 24 hour operation – 2 shifts
- 528 lane miles of primary roads
- 265 lane miles of secondary roads
- 19 Tandem snow plows, 4 pick-up snow plows, 2 loaders, 1 grader
- Annual average 23 snow events per year
 - 18 Class 1 events (0-3" of snow)
 - 4 Class 2 events (4"-8" of snow)
 - 1 Class 3 events (+ 9" or above with drifting)

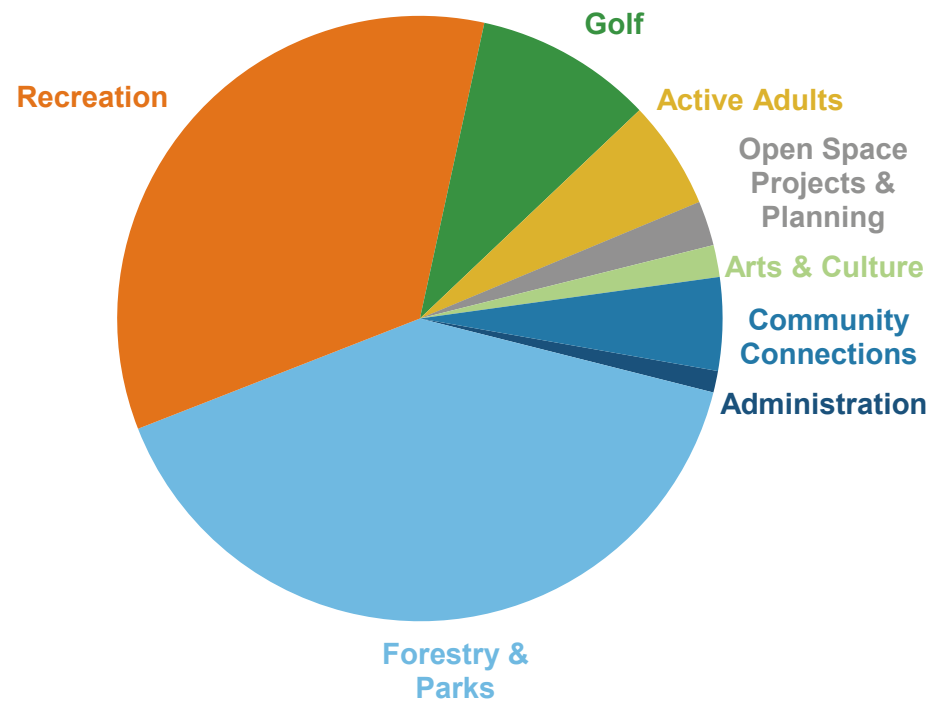


Parks & Recreation Department Expenditures by Division

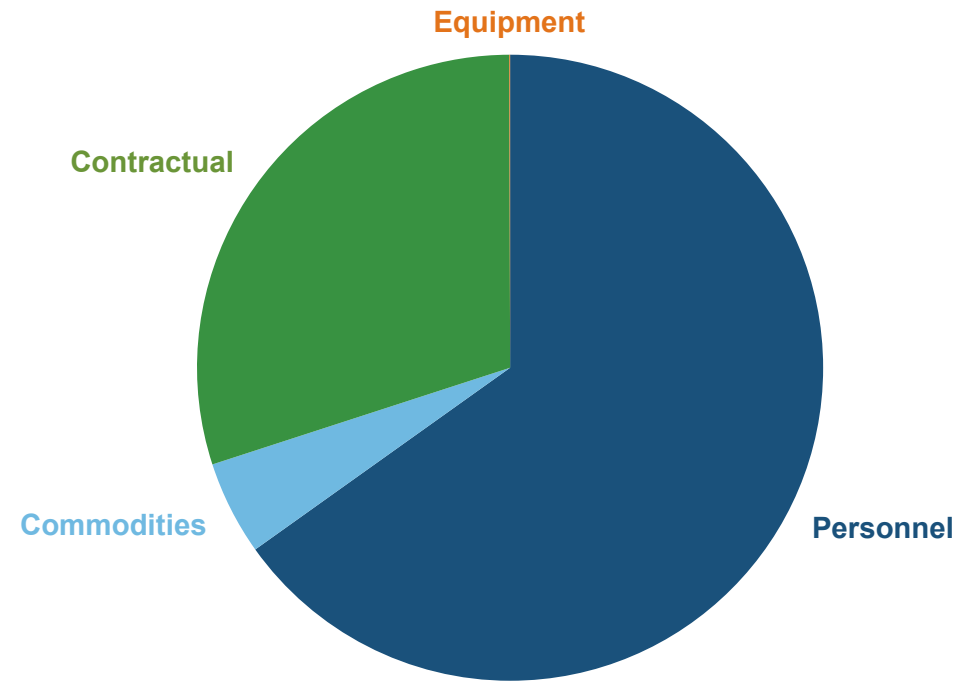
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Administration	\$370,993	\$430,489	\$59,496	16%	Personnel transfer
Forestry & Parks	13,400,688	14,993,230	1,592,542	12%	Temporary salaries, fuel, POS transfer reduction
Golf	3,371,150	3,548,309	177,159	5%	Temporary salaries
Recreation & Community Engagement	11,748,361	12,854,064	1,105,703	9%	Addtl Day Camp, Community Center
Active Adult	1,955,552	2,163,177	207,625	11%	Temp salaries, increased meal program
Open Space Projects & Planning	808,758	892,949	84,191	10%	Personnel
Arts & Culture	651,923	662,949	11,026	2%	N/A
Community Connections	1,476,232	1,897,425	421,193	29%	City Assistance Program
Total	\$33,783,657	\$37,420,874	\$ 3,637,217	11%	
FTE Totals	144.0	144.5	0.5	0.5%	

Department Budgetary Analysis: Parks & Recreation

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Parks & Rec Budgetary Highlights

- Full funding of operations of the new Thornton Community Center (\$637k)
- Additional Temporary staffing for Parks & Mow Crew to service additional parks. (\$465k)
- Additional Day Camp offered due to increased demand (\$130k)



Parks and Recreation Levels of Service

- **Park and Open Space Maintenance – Mowing Operations**
- **Active Adult Center Facility Operations and Programming - Senior Nutrition Program**
- **Outreach/Connection to those in need**
- Recreation Facility Operations and Programming
- Arts and Culture Facility Operations and Programming - Public Art
- Festivals and Special Events
- Golf Course Operations and Maintenance
- Capital Improvement Project Management

Parks and Recreation Levels of Service – Mowing Operations

- Irrigated turf is mowed at least weekly beginning April 1 and continuing until October 31. Sports fields are mowed 2x per week and Open Space 2-3x per year.
- Park Staff shall ensure that all curbs, sidewalks and patios are edged once a season between April 15 and October 31.
- Park Staff follow standard maintenance practices:
 - Irrigation of active parkland and newly established areas.
 - Aerating once in the spring and once in the fall.
 - Overseeding sparsely covered turf areas and bare soil.
 - Fertilizing to an established healthier root systems.
 - Apply herbicides according to product label instructions and conditions.
- Since each location has its own unique microclimates, it is important to tailor the irrigation and turf management requirements to each site rather than one blanket approach for all sites.

Parks and Recreation Levels of Service – Senior Nutrition

- One of only two agencies providing made from scratch meals in Front Range.
- To provide a social experience with made from scratch healthy meals.
- Utilize leftovers for Meal To Go program
- Increase to 120 meals per day to meet demand (currently serving 100/day) – increase service level by 5,000 meals in 2025.
- Engage and utilize volunteers to support meal service.

Parks and Recreation Levels of Service – Homeless Outreach & Services

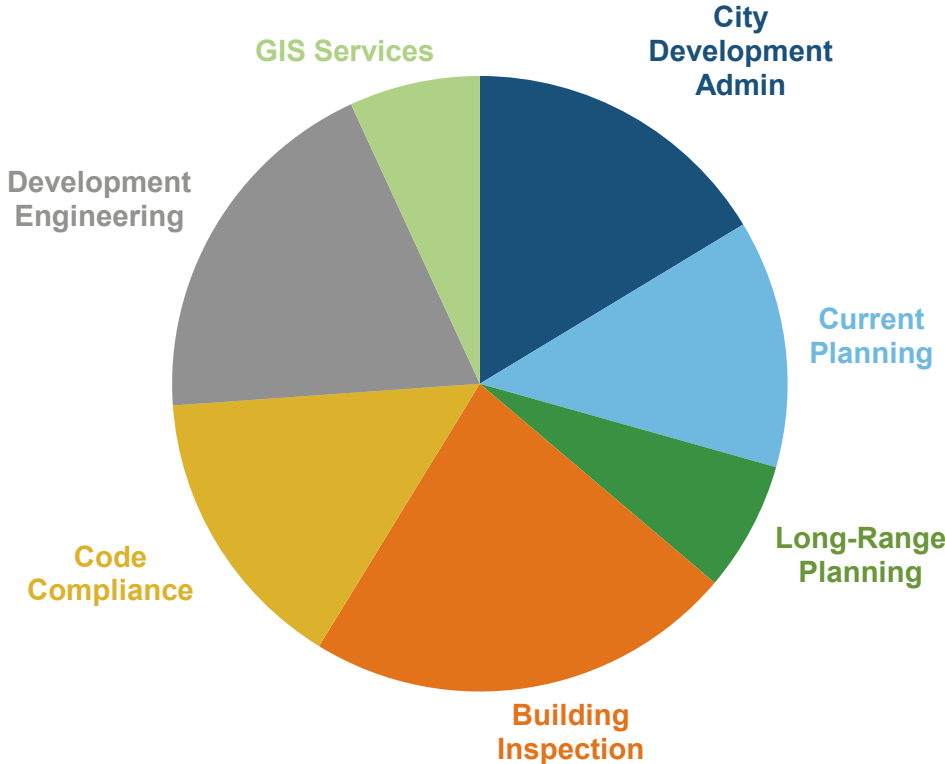
- Homeless Outreach Teams (HOT) work in pairs for safety and travel throughout the city hitting “hot spots” and responding to calls for service when homelessness and/or encampments are identified.
- Coverage is provided Monday-Friday, two weekday evening’s a month, and two weekend shifts a month.
- Once contact is made, efforts to get the individual(s) in the Homeless Management Information System (HMIS) is critical for clients obtaining assistance from the various support service organizations
- Case management is provided on a limited basis to assist individuals with basic resources (HMIS database, obtaining identification, applying for Social Security, seeking housing, shelter etc.)
- HOT cooperates with Code Enforcement and Police to provide assistance, services and enforcement activities.
- Not all individuals experiencing homelessness accept assistance.

City Development Department Expenditures by Division

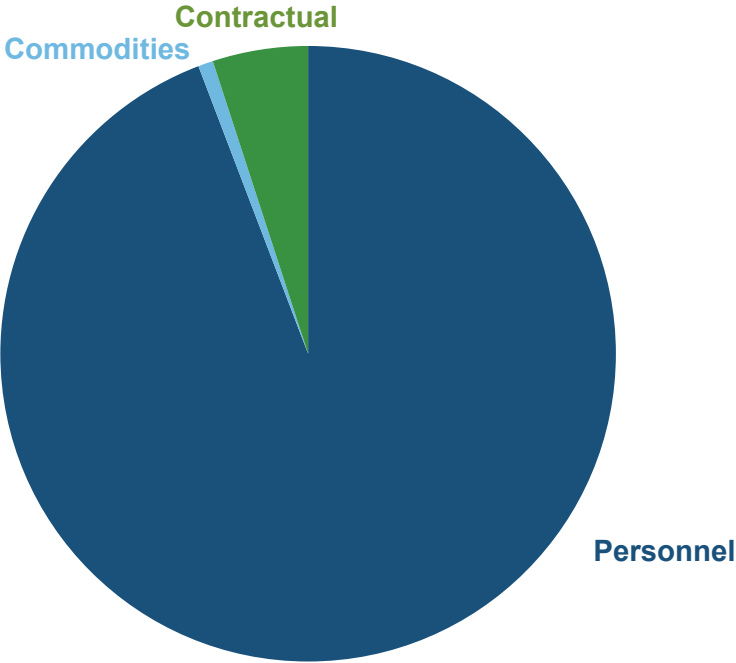
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
City Development Admin	\$1,440,940	\$1,788,685	\$347,745	24%	Personnel transfer
Current Planning	1,629,826	1,425,917	(203,909)	(13%)	Personnel transfer
Long Range Planning	695,190	746,727	51,537	7%	Personnel
Building Inspection	2,628,675	2,468,552	(160,123)	(6%)	Personnel transfers
Code Compliance	1,308,592	1,655,111	346,519	27%	Code Compliance Officer, Abatements
Development Engineering	1,978,729	2,106,874	128,145	7%	Personnel
GIS Services	812,433	752,590	(59,843)	(7%)	Personnel transfer
Total	\$10,494,385	\$10,944,456	\$450,071	4%	
FTE Totals	74.75	73.75	(1.0)	(1%)	

Department Budgetary Analysis: City Development

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



City Development Budgetary Highlights

- Reorganizing Department to convert one position into a Code Compliance Officer
 - Meets City Council Priority 2
- Increase in Abatements (\$150.2k)
- Graffiti Contractor (\$20k)

City Development Levels of Service

- **Development Review**
- **Permitting and Building Inspection**
- **Code Inspection and Compliance**
- Long Range Planning (Comprehensive Plan, Subarea Plans)
- Regional Transportation Planning
- Graffiti Removal
- GIS System Management

City Development Levels of Service

Development Review

- Provide review comments to applicants within established time commitments
On-time reviews:
2022 – 54.6%
2023 – 76.5%
2024 (YTD) – 96.1%
- Conduct first comprehensive update to the Development Code since the 1990's
- Continuously review and improve the city's processes to minimize delays and enhance the customer's experience
- Promote public participation on development projects (established Planning Commission, improved signage for public hearings, required earlier neighborhood mtgs)



PROJECT NUMBER: 20  

Planning Commission
Public Notice

PROJECT UNDER CONSIDERATION
PUBLIC HEARING DATE: April 2, 2024

CASE NUMBER(S): PLSPCD202300612, PLZ202300613

REQUEST:
Request from the City's Infrastructure Dept. to annex 35 acres of property, establish a future land use designation of Institutional (INS) and Office/Institutional (OI) zoning. A 5 million gallon water storage tank is proposed to be buried on the site to support the city's water system.

APPLICANT CONTACT: Kristin Schwartz
720-977-6208

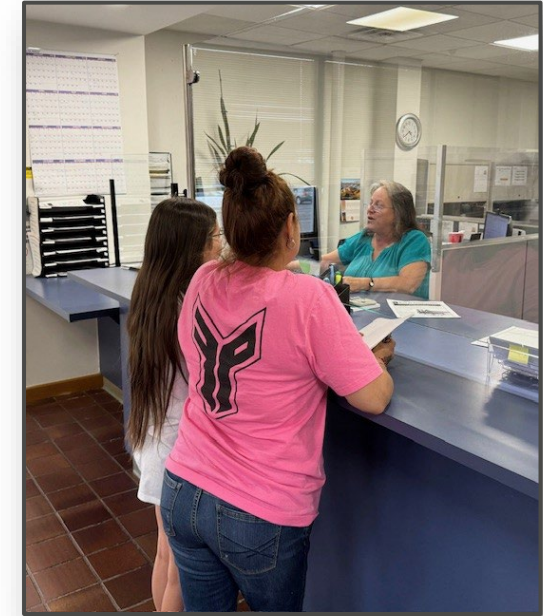
CITY STAFF CONTACT: Kira Stoller
303-538-7443

SCAN THE QR CODE ABOVE TO VIEW INFORMATION ON THIS CASE
thorntonco.gov/government/citydevelopment

City Development Levels of Service

Permitting/Building Inspection

- Review of building plans, issuance of permits, and inspections during construction
- Provide timely response to inspection requests
 - Conduct inspections within 24 hours of request (100%)
 - No “holdovers” (inspections carried over to the next day)
- Provide community outreach through education and building permit consultations. Holds basement and deck seminars with 80+ citizens
- Cross-train staff so that one inspector can conduct multiple types of inspections
- Utilize technology to improve customer service and
 - Overhaul of the CityView software to be faster, more efficient



City Development Levels of Service

Code Compliance

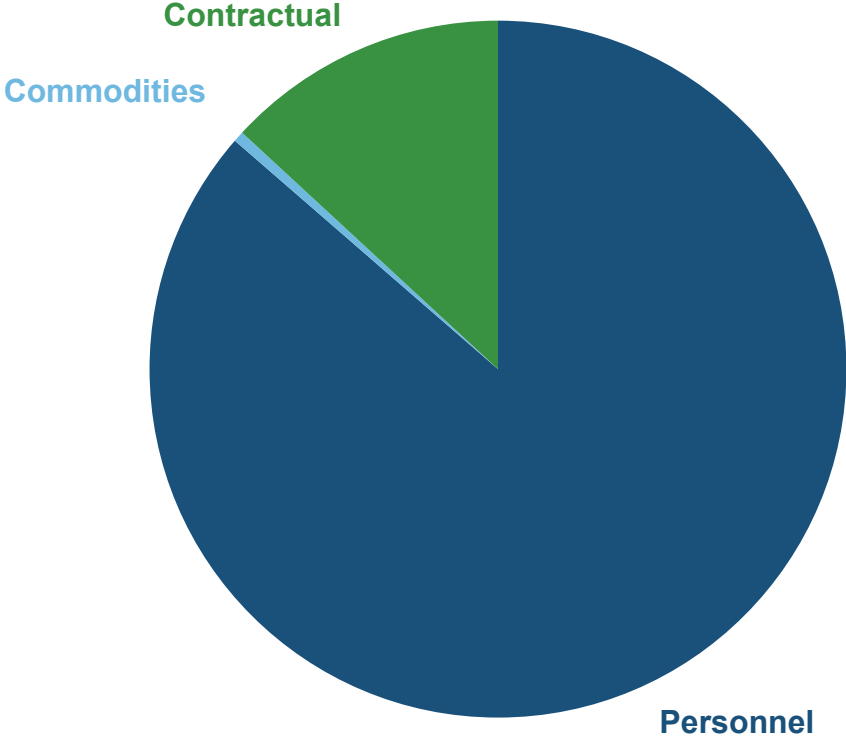
- Respond to complaints within 24 hours
- Maintain 80% proactive (officer-initiated) violations
- Use new tools to achieve timely compliance
 - Civil fines
 - Shopping cart collection program
 - Extended hours for officers
 - Enhanced parking enforcement – Commercial vehicles
- Promote neighborhood stability through compliance with city codes
- Coordinate with PD on the Neighborhood Engagement and Enhanced Response team
- Coordinate with Community Connections for CodeCAP program
- Conduct abatements when necessary

Economic Development Department Expenditures

Department	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Economic Development	\$1,714,995	\$1,717,987	\$2,992	0%	N/A
FTE Totals	8.0	8.0	0.0	0%	

Department Budgetary Analysis: Economic Development

BUDGET BY EXPENSE TYPE



Economic Development Levels of Service

- **Small Business Support/Programs/Grants**
 - Alliance Business Assistance Center
- Primary Employer Attraction and Retention
- Retail Attraction and Retention
- Redevelopment

Small Business Support Programs

Alliance Business Assistance Center (as of Q2 2024)

- Workshops – 14 w/ 152 attendees
- Counseling Sessions – 274
- Work & Meeting Space – 64 uses w/ 559 attendees
- Networking/Ribbon Cutting Events – 21 events w/ 889 attendees
- Business Outreach – 332 visits
- Small Business Task Force



Business Improvement Grant

- \$340K allocated to 19 recipients

South Thornton Attraction & Revitalization Grant (STAR)

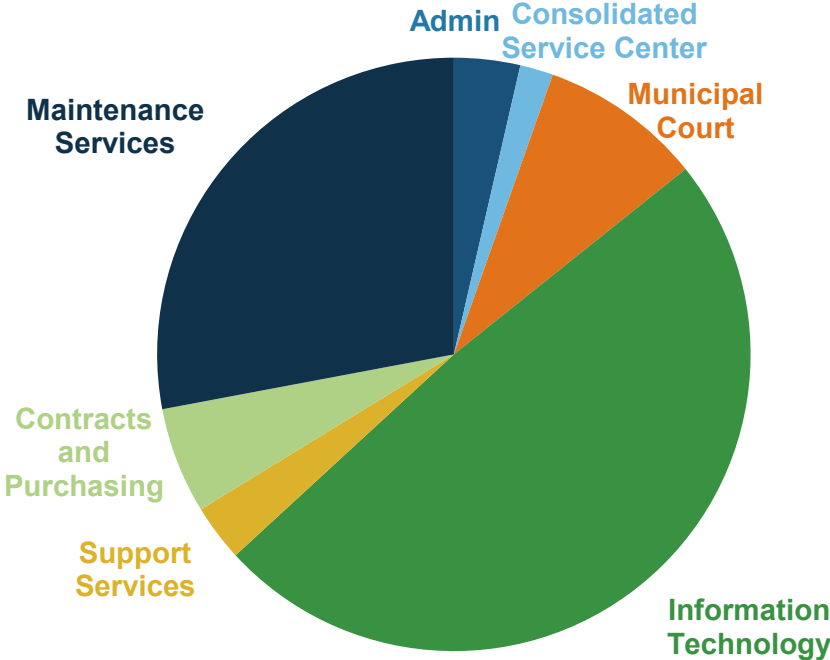
- \$98K allocated to 7 recipients

Management Services Department Expenditures by Division

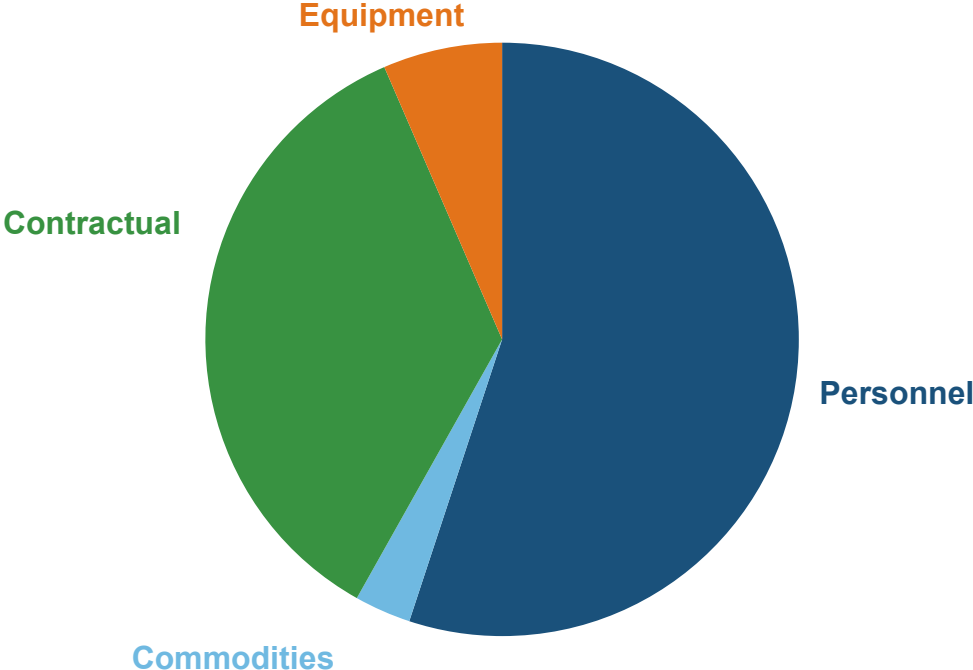
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Management Services Administration	\$1,046,328	\$920,333	\$(125,995)	(12%)	Fewer technology purchases
Consolidated Service Center	525,000	473,118	(51,882)	(10%)	Lower fuel usage
Municipal Court	2,219,951	2,315,068	95,117	4%	Personnel
Information Technology	12,083,226	12,791,020	707,794	6%	Software renewal costs
Support Services	757,634	808,809	51,175	7%	Personnel
Contracts and Purchasing	1,520,579	1,514,096	(6,483)	0%	N/A
Maintenance Services	7,706,140	7,313,745	(392,395)	(5%)	Moved facility maintenance to capital
Total	\$25,858,858	\$26,136,189	\$277,331	1%	
FTE Totals	106.5	106.5	0	0%	

Department Budgetary Analysis: Management Services

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Management Services Budgetary Highlights

- Installation of Charging Stations at the Justice Center and District Substation (\$40k)
- Technology Investments:
 - Server and Cybersecurity System Upgrades (\$68k)
 - Conference room improvements (\$43k)
 - Fuel System Replacement (\$250k)

Management Services Levels of Service

- Information Technology
 - Hardware, Software, and Network Maintenance (including new software implementation)
 - **Cybersecurity**
- Support Services
 - Purchasing and Contract Administration
 - Building Maintenance
 - **Fleet Maintenance**
 - Custodial Maintenance
- Municipal Court
 - Adjudication of Municipal Violations

Cybersecurity Efforts

- Focus on strengthening our cybersecurity foundation.
 - Document processes to ensure consistent security is applied.
 - Optimize defenses based on data from our digital tools and industry best practices.
 - Provide and participate in audits for CJIS, HIPPA, and PCI compliance.
- By the numbers (Last 12 months):
 - 30 billion observations from MDR resulted in the prevention of 11,000 potential incidents and spawned 378 internal investigations.
 - Firewall alerts initiated 55 investigations into potentially malicious network traffic.
 - Filtered out over 2 million virus and spam emails and prevented them from entering the organization.
 - Improved our KnowBe4 Risk Score down to 22.6% from 36.0%.



Fleet Maintenance

- One Thornton staff member manages an outside vendor that performs the vast majority of maintenance on the City's fleet.
- Currently 962 total pieces of rolling equipment, including but not limited to:
 - 26 trash trucks
 - 20 dump trucks
 - 12 loaders and excavators
 - 127 mowers and tractors
 - 13 fire trucks
 - 8 medic units
 - 151 police cars, and
 - 3 street sweepers
- Agreement includes both contract anticipated maintenance and non-contract unanticipated accidents and repairs.
- Anticipated maintenance varies by type of vehicle (trash truck vs. sedan).
- The contract for 2025 is roughly \$3.4M for parts and labor.

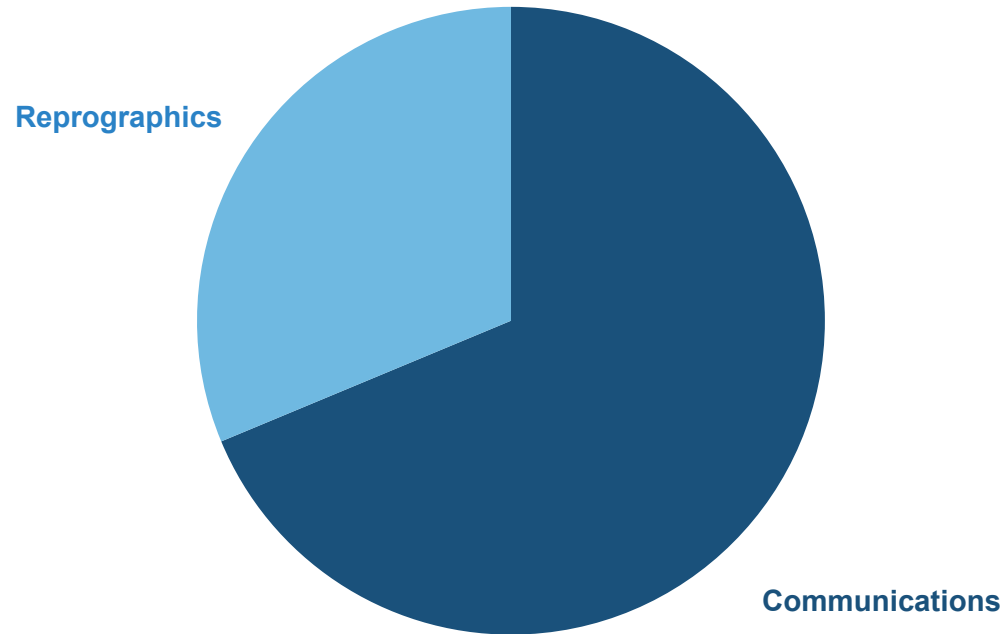


Communications Department Expenditures by Division

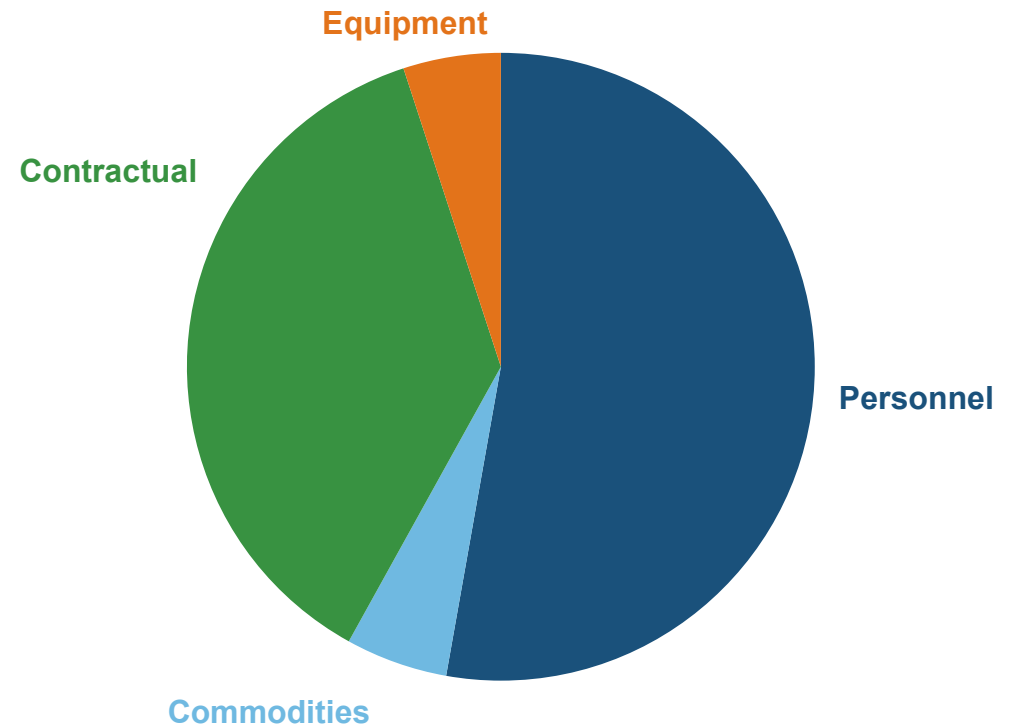
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Communications	\$1,358,431	\$1,623,936	\$265,505	20%	Digital Accessibility Contract, Channel 8 Equipment
Reprographics	680,530	727,810	47,280	7%	Contractual Increases
Total	\$2,038,961	\$2,351,746	\$312,785	15%	
FTE Totals	7.0	7.0	0.0	0%	

Department Budgetary Analysis: Communications

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



Communications Budgetary Highlights

- Digital Accessibility Contract (\$90k)
- Channel 8 Equipment Purchased with Public, Educational, and Governmental (PEG) Access Channels Funding (\$116k)
- Eight-Page City Voice mailed to all Thornton residents bimonthly

Communications Levels of Service

- **Graphic Design, Video Production, Social Media Management**
- Website Management
- Media Relations
- Marketing/Promotion for departments
- Copy and Printing Services

Communications Levels of Service

- **Graphic Design** – print and digital content design for external and internal audiences.
 - **City Voice** = 55,271 residences and businesses six times per year, 331,000+ copies per year.
 - **Project Requests** - 1,112 completed in last 12 months - **increased 21%**.
- **Video Production** – Council Meetings, social media focus, Xfinity HD, and streaming audiences.
 - 243,315 video views on Youtube, Facebook, streaming, and Video On Demand from August 2023 to August 2024. On pace to **increase views 65%** over 2023.

The collage features three main items: 1) A cover of the 'THORNTON CITY VOICE' newspaper for May-June 2024, with the headline 'Thornton seeks input for Vision Zero Action Plan'. 2) A flyer for a 'WARD 2 MEETING REUNIÓN DEL DISTRITO 2' at the Active Adult Center on September 12, 6 p.m. 3) A video thumbnail for 'ASPHALT AVENGERS' showing a construction worker in a safety vest next to a yellow truck.

Communications Levels of Service

- **Social Media Management** - Utilizing platforms to share information and connect with residents.
 - Video on social media has been our focus since last September,
 - Driving year over year increase in Post Impressions of 66% and 85% increase for Audience Reach for **Facebook** alone.
 - **Instagram** Post Impressions have increased 72% and Audience Reach has increased 50% year over year.
- ** From August 2023-August 2024 Facebook had 1,213,932 Post Impressions and 1,163,613 Post Reach.



City of Thornton, Colorado Government

Thornton's Homeless Outreach Team (HOT) is out and about rain, shine or snow!

- ✓ Need to report an encampment?
- ✓ Need resources for yourself or another unsheltered individual?
- ✓ Need more information HOT?

Connect with us!

720-977-5900
ThorntonHOT@ThorntonCO.gov

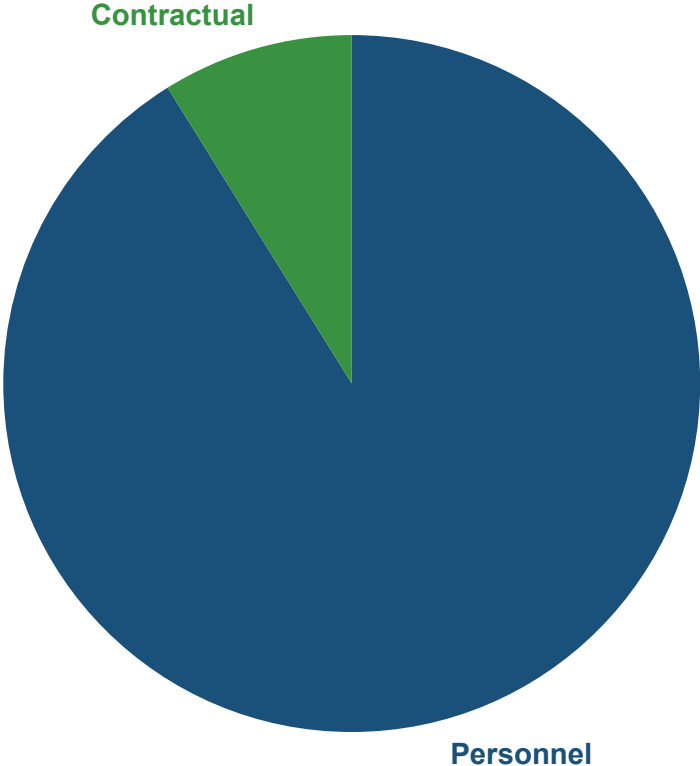


Finance Department Expenditures

	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Finance	\$3,385,757	\$3,495,682	\$109,925	3%	Personnel
FTE Totals	22.75	22.75	-	0%	

Department Budgetary Analysis: Finance

BUDGET BY EXPENSE TYPE



Finance Levels of Service

- **Tax Collection and Audit**
- Accounting and Financial Control
- Utility Billing

Finance Levels of Service

- Tax Collection and Audit
 - Revenue Processing
 - Measurement: Processing returns (avg. 5,500 per month in 2024) within 4 business days of month end.
 - Measurement: Process license applications within 3 weeks.
 - Compliance/Education
 - Measurement: Audit 1% of all licensed businesses (9.3k licenses).
 - Measurement: Complete high-risk audits within statute limitations to ensure maximum compliance.

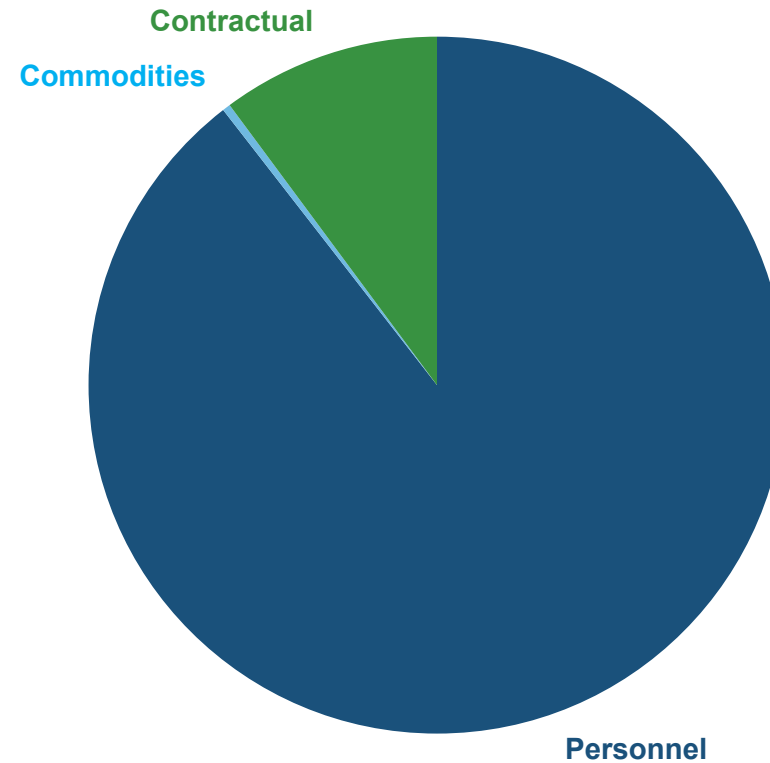


City Attorney's Office Department Expenditures

	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
Legal	\$3,069,655	\$3,207,860	\$138,205	5%	Personnel
FTE Totals	14.5	14.5	0	0%	

Department Budgetary Analysis: City Attorney's Office

BUDGET BY EXPENSE TYPE



City Attorney's Office Levels of Service

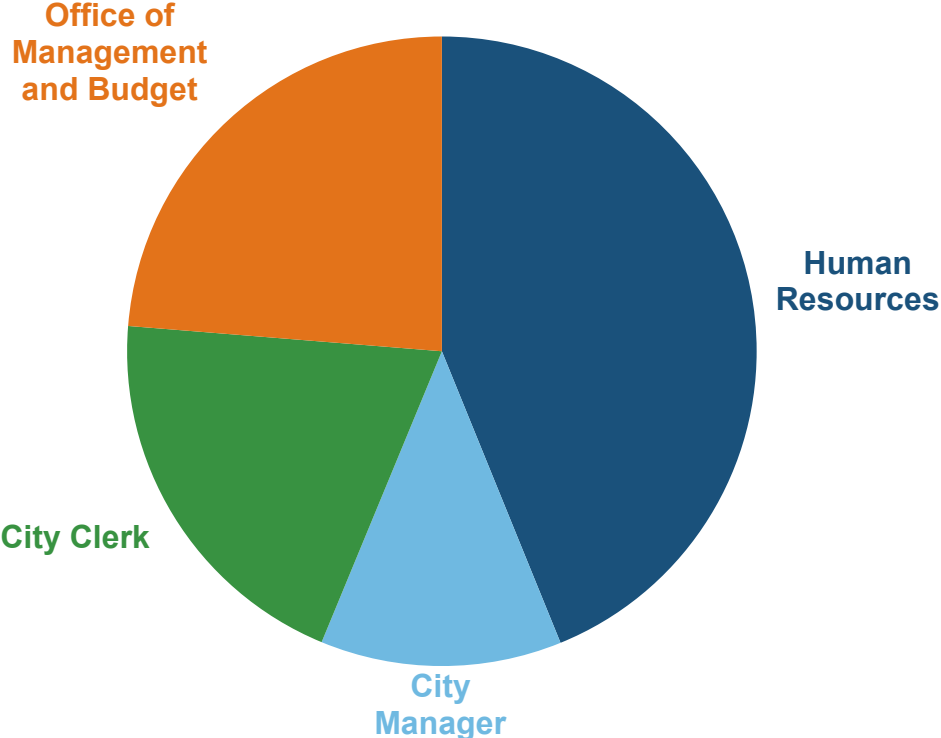
- Municipal Court Prosecution
- Legal Services

City Manager's Office Department Expenditures by Division

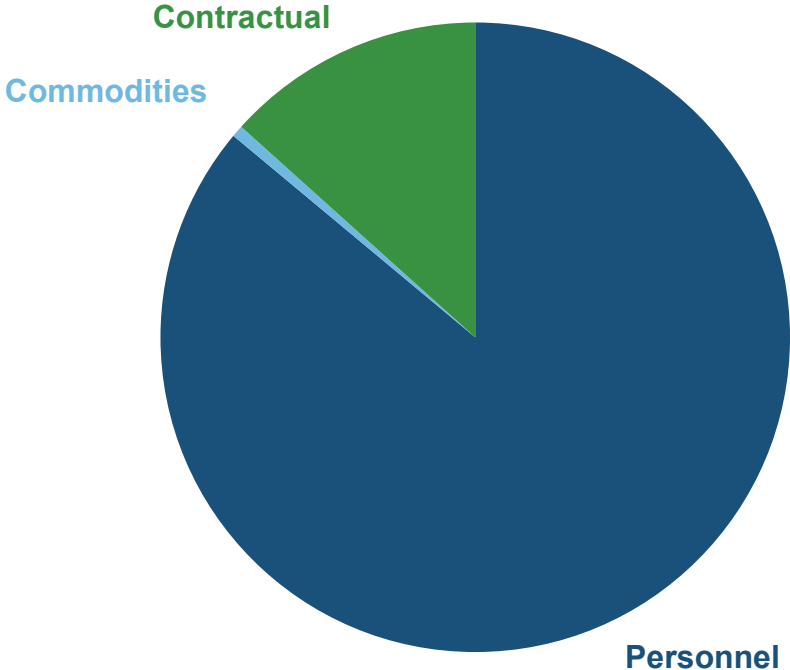
Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
City Manager	\$749,121	\$780,332	\$31,211	4%	Personnel costs
City Clerk	1,130,326	1,261,967	131,641	12%	Election costs
Office of Management & Budget	1,294,417	1,493,585	\$199,168	15%	Personnel transfer
Human Resources	2,652,844	2,761,042	108,198	4%	Personnel costs
Total	\$5,826,708	\$6,296,926	\$470,218	8%	
FTE Totals	35.0	35.0	0.0	0%	

Department Budgetary Analysis: City Manager's Office

DIVISIONAL ALLOCATION



BUDGET BY EXPENSE TYPE



City Manager's Office Levels of Service

- Human Resources
 - Employee Recruitment and Retention
 - Payroll and Benefits Administration
- Management and Budget
 - Budget Management
 - Legislative Affairs
 - Sustainability
- City Clerk
 - Council Support
 - Records Management and Licensing
 - Elections

Legislative Expenditures by Division

Division	2024 Budget	2025 Budget	\$ Change	% Change	Change Drivers
City Council	\$650,229	\$662,515	\$12,286	2.0%	Personnel costs
Boards and Commissions	15,071	32,029	16,958	113%	Increased stipend, planning commission, meals
Total	\$665,300	\$694,544	\$29,244	4%	
FTE Totals	35.0	35.0	0.0	0%	

Agenda

**Introduction to the 2025
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Other Funds

**General Fund by Department
Governmental Capital**

- Capital Projects
- Capital Project Highlights
- Available Fund Balance

Special Revenue Funds

Next Steps

General Government Capital Summary

Project	2025	2026	2027	2028	2029	5-Year Total
Contractual Obligations/Grants						
Westminster Revenue Share	\$2,512,000	\$430,815	\$-	\$-	\$-	\$2,942,815
Debt Service – 144th Ave/I25 Interchange	1,270,500	-	-	-	-	1,270,500
Debt Service – Public Safety Facility	1,188,570	1,188,329	1,187,834	1,188,204	1,188,081	5,941,018
Incentive Payments	905,000	783,000	600,000	98,500	100,000	2,486,500
Business Investment Program	500,000	500,000	500,000	500,000	500,000	2,500,000
Contingency	100,000	100,000	100,000	100,000	100,000	500,000
Total Contractual Obligations/Grants	\$6,476,070	\$3,002,144	\$2,387,834	\$1,886,704	\$1,888,081	\$15,640,833

Project	2025	2026	2027	2028	2029	5-Year Total
Capital Maintenance						
Street Rehab Program*	\$3,498,397	\$3,638,333	\$3,783,866	\$3,935,211	\$4,092,619	\$18,948,426
Slurry Seal Program*	550,000	550,000	200,000	200,000	200,000	1,700,000
Fleet Replacement*	4,775,792	-	-	-	-	4,775,792
Building Maintenance*	2,443,000	1,000,000	1,030,000	1,060,900	1,092,727	6,626,627
Roundabout Improvements	150,000	-	-	-	-	150,000
South Thornton Improvements*	1,206,000	2,197,000	2,690,000	2,165,000	3,844,000	12,102,000
Traffic Signal Repairs	548,000	477,500	501,400	526,500	552,800	2,606,200
Concrete Replacement Program	210,465	218,884	227,639	236,745	246,214	1,139,947
Traffic Signal Uninterrupted Power	92,000	95,700	99,500	103,500	107,700	498,400
School Zone Clocks Retrofit	68,800	69,900	-	-	-	138,700
Total Capital Maintenance	\$13,542,454	\$8,247,317	\$8,532,405	\$8,227,856	\$10,136,060	\$48,686,092

*Split between funds

Project	2025	2026	2027	2028	2029	5-Year Total
Transportation, Accessibility, & Other Improvements						
Traffic Signal Installations	\$1,247,900	\$1,473,300	\$867,800	\$682,900	\$1,226,200	\$5,498,100
TSC Mitigation/Remediation	1,093,000	1,311,000	2,093,000	92,000	104,000	4,693,000
Residential Speed Reduction	324,000	-	-	-	-	324,000
ADA Improvements*	300,000	300,000	300,000	300,000	300,000	1,500,000
104th Avenue Widening**	4,250,000	25,000,000	-	-	-	29,250,000
Logo Implementation	149,000	-	-	-	-	149,000
Intersection & Corridor Mobility	125,000	125,000	125,000	125,000	-	500,000
Total Transportation, Accessibility, and Other Improvements	\$7,488,900	\$28,209,300	\$3,385,800	\$1,199,900	\$1,630,200	\$41,914,100

**Split between funds*

***Grant funded*

Project	2025	2026	2027	2028	2029	5-Year Total
Public Safety Projects						
Public Safety Radios	\$-	\$-	\$-	\$2,500,000	\$-	\$2,500,000
Opioid Programming	102,442	80,020	74,345	85,609	85,507	427,923
911 Center Radio Consolettes	100,000	-	-	-	-	100,000
911 Comm Center Workstations	-	-	400,000	-	-	400,000
10-Printer Replacement	-	-	30,000	30,000	-	60,000
Total Public Safety Projects	\$202,442	\$80,020	\$504,345	\$2,615,609	\$85,507	\$3,487,923
IT Projects						
HR/Payroll	\$1,500,000	\$-	\$-	\$-	\$-	\$1,500,000
ERP	1,500,000	-	-	-	-	1,500,000
Total IT Projects	\$3,000,000	\$-	\$-	\$-	\$-	\$3,000,000

Capital Improvement Projects: Street Rehabilitation Program

- **Project Scope:** This project includes rehabilitation of streets with asphalt overlays, crack seals, slurry seals, concrete replacement, and accessible ramp replacement (as required). The program touches approximately 40 lane miles per year.
- **Project Cost:** \$7,245,418
- **Project Timeline:** completed by December 31, 2025



Capital Improvement Projects: Slurry Seal Program

- **Project Scope:** This project applies additional Slurry to residential areas throughout the City in an effort to address more residential streets with the Street Rehabilitation Program. 2025 is the first year of this project.
- **Project Cost:** \$700,000
- **Project Timeline:** completed by December 31, 2025





Capital Improvement Projects: South Washington Street Pedestrian Mobility & Safety Improvements

- **Project Scope:** Improve pedestrian mobility and safety on Washington Street between 85th Ave and Eppinger Blvd by narrowing Washington Street and installing an 11' wide sidewalk where possible. The project will upgrade intersection pedestrian ramps to be ADA compliant, reduce pedestrian/vehicular conflicts by removing noncritical business access points, and relocate bus stops (coordinate with RTD) to help reduce mid block jaywalking.
- **Project Cost:** \$13,127,000 (split between TDA-South and Governmental Capital Funds)
- **Project Timeline:**
 - 2025: Design (Washington Street between 85th Ave and Eppinger Blvd)
 - 2025: Construction Phase I (In-house installation of APS Push Buttons)
 - 2026: Construction Phase II (86th Ave to Sheldon Dr)
 - 2027: Construction Phase III (85th Ave to 86th Ave)
 - 2028: Construction Phase IV (88th Ave to Russell Blvd)
 - 2029: Construction Phase V (Russell Blvd to Eppinger Blvd)

Capital Improvement Projects: South Thornton Improvements

- **Project Scope:**
 - Commercial Redevelopment Grant
 - Fence Repair Program
 - Streetscape Art
- **Project Cost:** \$1,475,000 (2025-2029)
- **Project Timeline:** starting in 2025

Capital Improvement Projects: Concrete Replacement Program

- **Project Scope:** This project includes the removal and replacement of existing curb, gutter, sidewalks, cross-pans, handicap ramps, and driveway aprons at various locations within City rights of way. This program does not include installing new sidewalks.
- **Project Cost:** \$210,465
- **Project Timeline:** Project Completed by December 31, 2025



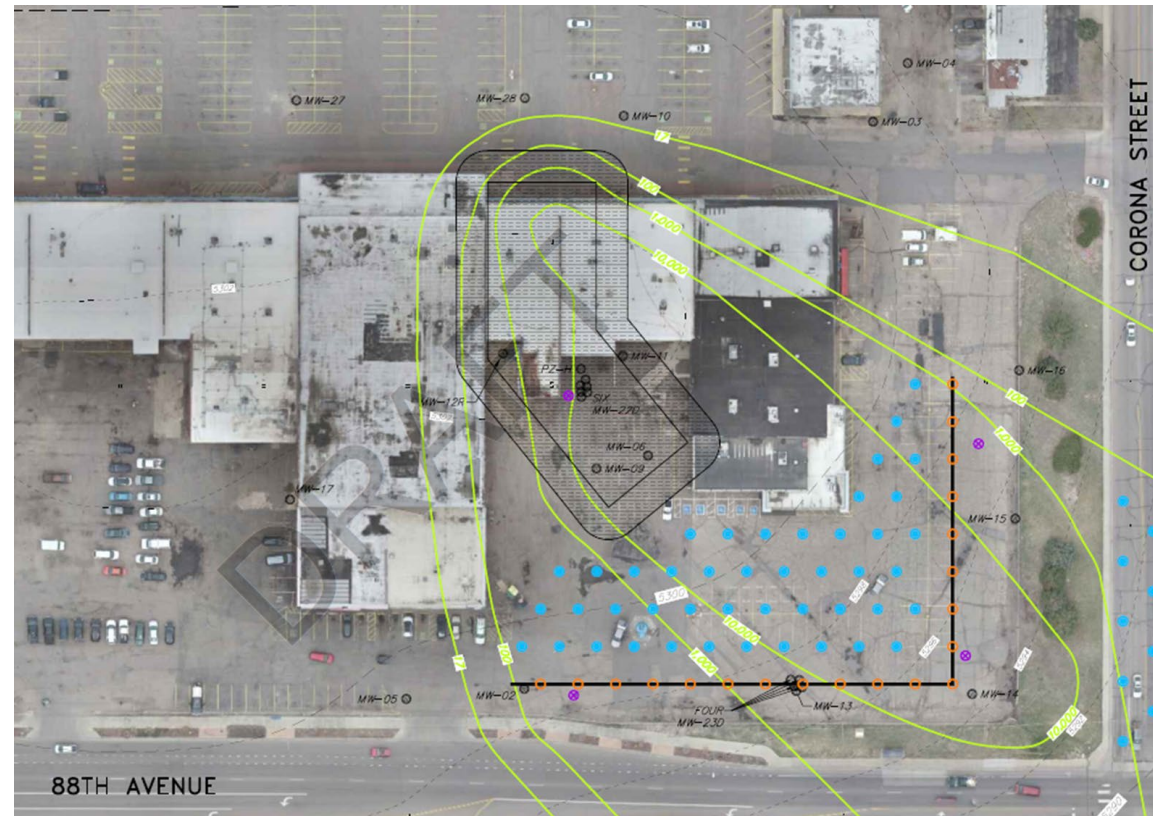
Capital Improvement Projects: Traffic Signal Improvements

- **Project Scope:** Design and construction of new traffic signals at warranted intersections. Proposed intersections for 2025 include Quebec Street at the Fossil Ridge Public Safety Center & Pecos Street at STEM Launch
- **Project Cost:** \$1,247,900
- **Project Timeline:** Design and construction in 2025



Capital Improvement Projects: Thornton Shopping Center

- **Project Scope:** Tenant relocation, asbestos abatement, demolition (2024); offsite air quality monitoring, contaminant source area removal (2024-2025); reactive barrier installation, long term groundwater treatment and monitoring (2025-2039).
- **Project Cost:** \$4,693,000 (2025-2029)
- **Project Timeline:** Schedule and costs per ERO Resources Corporation Expert Opinion Report, November 2, 2023 (does not include acquisition and legal fees).



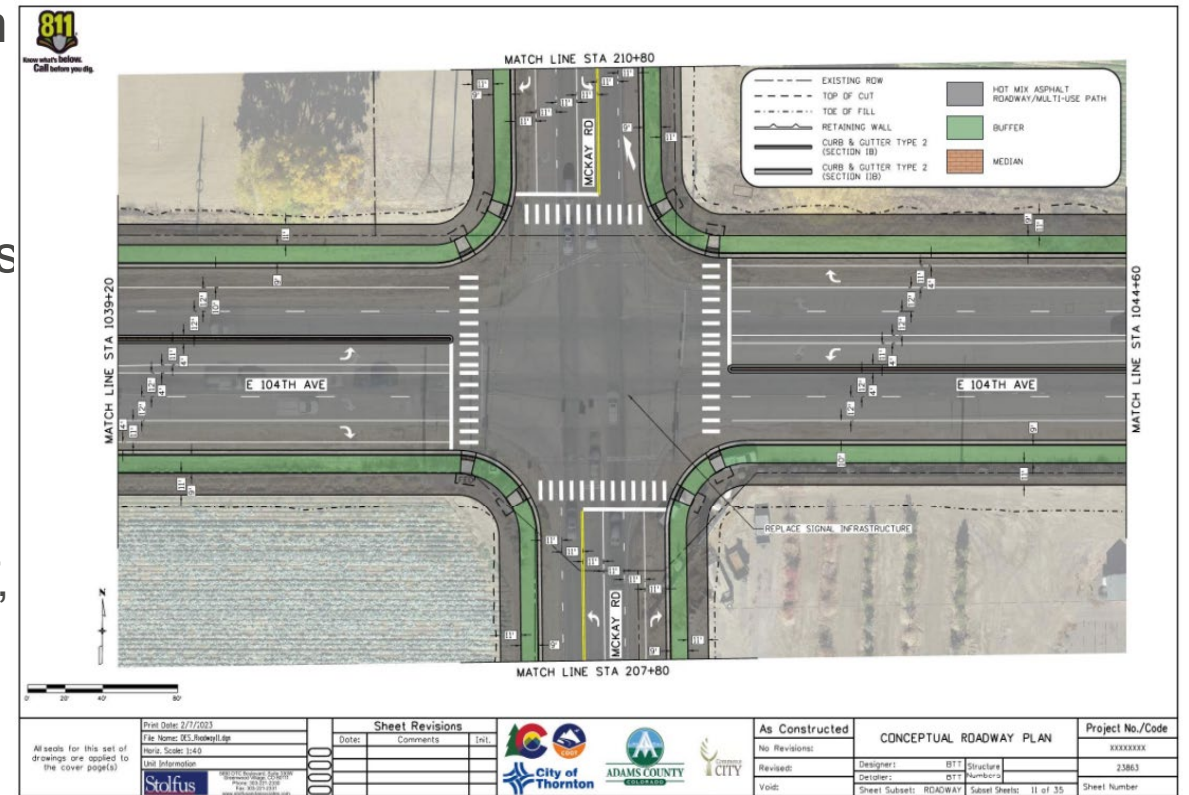
Capital Improvement Projects: ADA Improvements

- **Project Scope:**
 - 128th and Grant ADA Ramps - \$141,700
 - Traffic signal relocation
 - Associated concrete replacement
 - Sidewalks and Ramps - \$89,300
 - Along Street Rehabilitation Program Locations
 - Facilities - \$69,000
 - IMC – Bathroom Faucets/Fixtures and Front Entrance Ramp and Sidewalk Replacement
 - Parks/Recreation - \$200,000
 - Riverwalk Ballfields – Sidewalk ramp grades
 - Grandview Ponds – ADA Access from Parking Lot and sidewalk to ponds
 - Gravel Lakes – ADA Access to Fishing Pier
- **Project Cost:** \$500,000 total (\$300,000 Governmental Capital, \$200,000 Special Revenue)
- **Project Timeline:** 2025



Capital Improvement Projects: 104th Avenue Widening

- Project Scope:** Project constructs the widening of 104th Avenue to five lanes from the Grandview Ponds to 600-feet east of McKay Road. This project includes a new traffic signal at McKay Road, signal interconnect conduit, sidewalk on both sides of 104th Ave, street lighting, ditch crossing improvements, and dryland seeding.
- Project Cost:** \$29,250,000 (\$25M RAISE Grant)
 - Additional Funding: DRCOG, ADCO, CDOT, Commerce City
- Project Timeline:** design 25/26, construction 26-28, completion Q1 2028



Capital Improvement Projects: Logo Implementation

- **Project Scope:** Replacing logos at high visibility facilities and monument signs
- **Project Cost:** \$149,000
- **Project Timeline:** 2025



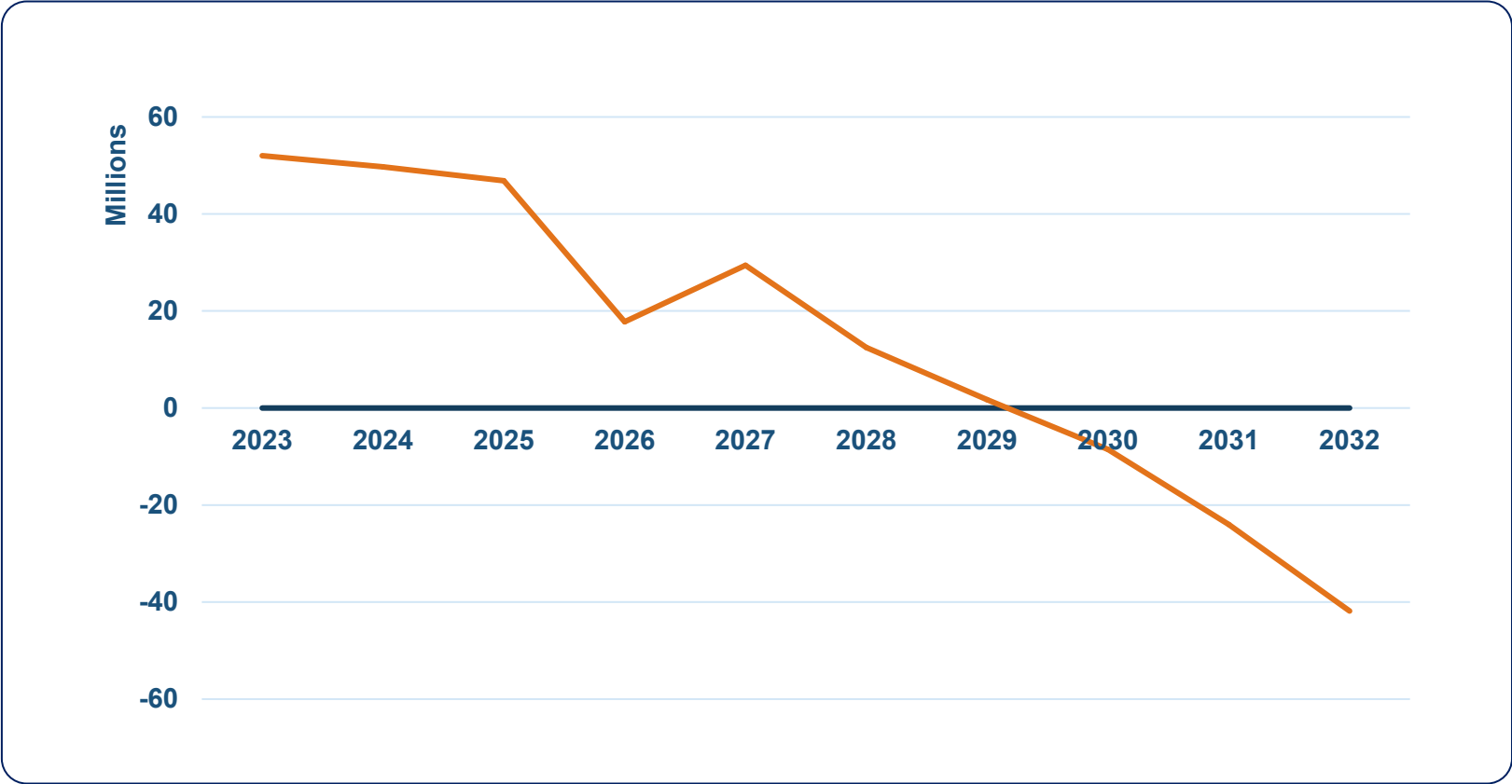
Capital Improvement Projects: Payroll Software Replacement

- **Project Scope:** Replacement of payroll software that is being discontinued by vendor
- **Project Cost:** \$1,500,000
- **Project Timeline:** 2025

Capital Improvement Projects: Financial Software Replacement

- **Project Scope:** Replacement of financial software
- **Project Cost:** \$1,500,000
- **Project Timeline:** 2025

General Government Available Fund Balance



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Special Revenue Funds Revenue

Revenue Source	2024 Projected	2025 Budget	\$ Change	% Change	Change Drivers
Cash in Lieu	\$127,814	\$144,914	\$17,100	13%	Timing: Project Completion
Conservation Trust	1,938,638	1,915,000	(23,638)	(1%)	N/A
Parks	24,000	20,000	(4,000)	(17%)	N/A
Open Space	5,372,903	1,239,231	(4,133,672)	(77%)	Timing: Grants and Anythink IGA Reimbursement
Parks and Open Space	19,189,817	14,065,109	(5,124,708)	(27%)	Timing: Grants and Anythink IGA Reimbursement
Adams County Open Space	3,248,794	2,238,000	(1,010,794)	(31%)	Timing: Grants
Adams County Road & Bridge	5,592,433	5,584,000	(8,433)	(0%)	N/A
Total	\$35,494,399	\$25,206,254	\$(10,288,145)	(29%)	

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds (TBD by project) - Capital Maintenance						
Recreation Facility & Equipment Maintenance	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Swimming Pool Repairs	250,000	250,000	250,000	250,000	250,000	1,250,000
ADA Improvements	200,000	200,000	200,000	200,000	200,000	1,000,000
Building Maintenance	80,000	250,000	250,000	250,000	250,000	1,080,000
Hazardous Tree Removal & Replacement	150,000	150,000	150,000	150,000	150,000	750,000
Park Amenity Repairs	100,000	100,000	100,000	100,000	100,000	500,000
Trail Repairs	350,000	350,000	350,000	350,000	350,000	1,750,000
Continued on next table						

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds (TBD by project) - Capital Maintenance						
Ballfield Fence Repairs	\$-	\$75,000	\$75,000	\$75,000	\$75,000	\$300,000
Sport Court Resurfacing	75,000	75,000	75,000	75,000	75,000	375,000
Irrigation Controller Replacement	90,000	90,000	90,000	90,000	90,000	450,000
Tree Plotter Inventory and Canopy	20,000	25,000	25,000	25,000	25,000	120,000
Athletic Court Maintenance	15,000	15,000	15,000	15,000	15,000	75,000
Park Sign Replacement	25,000	25,000	25,000	25,000	25,000	125,000
Pedestrian bridge wood decking	75,000	75,000	75,000	75,000	75,000	375,000
Capital Maintenance Total	\$1,780,000	\$2,030,000	\$2,030,000	\$2,030,000	\$2,030,000	\$9,900,000

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds - Parks & Recreation Expansion Projects						
Ken Frieberg Museum	\$2,500,000	\$-	\$-	\$-	\$-	\$2,500,000
Aylor Improvements	2,500,000	1,500,000	-	-	-	4,000,000
Riverdale Batting Cages	850,000	-	-	-	-	850,000
Public Art	200,000	200,000	200,000	200,000	200,000	1,000,000
Lambertson Farms	2,500,000	-	-	-	-	2,500,000
Capital Expansion Total	\$8,550,000	\$1,700,000	\$200,000	\$200,000	\$780,000	\$11,430,000

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds (TBD by project) - Playground and Park Maintenance and Upgrades						
Brandon Place/Cherrylane Irrigation	\$980,000	\$-	\$-	\$-	\$-	\$980,000
Citywide Playground Rehab Review	-	-	-	-	1,250,000	1,250,000
Irrigation Upgrades	-	-	-	-	2,500,000	2,500,000
Holy Cross Park Irrigation	-	112,000	851,000	-	-	963,000
Thorncreek Golf Course Retaining Wall	-	32,500	-	-	-	32,500
Sky Park Soccer Rehab	-	185,000	-	-	-	185,000

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Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds (TBD by project) - Playground and Park Maintenance and Upgrades						
Community Playground Rehab	\$-	\$-	\$-	\$1,250,000	\$-	\$1,250,000
Northern Lights Irrigation Rehab	-	-	125,000	1,125,000	-	1,250,000
Summit Grove Park Rehab	-	150,000	1,350,000	-	-	1,500,000
McCoy Hills II Playground Rehab	-	316,250	-	-	-	316,250
Benches, trash cans, signage	-	-	-	70,000	-	70,000
Eastlake Tennis Courts	-	-	388,000	-	-	388,000
Shadowridge Park	-	250,000	-	-	-	250,000
Community Playground	-	24,500	-	-	-	24,500
Playground & Park Mtce Total	\$980,000	\$1,070,250	\$2,714,000	\$2,445,000	\$3,750,000	\$10,959,250

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds - Trail Expansion						
Big Dry Creek Trailhead	\$-	\$-	\$1,925,000	\$-	\$-	\$1,925,000
Thornton Parkway Multi-Use Path**	400,000	1,591,000	-	-	-	1,991,000
BDC 136th to 144th Avenue**	500,000	2,750,000	2,750,000	-	-	6,000,000
Springvale Park Underpass @ Holly & 136th	-	-	346,000	1,500,000	-	1,846,000
8' Sidewalk along 100th Ave	-	7,000	48,000	-	-	55,000
McKay Road	-	70,000	-	-	-	70,000

Continued on next page

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds - Trail Expansion						
Brantner Gulch Trail	\$-	\$410,000	\$-	\$-	\$-	\$410,000
100th Ave 8' sidewalk, Riverdale Rd to Farmington Subdivision	-	-	-	-	141,000	141,000
Eastlake Heritage Trail Walking Tour	-	-	-	-	12,750	12,750
Original Thornton Walking Tour	-	-	-	-	12,750	12,750
HOA Trail – Aspen Park to Colorado Blvd	-	-	-	-	40,000	40,000
Riverdale Road via McKay Rd to 112th Avenue	-	-	-	-	53,000	53,000

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Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds - Trail Expansion						
120th Avenue South to Union Ditch Trail	\$-	\$-	\$-	\$30,000	\$231,000	\$261,000
124th Ave East of Eastlake Tennis	-	-	25,000	150,000	-	175,000
Eastlake #2, Loop Trail	-	-	-	45,000	360,000	405,000
Brantner Gulch Trail Underpass @ 128th Ave & Riverdale Rd	-	940,000	1,500,000	-	-	2,440,000
Brantner Gulch Trail Bridge	-	60,000	300,000	-	-	360,000
Trail Expansion Total	\$900,000	\$5,828,000	\$6,894,000	\$1,725,000	\$850,500	\$16,197,500

Parks & Rec Capital (Special Revenue Funds)

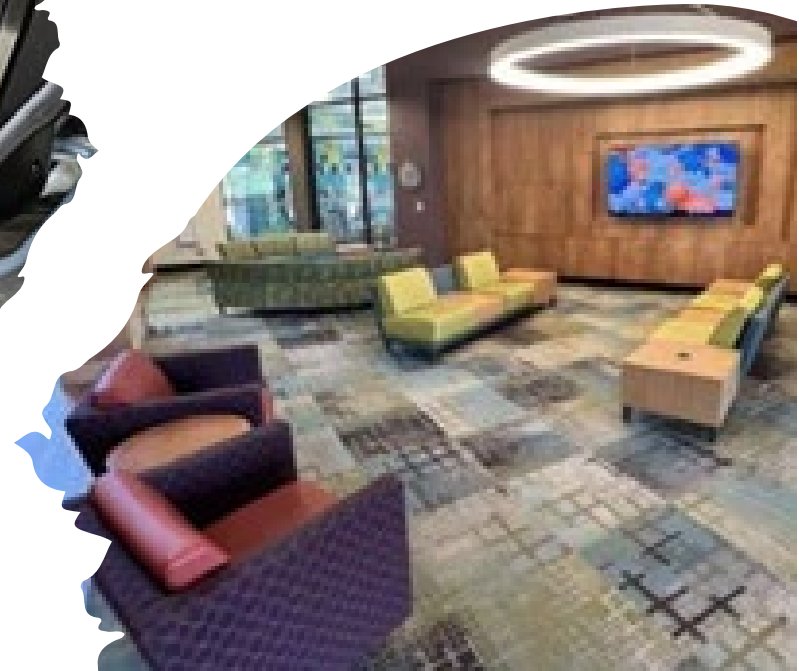
Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds - Trail Maintenance and Upgrades						
Asphalt to Concrete	\$-	\$433,000	\$250,000	\$1,115,000	\$183,500	\$1,981,500
Regional Trail Rehab	-	500,000	500,000	750,000	-	1,750,000
Trail Wayfinding Replacement	-	-	50,000	300,000	-	350,000
Northern Lights: Crusher Fines to Concrete	-	-	-	110,000	-	110,000
Crusher fines trailers, west side of MCRC	-	50,000	-	-	-	50,000
Pave MCRC path	-	-	5,250	29,750	-	35,000
Riverdale Road Trail Wayfinding	-	-	235,000	-	-	235,000
Trail Mtce & Upgrades Total	\$-	\$983,000	\$1,040,250	\$2,304,750	\$183,500	\$4,511,500

Parks & Rec Capital (Special Revenue Funds)

Project	2025	2026	2027	2028	2029	5-Year Total
Special Revenue Funds – Debt & Operations/Mtce Offset						
Debt Service – Trail Wind Rec Center	\$3,609,851	\$3,609,122	\$3,607,617	\$3,608,747	\$3,608,370	\$18,043,707
Debt Service – Active Adult Center & Margaret Carpenter Pool Reno	2,059,123	2,058,875	2,055,875	2,059,875	2,060,375	10,294,123
Operations and Maintenance	2,076,972	2,105,840	2,159,739	2,218,288	2,331,397	10,892,236
Debt & Operations/Mtce Total	\$7,745,946	\$7,773,837	\$7,823,231	\$7,886,910	\$8,000,142	\$39,230,066
Total Parks & Rec Special Revenue	\$19,955,946	\$19,385,087	\$20,701,481	\$16,591,660	\$15,014,142	\$91,648,316

Capital Improvement Projects: Recreation & Facility Equipment Maintenance

- **Project Scope:** capital maintenance of recreation facilities (examples: equipment replacement, facility repairs/improvements, parking lot striping, office furniture).
- **Project Cost:** \$350,000
- **Project Timeline:** All work and/or equipment replacements to be completed in 2025



Capital Improvement Projects: ADA Improvements

- **Project Scope:**
 - 128th and Grant ADA Ramps - \$141,700
 - Traffic signal relocation
 - Associated concrete replacement
 - Sidewalks and Ramps - \$89,300
 - Along Street Rehabilitation Program Locations
 - Facilities - \$69,000
 - IMC – Bathroom Faucets/Fixtures and Front Entrance Ramp and Sidewalk Replacement
 - Parks/Recreation - \$200,000
 - Riverwalk Ballfields – Sidewalk ramp grades
 - Grandview Ponds – ADA Access from Parking Lot and sidewalk to ponds
 - Gravel Lakes – ADA Access to Fishing Pier
- **Project Cost:** \$500,000 total (\$300,000 Governmental Capital, \$200,000 Special Revenue)
- **Project Timeline:** 2025



Capital Improvement Projects: Trail Repairs

- **Project Scope:** replacement of aging and damaged trail sections. The goal is to remove any hazards and provide a safe trail surface
- **Project Cost:** \$350,000 (annual)
- **Project Timeline:** completed in 2025



Capital Improvement Projects: Ken Freiberg Fire Museum

- **Project Scope:** Design and build the museum and gathering space at historic Fire Station #1 located at 9451 Dorothy Blvd.
- **Project Cost:** \$2,500,000
- **Project Timeline:**
 - Design: 2024
 - Construction: 2025
 - Opening: Late 2025



Capital Improvement Projects: Aylor Improvements

- **Project Scope:** restoration of vegetation to native, removal of existing structures, installation of concrete regional and internal soft surface trails, construction of a Nature Play area, installation of a large pedestrian bridge, new fencing on the west side of the property and restoration to the irrigation ditch to the site.
- **Project Cost:** \$4,000,000
- **Project Timeline:** completed by 2027-28



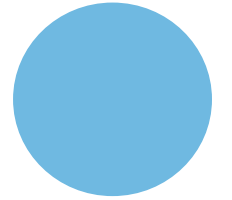
Capital Improvement Projects: Lambertson Farms

- **Project Scope:** in conjunction with a new stormwater project, installation of a new pedestrian underpass, internal trail sections, two bridge crossings at Lake #1, and other site amenities.
- **Project Cost:** \$2,500,000
- **Project Timeline:** completed in 2025-26



Capital Improvement Projects: Brandon Place/Cherrylane Irrigation

- **Project Scope:** replacement of two undersized irrigation systems to one properly sized system. The design will provide for new native grass areas, effective tree watering, and more efficient water use.
- **Project Cost:** \$980,000
- **Project Timeline:** completed in 2025



Capital Improvement Projects: Thornton Parkway Multi-use Path

- **Project Scope:** design and construction of a new pedestrian path on Thornton Pkwy from I-25 to Grant Street, including the path, a large retaining wall, vehicle barriers/guardrail, and trail signage.
- **Project Cost:** \$1,991,000
- **Project Timeline:** completed in 2025-26

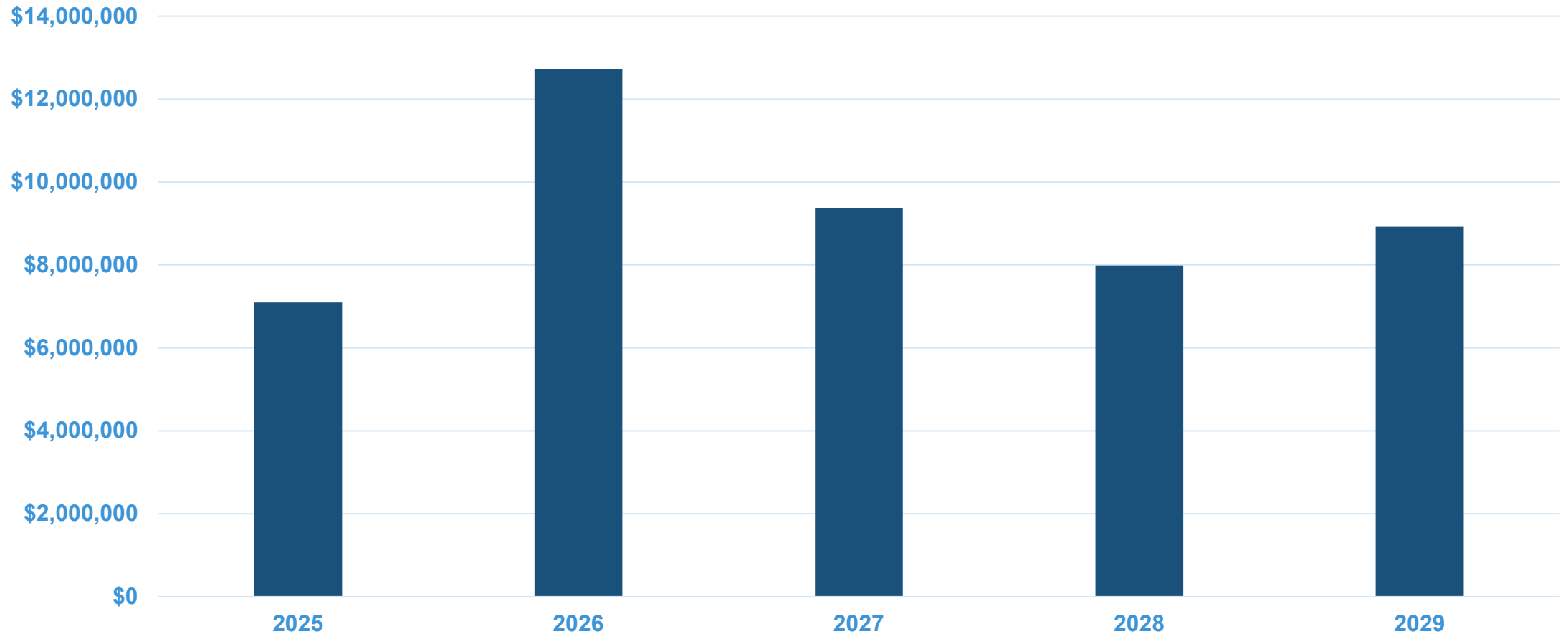


Capital Improvement Projects: Big Dry Creek 136th to 144th Trail

- **Project Scope:** design and construction of a new trail extending from the existing Big Dry Creek trail at 136th Ave. and will continue north to 144th Ave. Project will include the trail segment, crosswalk(s), and trail signage.
- **Project Cost:** \$6,000,000
- **Project Timeline:** completed in 2026-27



Parks & Rec Special Revenue Fund Balance



Project	2025	2026	2027	2028	2029	5-Year Total
Adams County Road & Bridge Fund						
Street Rehab Program*	\$3,747,021	\$3,896,902	\$4,052,778	\$4,214,889	\$4,383,485	\$20,295,075
Transportation Safety Improvements	300,000	300,000	300,000	300,000	300,000	1,500,000
136 th & Quebec Intersection Improvements	244,000	2,557,000	-	-	-	2,801,000
Slurry Seal*	150,000	150,000	500,000	500,000	500,000	\$1,800,000
136 th Avenue Bridge over BDC (EB)	-	5,805,000	-	-	-	5,805,000
Signal Ditch Bridge Replacement**	-	-	750,000	1,000,000	-	1,750,000
Total AdCo Road & Bridge Fund	\$4,441,021	\$12,708,902	\$5,602,778	\$6,014,889	\$5,183,485	\$33,951,075

**Split between funds*

***Grant funded*

Capital Improvement Projects: Street Rehabilitation Program

- **Project Scope:** This project includes rehabilitation of streets with asphalt overlays, crack seals, slurry seals, concrete replacement, and accessible ramp replacement (as required). The Program touches approximately 40 lane miles per year.
- **Project Cost:** \$7,101,302
- **Project Timeline:** completed by December 31, 2025



Capital Improvement Projects: Transportation Safety Improvements

- **Project Scope:**
 - Implement leading pedestrian intervals, flashing yellow arrows and remove night flash operations at intersections to improve safety.
 - Install pavement markings, delineators at medians.
 - Add streetlights at key locations along Riverdale Road.
- **Project Cost:** \$300,000
- **Project Timeline:** Design and construction in 2025



Capital Improvement Projects: 136th & Quebec Intersection Improvements

- **Project Scope:** This project will widen the west half of Quebec Street from 136th Avenue Intersection north 500-feet. The ultimate cross section includes sidewalk, bike lane, three southbound through lanes, and accommodates the future southbound to eastbound double left turn lanes.
- **Project Cost:** \$2,801,000
- **Project Timeline:**
 - Design: 2024
 - Right-of-way: 2025
 - Construction: 2026

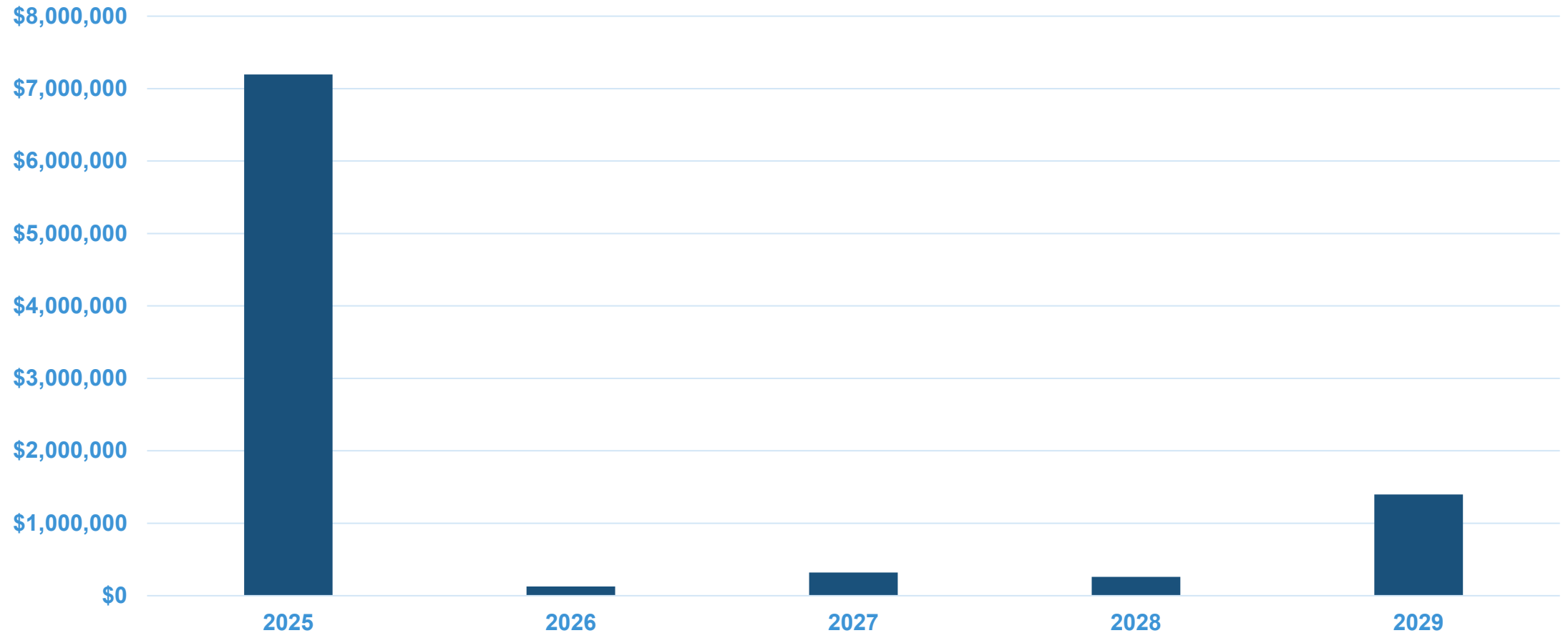


Capital Improvement Projects: Slurry Seal Program

- **Project Scope:** This project applies additional Slurry to residential areas throughout the City in an effort to address more residential streets with the Street Rehabilitation Program. 2025 is the first year of this project.
- **Project Cost:** \$700,000
- **Project Timeline:** completed by December 31, 2025



Adams County Road and Bridge Fund Balance



Unfunded Summary

Project	2025	2026	2027	2028	2029	Total
Misc Infrastructure	\$5,113,643	\$1,528,100	\$6,025,700	\$390,300	\$119,800	\$13,177,543
Road & Traffic Maintenance	4,610,200	2,436,800	808,400	630,400	661,900	9,147,700
Road Expansion	3,632,000	5,739,000	47,456,000	3,260,000	19,617,000	79,704,000
Ped & Bicycle Mobility	2,880,000	814,000	3,170,000	456,000	-	7,320,000
Parks & Rec Improvements	-	6,000,000	-	2,000,000	2,000,000	10,000,000
Fire Facility/Equipment	2,150,000	-	-	-	18,000,000	20,150,000
Software	2,744,636	Assume annual costs increase by inflationary increases				
New/Enhanced Positions	3,500,000	Annual cost increases by COLA/merit/markets annually				
Total	\$24,630,479	\$21,762,536	\$62,704,736	\$11,981,336	\$45,643,336	\$166,722,423

Next Steps

- Adopting the 2025 Budget
- Budget appropriations for 2025
- Tax Mill Levy
- Career Service Pay Plan
- Excluded Pay Plan
- TASHCO – Adopting 2025 Budget
- 136th GID – Adopting 2025 Budget
- 136th GID Tax Levy
- E911 – Adopting 2025 Budget
- TDA – Adopting 2025 Budget

Appendix: Detailed Unfunded

Unfunded General Governmental - Capital

Project	2025	2026	2027	2028	2029	Total
Thornton Pkwy Median Rehab – Huron to Grant	\$1,600,000	\$-	\$-	\$-	\$-	\$1,600,000
Pole Replacement	544,500	571,800	600,400	630,400	661,900	3,009,000
Thornton Pkwy & I25 Traffic Signals	1,453,700	-	-	-	-	1,453,700
Thornton Pkwy Pavement Rehab	174,000	1,787,000	-	-	-	1,961,000
Original Thornton Street Paving & Sidewalk Repairs	622,000	-	-	-	-	622,000
City Hall Parking Lot Paving	216,000	78,000	208,000	-	-	502,000

Unfunded General Governmental - Capital

Project	2025	2026	2027	2028	2029	Total
Transportation Safety	\$153,800	\$171,900	\$190,700	\$210,300	\$230,800	\$957,500
Quebec Widening North of 136th Avenue	850,000	666,000	6,300,000	-	-	7,816,000
136th Avenue Bridge over BDC West Bound	-	-	-	881,000	6,047,000	6,928,000
McKay Rd Widening	2,485,000	1,992,000	29,085,000	-	-	33,562,000
NorthStar Phase 3 ADA	1,479,000	-	-	-	-	1,479,000
Ped & Bicycle Mobility	751,000	814,000	1,396,000	456,000	-	3,417,000
STEM Launch Ped Improvements	391,000	-	-	-	-	391,000
York Street Mapleton Roadway Improvements	297,000	2,039,000	-	-	-	2,336,000

Unfunded General Governmental - Capital

Project	2025	2026	2027	2028	2029	Total
Dig Once Infrastructure	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$900,000
Quebec St Widening @ Brantner Gulch	573,000	428,000	4,052,000	-	-	5,053,000
Quebec St Widening 120th-128th	-	-	1,502,000	2,379,000	13,279,000	17,160,000
144th Ave Widening – Colorado to Dahlia	737,000	614,000	6,517,000	-	-	7,868,000
McKay Rd & Riverdale Intersection	212,000	218,000	1,241,000	-	-	1,671,000
Colorado Blvd Sidewalks	259,000	-	1,774,000	-	-	2,033,000
Eastlake & Lafayette Roundabout	866,643	-	-	-	-	500,000

Unfunded General Governmental - Capital

Project	2025	2026	2027	2028	2029	Total
HSIP Riverdale Lighting	\$459,000	-	-	-	-	459,000
84th Avenue Lighting Improvements	300,000	-	-	-	-	300,000
Lighting Projects	355,100	-	-	-	-	355,100
Fiber Improvements	390,100	364,200	-	-	-	754,300
Roundabout Retrofit @ 128th & York	499,000	133,000	4,414,000	-	-	5,046,000
Roundabout Design @ Thornton Pkwy & St Paul	300,000	-	-	-	-	300,000
96th Ave Road Diet	88,000	461,000	-	-	-	549,000
144th Ave Widening – Grant to Washington	-	-	-	-	291,000	291,000

Unfunded General Governmental - Capital

Project	2025	2026	2027	2028	2029	Total
Fire Station 3 Update	\$-	\$-	\$-	\$-	\$18,000,000	\$18,000,000
Brush Truck	500,000	-	-	-	-	500,000
Increase sheltering capacity at MCRC	100,000	-	-	-	-	100,000
Reserve Engine	1,200,000	-	-	-	-	1,200,000
Fire Station 2 Bathroom	100,000	-	-	-	-	100,000
Fire Station 5 Renovation	250,000	-	-	-	-	250,000
Lambertson Lakes	-	6,000,000	-	2,000,000	2,000,000	10,000,000
Total	\$18,385,843	\$16,517,900	\$57,460,100	\$6,736,700	\$40,398,700	\$139,499,243

Unfunded Software

Project	2025	2026	2027	2028	2029	Total
RMS CAD	Unknown \$	\$-	\$-	\$-	\$-	Unknown \$
Asset Management	300,000					
Misc Software	217,488					
Sales Tax	1,325,000					
AI Platform	682,000					
Data Governance	220,148					

All software has ongoing costs, some less than initial setup costs and some relatively the same as year of implementation.

Unfunded General Governmental - Positions

Department	Position	Cost
Police	2 Emergency Dispatchers	\$200k
Communications	Social Media Specialist	102k
Communications	Administrative Specialist	61k
Infrastructure	Construction Coordinator	113k
Management Services	3 Probation Officer Positions	407k
Management Services	Purchasing Analyst	106k
Management Services	Cyber Security Analyst	175k
Management Services	Data Analyst	169k
Management Services	Software Developer	134k
Management Services	Digital Accessibility Coordinator	121k
City Development	Code Compliance Officer	109k

Unfunded General Governmental - Positions

Department	Conversion/Add Hours	Cost
Parks & Rec	Mow Crew Leads	\$547k
Parks & Rec	Archivist	N/A
Parks & Rec	Public Art Support Specialist	49k
Parks & Rec	Community Connections Specialist	83k
Parks & Rec	Arts & Culture Support Specialist	75k