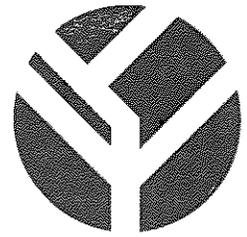


**AGENDA FOR THE  
ENGLEWOOD CITY COUNCIL  
STUDY SESSION  
MONDAY, SEPTEMBER 15, 2014  
COMMUNITY ROOM  
6:00 P.M.**



- I. Introduction of City Manager**  
Mayor Penn and Mayor Pro Tem Olson will introduce City Manager Eric A. Keck.
- II. Financial Report – 6:10 p.m.**  
Finance and Administrative Services Director Frank Gryglewicz will discuss the financial report.
- III. River Run MOU and IGA– 6:30 p.m.**  
Parks and Recreation Director Jerrell Black will be present to discuss the River Run project memorandum of understanding and intergovernmental agreement.
- IV. Citizen Survey Discussion – 6:50 p.m.**  
City Council will discuss the results of the 2014 Citizen Survey.  
  
Support Materials: <http://www.englewoodgov.org/our-community/news-and-events/citizen-survey-results>
- V. Board and Commission Reports – 7:20 p.m.**  
City Council will discuss the boards and commission on which they serve.
- VI. City Manager' Choice**
- VII. City Attorney's Choice**

**Please Note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood, 303-762-2407, at least 48 hours in advance of when services are needed. Thank you.**



City of Englewood

**To:** Mayor Randy Penn and City Council  
**From:** Frank Gryglewicz, Director of Finance and Administrative Services  
**Date:** September 9, 2014  
**Subject:** August 2014 Financial Report

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**REVENUES:**

- Through August 2014, the City of Englewood collected **\$29,264,384 or \$898,882 (3.2 percent) more** than last year (See the chart on page 3 and the attached full report for details on changes in revenue in past year. Year-end estimate is \$40,748,697 or \$1,078,585 (2.7 percent) more than the \$39,670,112 originally budgeted.
- The City collected \$2,844,065 in property taxes and \$167,954 in specific ownership tax through August.
- **Year-to-date sales and use tax revenues were \$16,637,386 or \$1,112,725 (7.2 percent) more than August 2013**
- Cigarette tax collections were down \$2,403 compared to last year.
- Franchise fee collections were \$38,346 less than last year.
- Licenses and permit collections were \$220,741 less than August 2013.
- Intergovernmental revenues were \$20,842 more than the prior year.
- Charges for services decreased \$98,627 from last year.
- Recreation revenues increased \$48,109 from 2013.
- Fines and forfeitures were \$23,408 more than last year.
- Investment income was \$61,679 more than last year.
- Miscellaneous revenues were \$91,221 less than last year.
- Net Rent revenues from McLellan Reservoir were \$442,712.

**OUTSIDE CITY:**

- Outside City sales and use tax receipts (cash basis) were up \$436,737 or 9.4 percent compared to last year.
- At this time potential refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed; the balance of the account to cover intercity claims is \$1,150,000.

**CITY CENTER ENGLEWOOD (CCE):**

- Sales and use tax revenue collected through August 2014 were \$2,305,354 or \$92,307 more than last year during the same period.

**EXPENDITURES:**

- Expenditures through August were \$27,596,408 or \$407,862 (1.5 percent) more than the \$23,046,726 expended through August 2013. Year-end estimates were updated from the information provided by departments. Historically, expenditures are one to three percent under budget; if this holds true this year, the fund balance will increase an additional \$400,000 to \$1,200,000.

**REVENUES OVER/UNDER EXPENDITURES:**

- Revenues exceeded expenditures by \$1,667,976 this year compared to revenues exceeding expenditures by \$1,176,956 in 2013.

**TRANSFERS:**

- Net 2014 transfers-in to date of \$892,544 were made by the end of August 2014 (please refer to page 15).

**FUND BALANCE:**

- The estimated total fund balance is \$10,221,986 or 25.1 percent of estimated revenue. The estimated unassigned fund balance for 2014 is estimated at \$6,218,887 or 15.3 percent of estimated revenues.
- The 2014 estimated Long Term Asset Reserve (LTAR) balance is \$2,663,099 (please refer to page 15).

**PUBLIC IMPROVEMENT FUND (PIF):**

- The PIF has collected \$2,781,534 in revenues and spent \$3,188,914 year-to-date. Prior to adjustments to budget estimates, the estimated year-end fund balance is \$74,869.

# City of Englewood, Colorado

## August 2014 Financial Report

The annual budget serves as the foundation for the City’s financial planning and control, and provides a comprehensive plan to provide high quality services to the Englewood community. Based upon conservative revenue estimates, the budget quantifies in dollars the many services and amenities the citizens of Englewood receive. The City has prepared a balanced budget and it is one where revenues plus beginning fund balance are equal to or exceed expenditures.

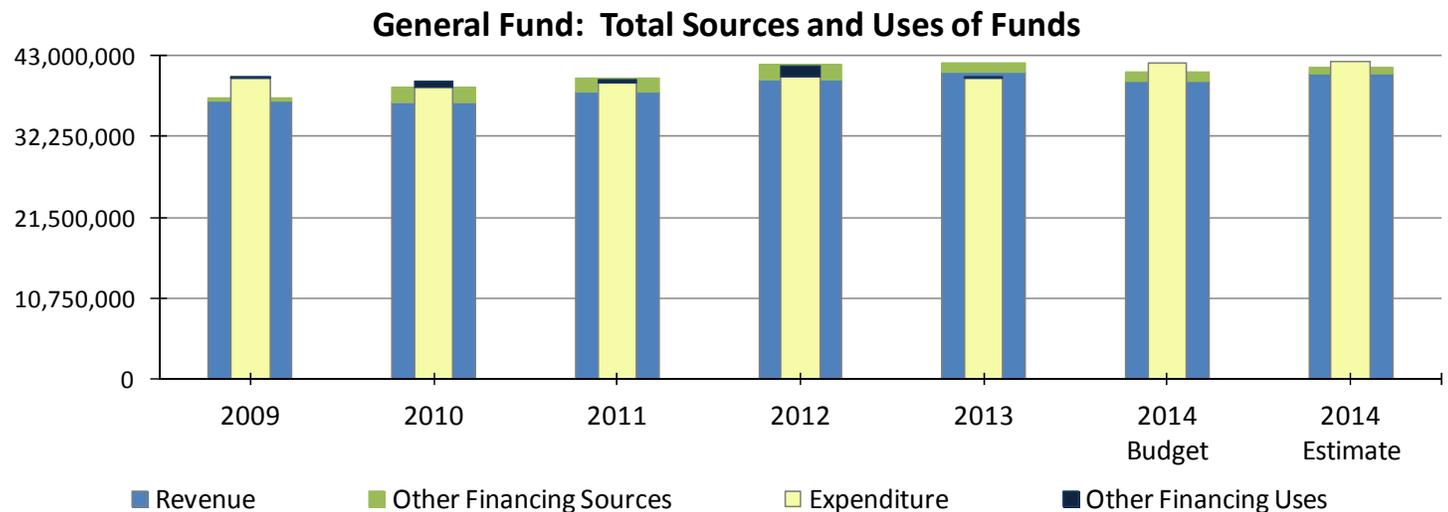
The financial report provides on a periodic basis the review of the actual revenues and expenditures as compared to the budget. This point in time analysis compares the current year to the prior year and determines if the revenues and expenditures are on track with the budget. By monitoring the financial condition of the City, City staff and Council can work together to take action, if necessary, to maintain service levels, employees, and fiscal health of the City.

### GENERAL FUND OVERVIEW AND ANALYSIS

The General Fund accounts for the major “governmental” activities of the City. These activities include “direct” services to the public such as police, fire, public works, parks and recreation, and library services. General government also provides administrative and oversight services through the offices of city manager and city attorney; the departments of information technology, finance and administrative services, community development, human resources, municipal court and legislation. Debt service, lease payments, and other contractual payments are also commitments of the General Fund.

#### General Fund - Surplus and Deficit

The graph below depicts the history of sources and uses of funds from 2009 to 2014 Budget. As illustrated, both surpluses and deficits have occurred in the past. The gap has narrowed over the past few years by reducing expenditures, freezing positions, negotiating lower-cost health benefits, increased revenue collections. Continued efforts will be required to balance revenues and expenditures, especially with persistent upward pressure on expenditures due to increases in the cost of energy, wages and benefits.



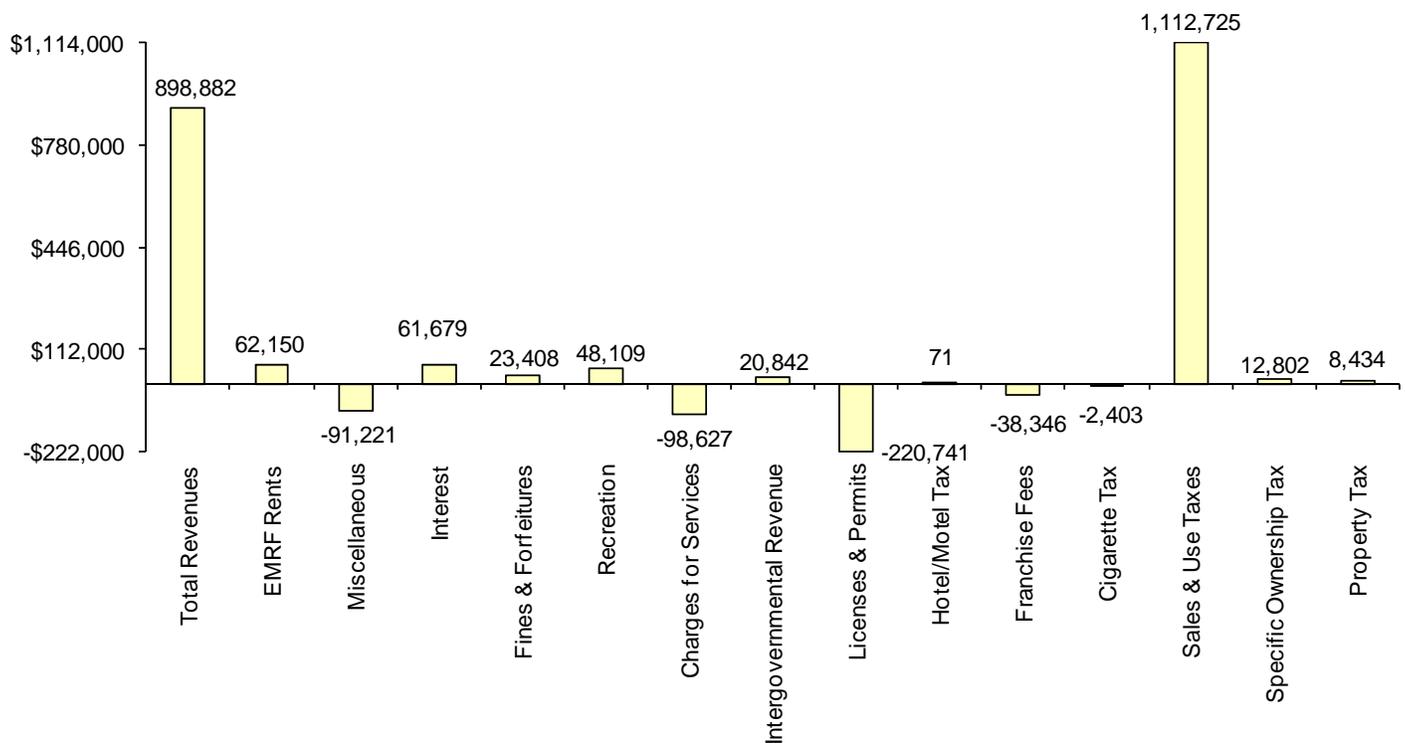
The table on the next page summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended August, 2014. Comparative figures for years 2013 and 2012 are presented as well. The table also highlights the dollar and percentage changes between those periods.

	Aug-14	2014 vs 2013 Increase (Decrease)		Aug-13	2013 vs 2012 Increase (Decrease)		Aug-12
<b>General Fund</b>							
Year-To-Date Revenue	\$ 29,264,384	\$ 898,882	3.17%	\$ 28,365,502	\$ 462,100	1.66%	\$ 27,903,402
Year-To-Date Expenditure	27,596,408	\$ 407,862	1.50%	27,188,546	\$ (233,513)	(.85%)	27,422,059
Net Revenue (Expenditure)	\$ 1,667,976	\$ 491,020		\$ 1,176,956	\$ 695,613		\$ 481,343
Unassigned Fund Balance	\$ 6,218,887	\$ (656,818)	(9.55%)	\$ 6,875,705	\$ 1,922,782	38.82%	\$ 4,952,923
Sales & Use Tax Revenue YTD	\$ 16,637,386	\$ 1,112,725	7.17%	\$ 15,524,661	\$ 211,257	1.38%	\$ 15,313,404
Outside City Sales & Use Tax YTD	\$ 5,096,283	\$ 436,737	9.37%	\$ 4,659,546	\$ (568,755)	(10.88%)	\$ 5,228,301

### General Fund Revenues

The City of Englewood's total budgeted revenue is \$39,670,112. Total revenue collected through August 2014 was \$29,264,384 or \$898,882 (3.2 percent) more than was collected in 2013. The chart below illustrates changes in General Fund revenues this year as compared to last year.

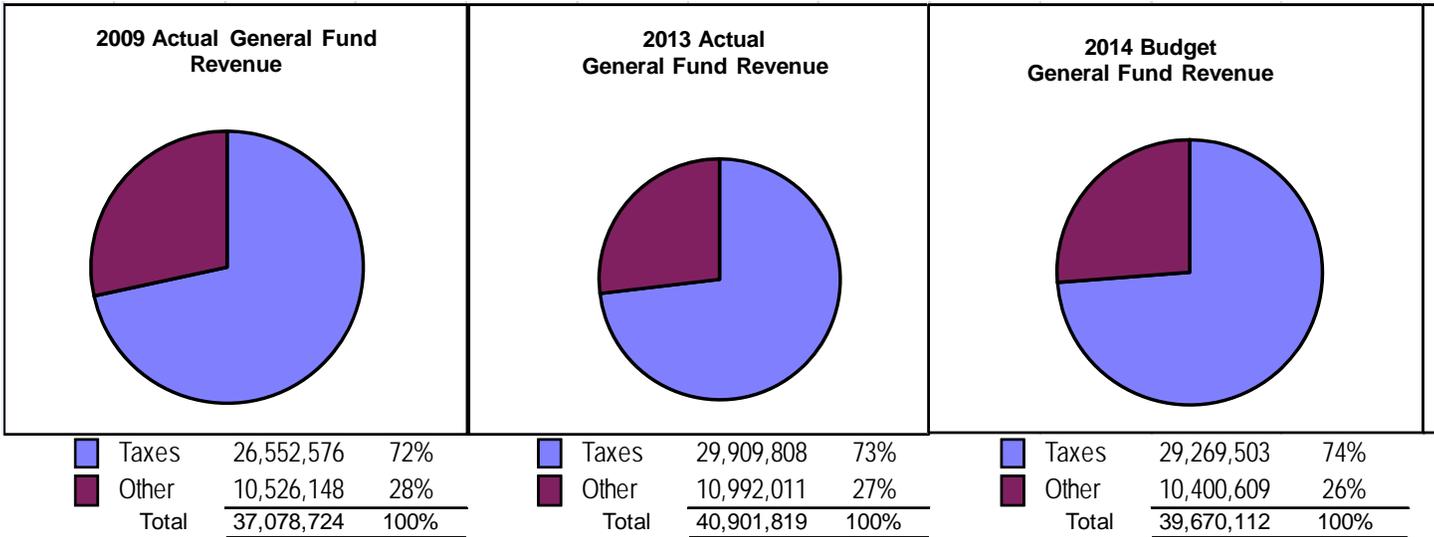
**2014 Year-To-Date Change in General Fund Revenue as Compared to Prior Year**



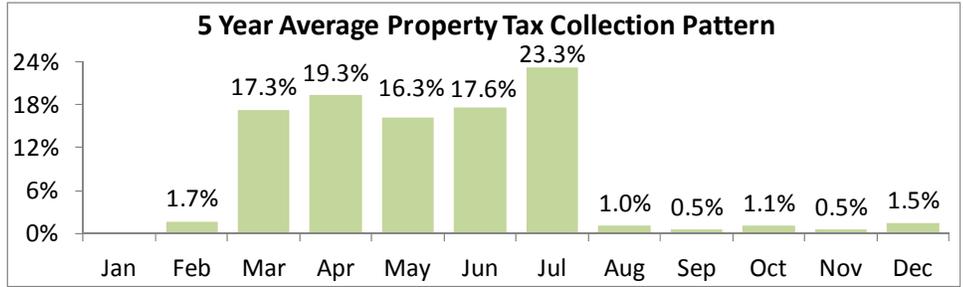
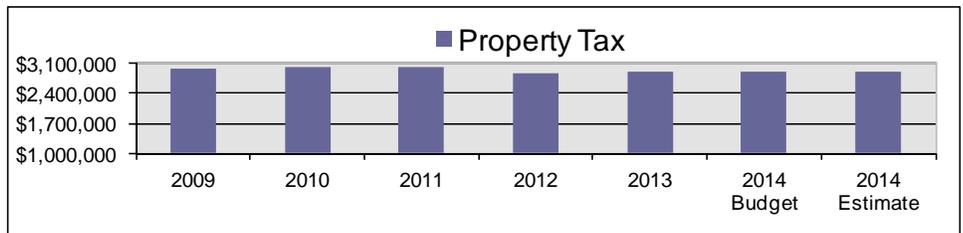
### General Fund - Taxes

The General Fund obtains most of its revenue from taxes. In 2013 total revenues were \$40,901,819 of which \$29,909,808 (73.1 percent) came from tax collections. Taxes include property, sales and use, specific ownership, cigarette, utilities, franchise fees, and hotel/motel. The pie charts on the next page illustrate the contribution of taxes to total revenue for 2009, 2013 and 2014 Budget. Taxes as a percentage of total revenue have declined slightly as other fees and charges have been increased to help offset rising costs and relatively flat tax revenues.

## General Fund Revenues - Taxes vs. Other

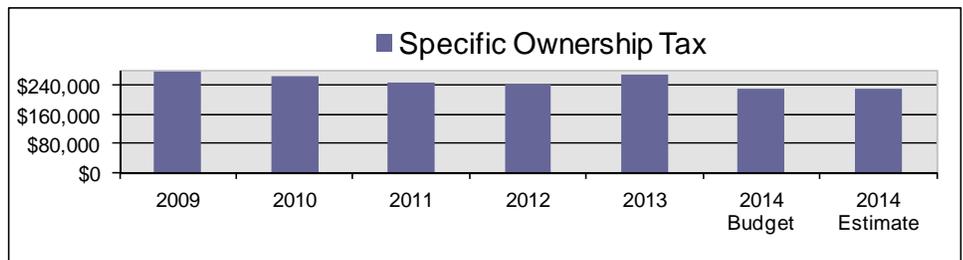


**Property taxes:** These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2012 mill levy collected in 2013 is 8.124 mills. The 2013 mill levy for general operations collected in 2014 is 5.880 mills. Voters approved a separate, dedicated mill levy for principal and interest payments on the City's general obligation debt for the construction of parks and recreation projects. The dedicated general obligation debt mill levy is accounted for in the Debt Service Fund. The dedicated general obligation debt mill levy dedicated for the City's general obligation debt collected in 2012 is 2.244 mills. Property tax collections declined from \$2,971,303 in 2009 to \$2,900,715 in 2013. This was a decrease of \$70,588 or 2.4 percent. In 2013 the City collected \$2,900,715 or 9.7 percent of 2013 total taxes and 7.1 percent of total revenues from property taxes. The City budgeted \$2,898,000 for 2014; and collected \$2,844,065 August 2014. The estimate for the year is \$2,900,000.

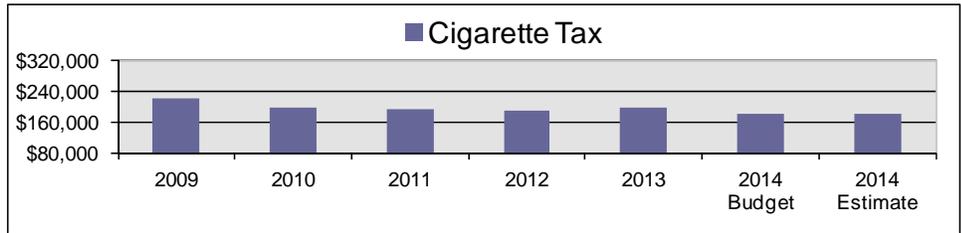


Property Tax Mill Levy	2009	2010	2011	2012	2013	2014 Budget	2014 Estimate
General Fund	5.880	5.880	5.880	5.880	5.880	5.880	5.880
Debt Service Fund	1.947	2.031	2.130	1.741	1.914	2.244	2.244
Total Mill Levy	7.827	7.911	8.010	7.621	7.794	8.124	8.124

**Specific ownership:** These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc. These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the following month. The City collected \$276,414 in 2009 and \$266,881 in 2013 which is a decrease of \$9,533 or 3.5 percent. The City collected \$266,881 in 2013 which is less than one percent of total revenues and total taxes. The City budgeted \$230,000 for 2014 and collected \$167,954 through August 2014. The estimate for the year is \$260,000.

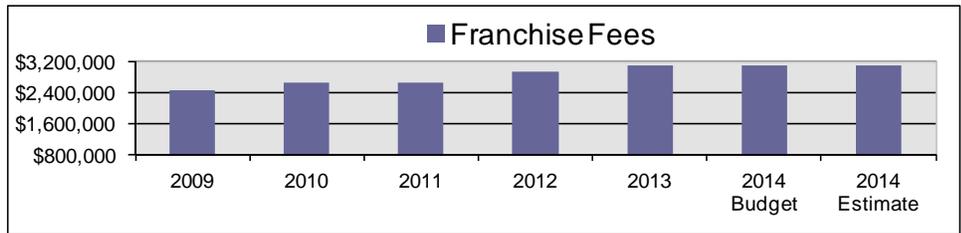


**Cigarette Taxes:** The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past and continue to fall after the 2009 federal tax increase of approximately \$.62 per pack went into effect. This federal tax increase will fund the State Children’s Health Insurance Program (SCHIP). In 2009 the City collected \$218,449, but in 2013 the City collected \$195,088, which is a decrease of \$23,361 or 10.7 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2013. The City budgeted \$179,000 for the year and collected \$122,656 through August 2014, which is \$2,403 or 1.9 percent less than the \$125,059 collected through August 2014. The estimate for the year is \$179,000.



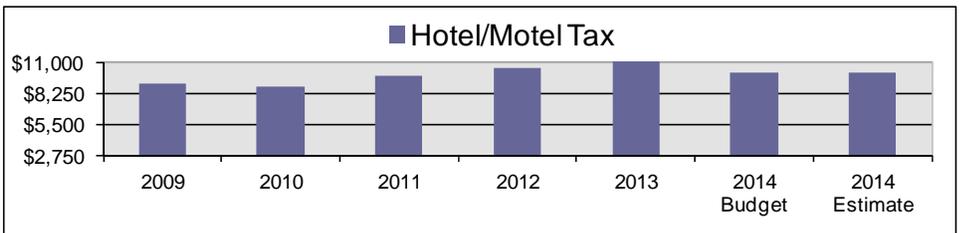
These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2013. The City budgeted \$179,000 for the year and collected \$122,656 through August 2014, which is \$2,403 or 1.9 percent less than the \$125,059 collected through August 2014. The estimate for the year is \$179,000.

**Franchise Fees:** The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational tax on telephone services. The City collected \$2,452,611 in 2009 and \$3,101,310 in 2013, an increase of \$648,699 or 26.5 percent. These taxes accounted for 10.5 percent of taxes and 7.6 percent of total revenues in 2013. The City budgeted \$3,069,500 for the year; collections through August totaled \$1,857,715 compared to \$1,896,061 collected during the same period last year. The estimate for the year is \$3,014,500.



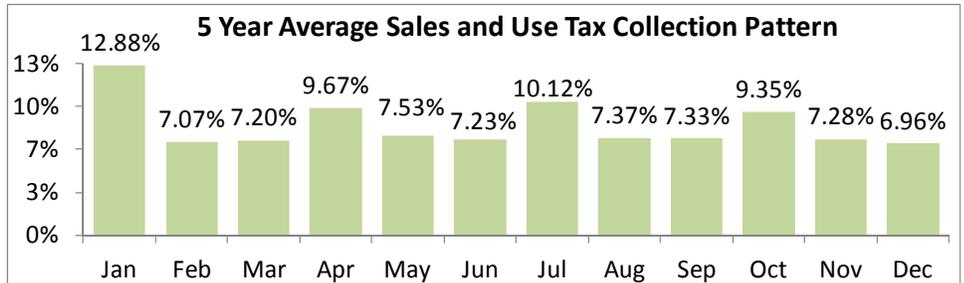
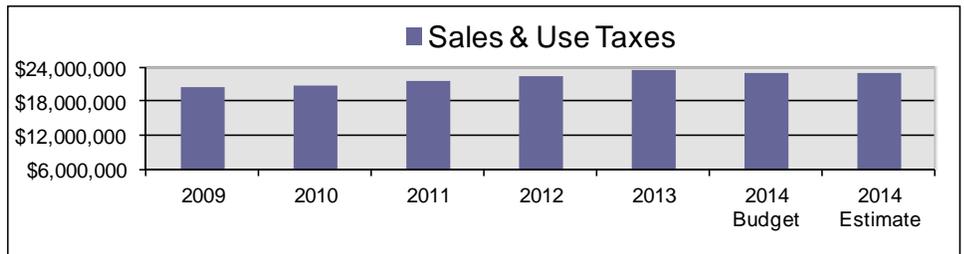
These taxes accounted for 10.5 percent of taxes and 7.6 percent of total revenues in 2013. The City budgeted \$3,069,500 for the year; collections through August totaled \$1,857,715 compared to \$1,896,061 collected during the same period last year. The estimate for the year is \$3,014,500.

**Hotel/Motel Tax:** This tax is levied at two percent of the rental fee or price of lodging for under 30 days duration. The City budgeted \$10,000 for the year and has collected \$7,989 through August 2014. The estimate for the year is \$11,000.



### Sales and Use Taxes Analysis

Sales and use taxes are the most important (and volatile) revenue sources for the City. Sales and use taxes generated 78.4 percent of all taxes and 57.4 percent of total revenues collected in 2013. In 2009, this tax generated \$20,624,659 for the City of Englewood; in 2013 the City collected \$23,433,775, an increase of \$2,809,116 (13.6 percent). This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Vendors no longer receive a fee for collecting and remitting their sales/use taxes. Taxes for the current month are due to the City by the twentieth day of the following month. The City budgeted \$22,883,003 for 2014. Sales and Use Tax revenue (cash basis) through August 2014 was \$16,637,386 while sales tax collected year-to-date for August 2013 was \$15,524,661, an increase of \$1,112,725 or 7.2 percent.

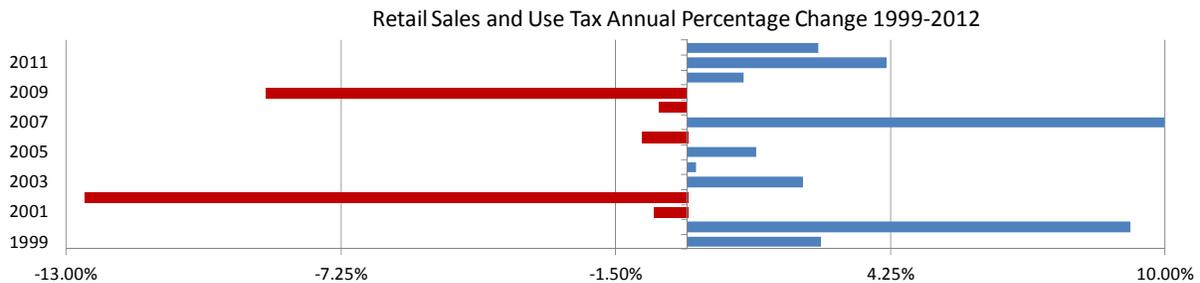


*In 2013, the City partnered with MUNIREvs to provide the City's business licensing and tax collection system. The system more accurately reports the sales versus use tax collections. In the former system, if an account was coded as a sales tax account, both sales and use tax remitted by the account was reported as sales tax. This was also the case with an account coded as use tax, both use and sales tax remitted by the account was reported as use tax. In total the amount of sales and use tax collections is the same, the allocation between sales and use has changed. This month we have restated 2013 to match the restated 2014 reporting. The revised Sales and Use Tax Collections Year-To-Date Comparison (Cash Basis) report is located on page 22.*

Collections (cash basis) for August 2014 were \$1,875,010 while collections for August 2013 and August 2012 were 1,786,010 and \$1,576,884 respectively. August 2014 collections were five percent or \$88,929 more than August 2013 collections and \$298,126 or 18.9 percent more than August 2012 collections.

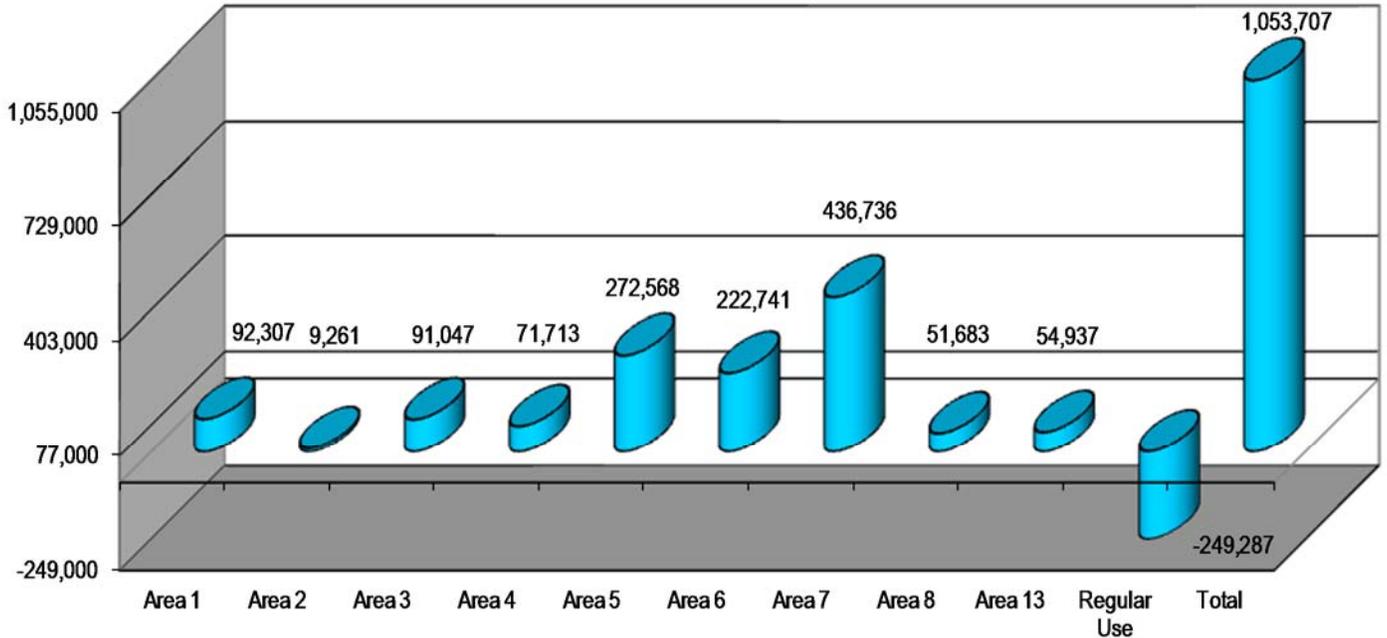
Based on the last five years of sales tax collection data, collections through August contribute 68.7 percent of total year's sales tax collections; if this pattern holds this year, 31.3 percent is left to collect over the remainder of the year. Based on year-to-date collections, the City will collect an additional \$7,575,088 over the remainder of the year for a total of \$24,212,474. Collections through August 2014 were 106.7 percent of last August's collections. If this were applied to the entire year, the total collected would be \$25,018,278. The average of the two forecasts is \$24,615,376; the estimate for the year is (conservatively) \$23,900,000 and could be adjusted up or down again depending on future collections.

This revenue source tends to ebb and flow (often dramatically) with the economy, growing during economic expansions and contracting during downturns. The past three years of sales tax collections have been exceptionally erratic making it extremely difficult to make accurate short or long term forecasts. It is important to continually review and analyze sales and use tax data including trends in the various geographic areas of the City.



The chart on the next page, "Change in Sales/Use Tax Collections by Area 2014 vs. 2013," provides for the month the annual sales and use tax increases and decreases in the various geographic areas. Economic conditions, judged by sales and use tax collections, appears to be a "mixed bag" with some geographic areas increasing and some decreasing compared to the same period last year.

## Change in Sales/Use Tax Collections by Area 2014 vs 2013

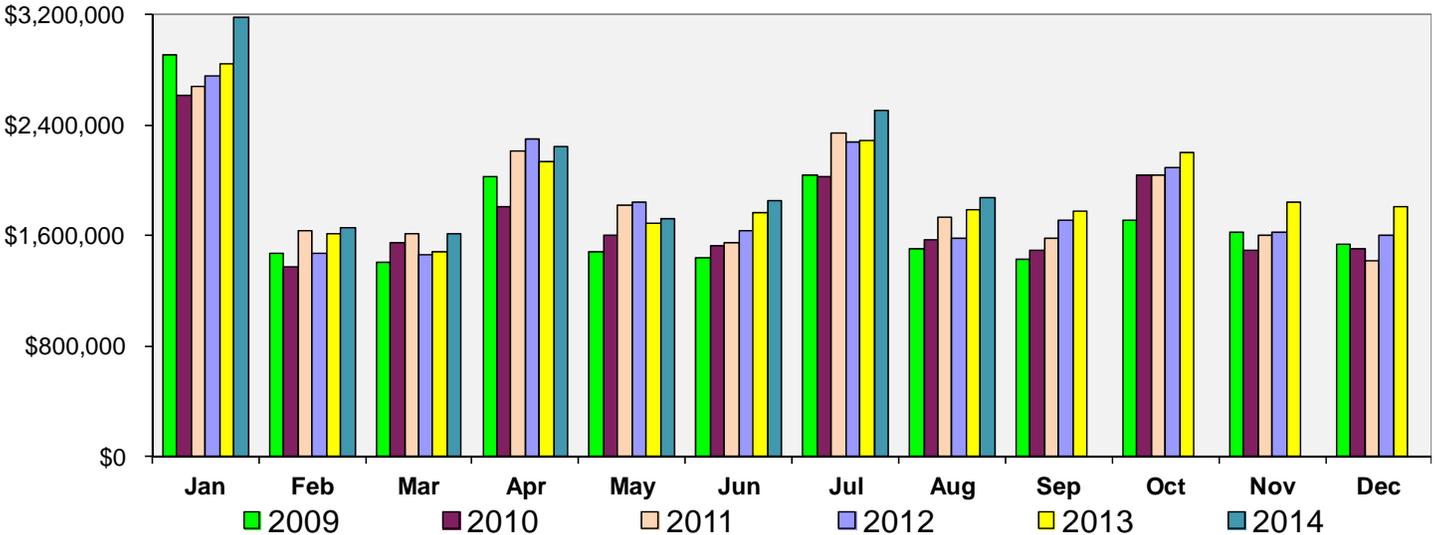


Please note that the geographic map of the sales tax areas was changed within the first quarter of 2012, and hopefully makes more sense. Some of the areas will look skewed until more comparable data is available in 2013. EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6. Specific changes include:

- Area 1 east boundary will change at Bannock St/Englewood Pkwy east to Acoma St south to Jefferson Ave/Hampden Ave/US 285
- Split the address down the middle of the streets for Area 2 and Area 3: Bannock St and Sherman St
- Split the address down the middle of the streets for Area 3 and Area 4: Belleview Ave, Fox St and Logan St
- The north and south side of the street included in Area 1: Jefferson Avenue
- The north and south side of the street included in Area 2: Jefferson Ave/Hampden Ave/US 285

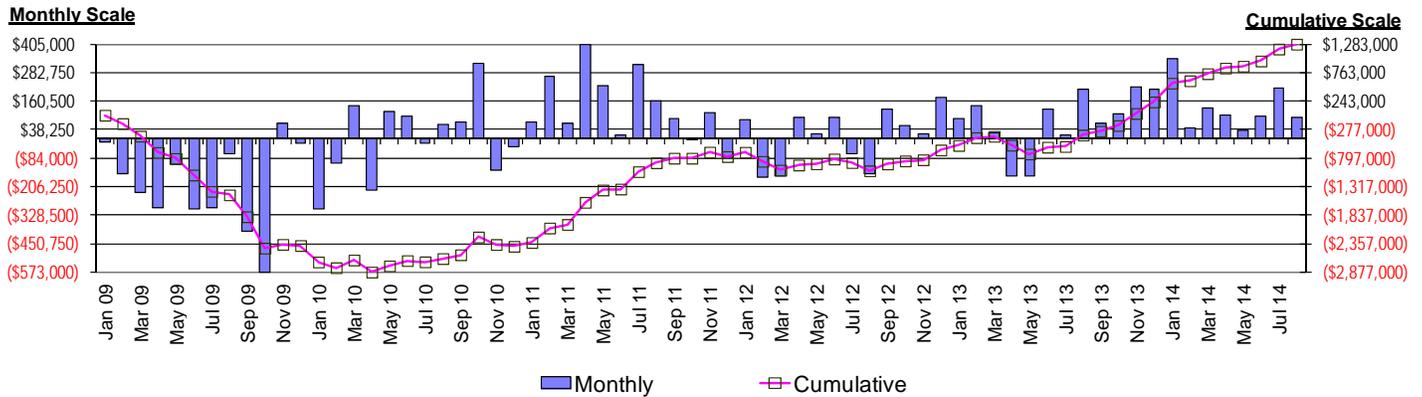
The bar graph below shows a comparison of monthly sales tax collections (cash basis) for 2009 through 2014.

### 2009-2014 YTD Sales/Use Tax Collections by Month - Cash Basis



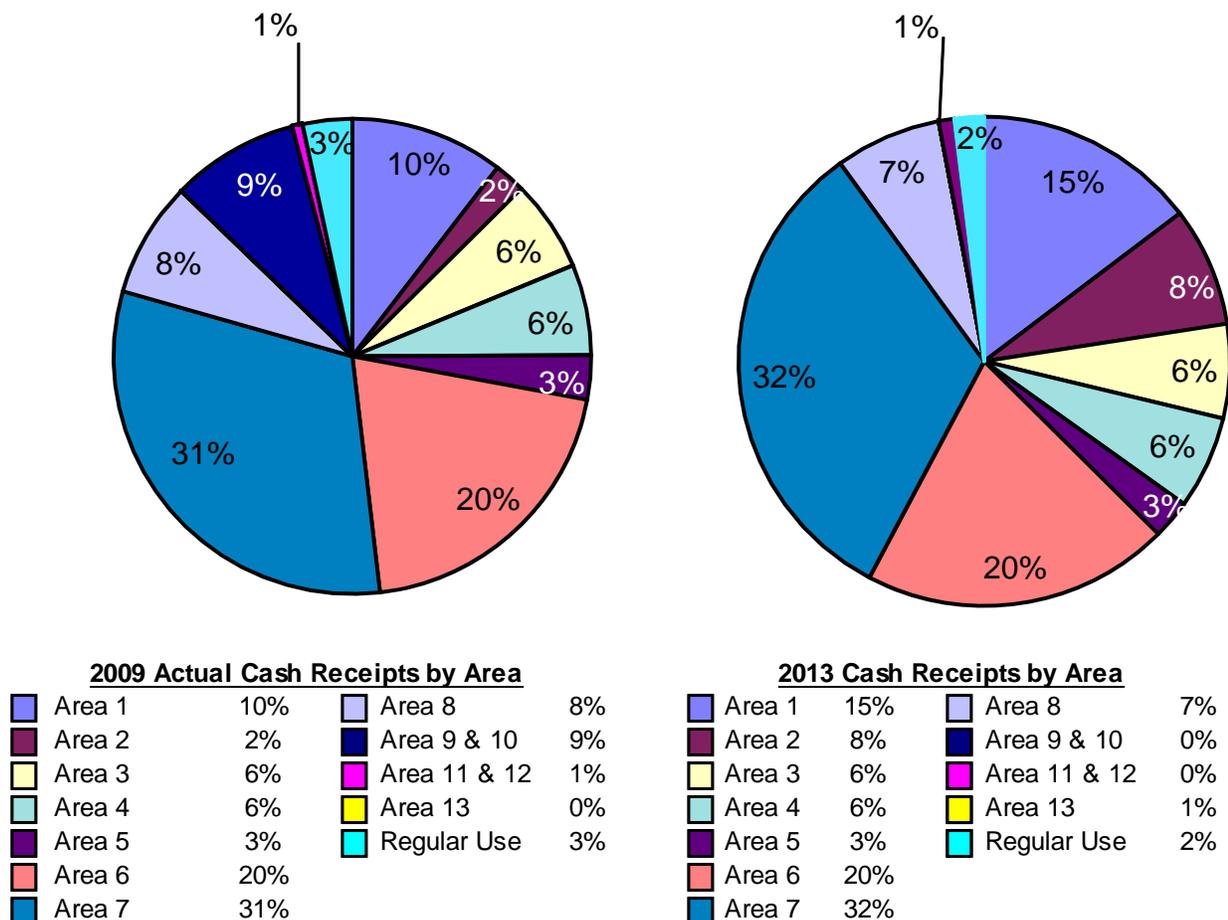
The next chart illustrates sales tax collections (cash basis) by month and cumulative for the years presented. For the period presented, the bar graph depicts the change in collections for a month as compared to the prior year, while the cumulative line graph is based on the beginning period monthly change in sales and use tax collections as adjusted by each consecutive month change.

**2009 - 2014 Monthly Change Sales and Use Tax Receipts**



Sales tax collections are reported by various geographic areas as illustrated in the following pie charts. These illustrate the changing collection patterns for 2009 and 2013.

**Geographic Sales Tax Collection Areas**



A brief description and analysis of the significant geographic areas follows:

**Area 1:** This geographic area accounts for the sales tax collections from CityCenter Englewood. CityCenter Englewood had collections of \$2,305,354 year-to-date or 4.2 percent more than was collected during the same period last year.

**Area 5:** This area includes the remodeled King Soopers. Year to date collections for August were \$551,579 are 97.7 percent higher than last year. Collections this year are well ahead of collections in any year in the past five years.

**Area 6:** This geographic area is up 11.6 percent from last year.

**Area 7:** This geographic area records the outside city sales tax collections (Outside City). Outside City has been the geographic area responsible for much of the sales tax growth (and decline) in past years. Outside City collections have increased 9.4 percent from the same period last year. The chart below illustrates this area’s contribution to total sales and use taxes (cash basis) as well as total revenues since 2009 for collections through the month of December. The importance of Outside City has declined as a percentage of sales and use tax collections but it continues to remain an important impact on the City’s General Fund as illustrated by the following:

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Total Sales and Use Taxes	14,045,587	15,569,443	15,310,529	15,583,678	16,637,386
Outside City Collections	4,415,652	5,800,128	5,228,301	5,167,512	5,096,283
<b>Percentage of Total</b>	<b>31.4%</b>	<b>37.3%</b>	<b>34.1%</b>	<b>33.2%</b>	<b>30.6%</b>
Total General Fund Revenues	25,692,390	26,928,759	27,903,402	28,365,502	29,264,384
Outside City Collections	4,415,652	5,800,128	5,228,301	5,167,512	5,096,283
<b>Percentage of Revenues</b>	<b>17.2%</b>	<b>21.5%</b>	<b>18.7%</b>	<b>18.2%</b>	<b>17.4%</b>

The City records the proceeds of some returns from Outside City into an unearned revenue (liability) account. The criteria staff uses to decide if proceeds should be placed in the unearned account is if a reasonable probability exists for another municipality to claim the revenue. This account currently has a balance of \$1,150,000 to cover intercity claims. The City paid \$76,620 in refunds including intercity sales/use tax claims through August 2014 compared to \$13,248 through August 2013. At this time *potential* refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed.

**Area 8:** This geographic area consists of collections from public utilities. Collections through August were 4.8 percent higher than last year. Weather conditions, energy usage conservation, and rising energy prices play an important role in revenue collections. Collections could increase or decrease if the remainder of the year is significantly hotter/colder than normal.

**Area 13:** This geographic area encompasses the Kent Place Development. Collections through August were \$202,449 compared to \$147,511 last year. It is difficult to make comparison between 2014 and 2013 as not all the vendors were in operation in 2013.

### **Other Sales Tax Related Information**

Finance and Administrative Services Department collected \$160,004 in sales and use tax audit revenues and general collections of balances on account through the month of August 2014, this compares to \$97,700 collected in 2013 and \$101,143 collected in 2012.

Of the 65 sales tax accounts reviewed in the various geographic areas, 43 (66 percent) showed improved collections and 22 (34 percent) showed reduced collections this year compared to the same period last year.

The Department issued 280 new sales tax licenses through August 2014; 270 and 295 were issued through August 2013 and 2012 respectively.

City records indicate that year-to-date 134 businesses closed (91 were outside the physical limits of Englewood) and 280 opened (194 of them were outside the physical limits of Englewood).

### **General Fund - Other Revenue**

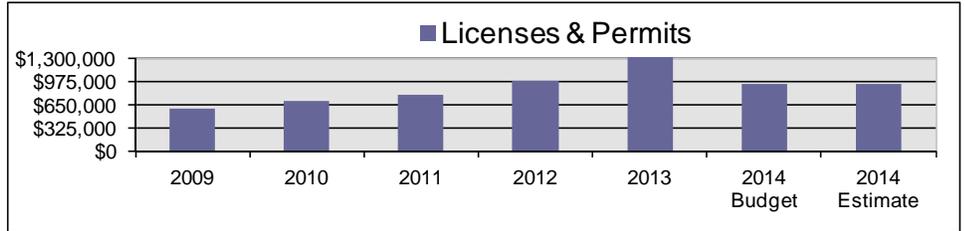
Other revenues (including McLellan rent) accounted for \$10,992,012 or 26.9 percent of the total revenues for 2013. The City budgeted \$10,400,609 for 2014.

The next page provides additional information on the significant revenue sources of the General Fund:

**Licenses and Permits:** This revenue category includes fees from business and building licenses and permits.

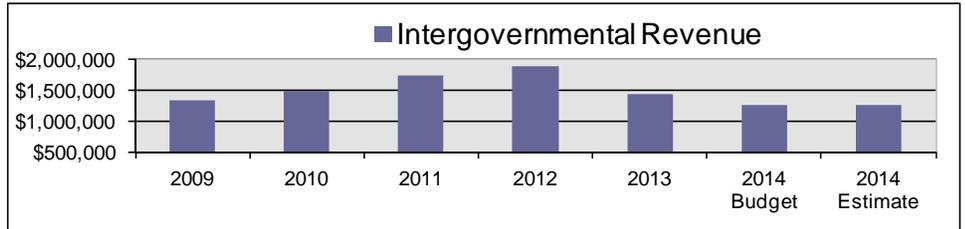
This revenue source generated \$1,446,578 during 2013 or 3.5 percent of total revenue and 13.2 percent of total other revenue. This revenue

source totaled \$588,328 in 2009 and increased to \$1,446,578 in 2013, a 145.9 percent increase. The City budgeted \$882,550 for 2014 and year-to-date collected \$968,791 or \$220,741 (18.5 percent) less than the \$1,189,712 collected through August 2014. The estimate for the year is \$1,053,186.



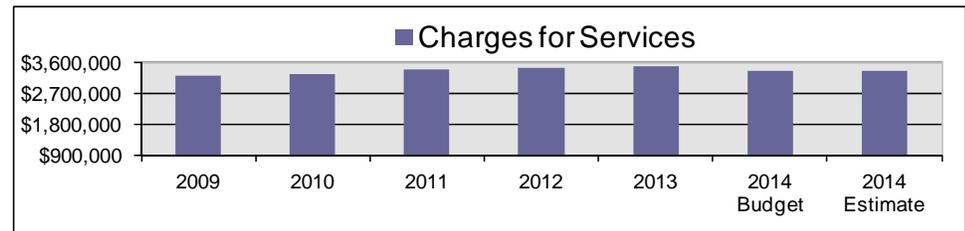
**Intergovernmental Revenues:** This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,243,281 for 2014. This revenue source totaled

\$1,319,282 in 2009 and the City collected \$1,488,204 in 2013, an 12.8 percent increase. The City collected \$874,639 through August 2014 this is \$20,741 more than the \$853,797 collected in the same period in 2013. The estimate for the year is \$1,336,296.



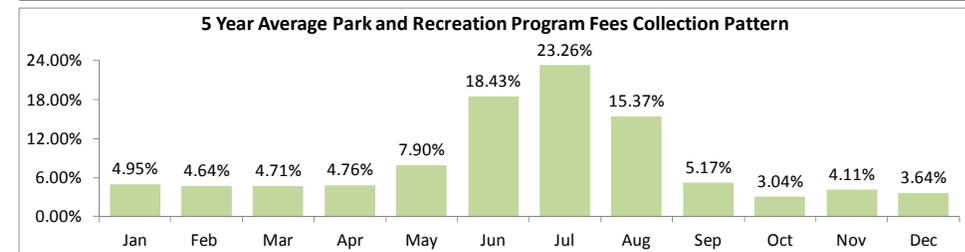
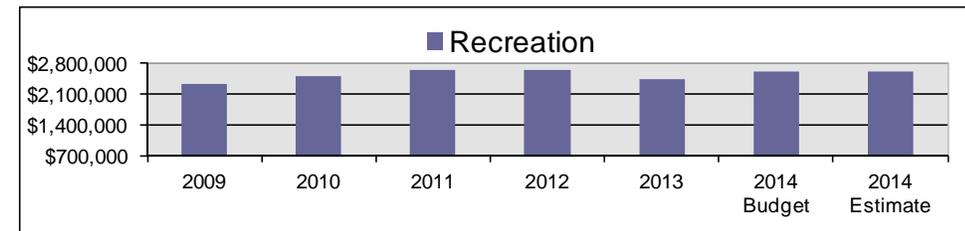
**Charges for Services:** This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,340,803 for 2014. This revenue source totaled

\$3,185,443 in 2009 and increased to \$3,469,845 in 2013, an 8.5 percent increase. Total collected year-to-date was \$2,097,610 or \$98,627 (4.5 percent) less than the \$2,196,237 collected year-to-date in 2013. The estimate for the year is \$3,291,022.

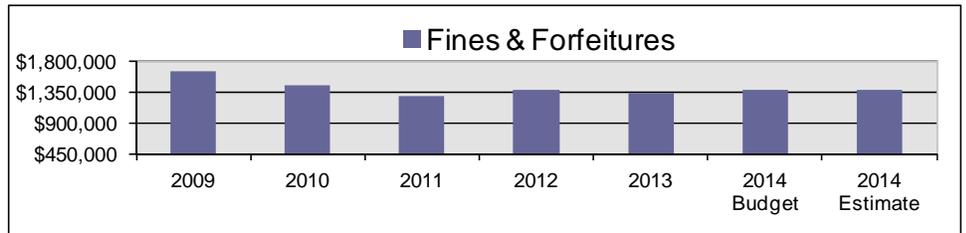


**Recreation:** This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department. This revenue source is budgeted at

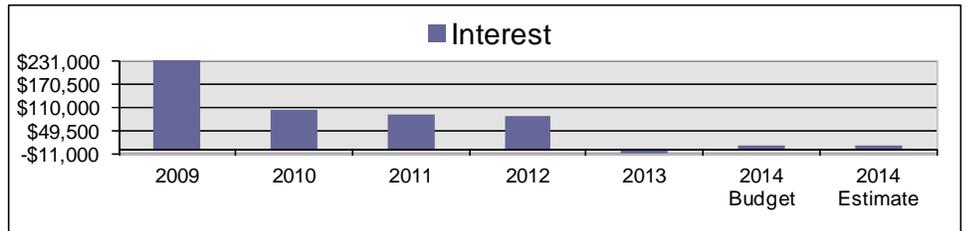
\$2,594,232 for 2014. This revenue source totaled \$2,315,598 in 2009 and increased to \$2,420,443 in 2013, a 4.5 percent increase. Total collections through August 2014 were \$2,128,177 compared to \$2,080,068 collected in 2013. The estimate for the year is \$2,514,856.



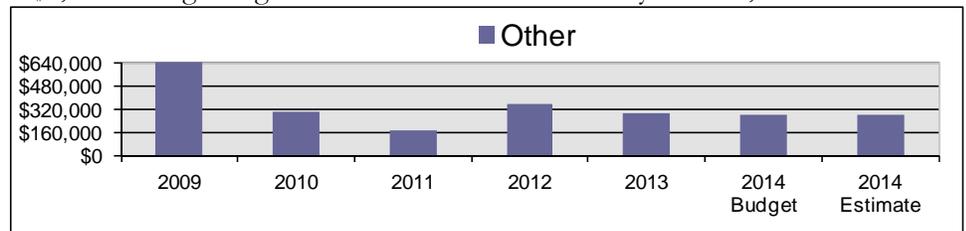
**Fines and Forfeitures:** This revenue source includes court, library, and other fines. The 2014 budget for this source is \$1,368,450. This revenue source totaled \$1,639,678 in 2009 and decreased to \$1,317,707 in 2013, a 19.6 percent decrease. Total collected year-to-date was \$929,521 or \$23,408 (2.6 percent) more than the \$906,113 collected in the same time period last year. The estimate for the year is \$1,396,844.



**Interest:** This is the amount earned on the City's cash investments. The 2014 budget for this source is \$8,164. This revenue source totaled \$230,000 in 2009 and decreased to a loss of \$10,233 in 2013, a 104.4 percent decrease. The City earned \$63,778 through August 2014; while the City earned \$2,099 through August 2013. The estimate for the year is 88,164.



**Other:** This source includes all revenues that do not fit in another revenue category. The 2014 budget for this source is \$320,050. This revenue source totaled \$635,982 in 2009 and decreased to \$285,931 in 2013, a 55 percent decrease. Total collected year-to-date is \$121,211 (42.9 percent) less than the \$212,432 collected last year during the same period. The estimate for the year is \$165,000.



**Economic Incentives**

The City of Englewood uses economic incentives to attract and maintain businesses. Businesses are the City's lifeblood, not only do they generate sales and property taxes but they provide employment and shopping opportunities for citizens.

**Englewood Economic Development Incentives Granted**

<b>Business</b>	<b>Public Use of Incentive Funds</b>
King Soopers (Federal and Belleview)	Storm sewer replacement, water line improvements, access modifications and electrical line undergrounding.
Oxford LCP	Construct sidewalk enhancements in the public right of way.
Flood Middle School	Relocate City Ditch and sanitary sewer line, upgrade water line and underground electrical lines.
Restaurant at Englewood Market Place	Landscaping, maintenance and ADA ramp.
Cadence dba Broadbell LLC for Sprouts	
Farmers Market	Intersection and signalized intersection.

**General Fund - Expenditures**

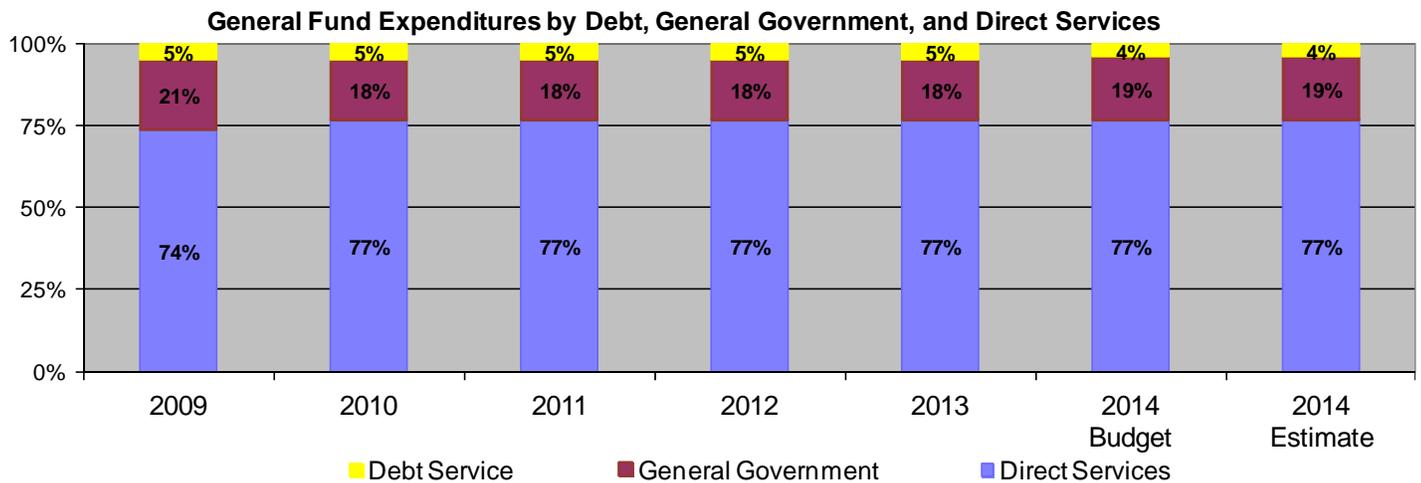
In 2006 the City adopted an outcome based budgeting philosophy. City Council and Staff outlined five outcomes to reflect, more appropriately, the desired result of the services delivered to the citizens of Englewood. The five outcomes identified are intended to depict Englewood as:

- ▶ A City that provides and maintains quality infrastructure,
- ▶ A safe, clean, healthy, and attractive City,
- ▶ A progressive City that provides responsive and cost efficient services,
- ▶ A City that is business friendly and economically diverse, and
- ▶ A City that provides diverse cultural, recreational, and entertainment opportunities.

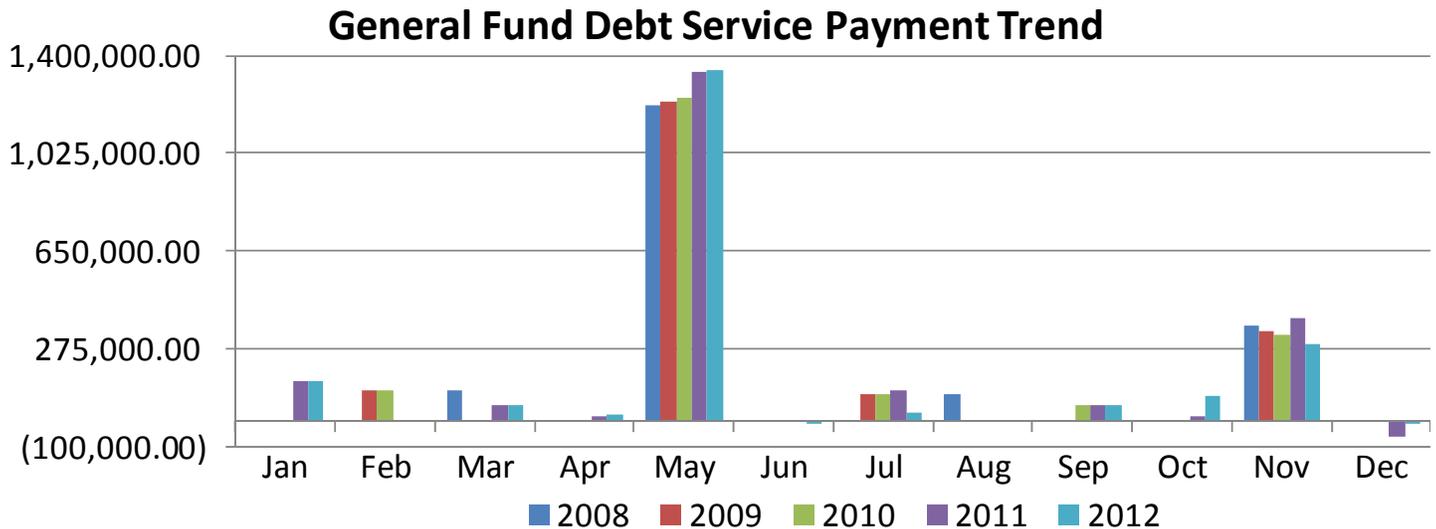
Outcome based budgeting is an additional tool the City Council and staff use to better develop ways to serve our citizens. This type of budgeting is refined and reviewed on an on-going basis to help us better focus our resources in meeting the objectives of our citizens.

The City budgeted total expenditures at \$42,126,719 for 2014, this compares to \$40,125,364 and \$40,265,587 expended in 2013 and 2012 respectively. Budgeted expenditures for 2014 general government (City Manager, Human Resources, etc.) totals \$7,812,457 or 18.5 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$32,305,442 or 76.7 percent of the total. Debt service (fixed costs) payments are \$2,008,820 or 4.8 percent of the total. Total expenditures through August were \$27,596,408 compared to \$27,188,546 in 2013 and \$27,422,059 in 2012. The expenditure estimate for the year is \$42,333,088.

The chart below illustrates the breakdown of expenditures into debt service, general and direct government services.



For illustrative purposes and based on a five year period (2008-2012), the following graph depicts the debt service payments cash outflow. The majority of debt service payments are typically made twice a year.



The schedule on the next page provides the expenditure for each of the General Fund departments for the years 2009 through 2014 Budget.

Expenditure	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Budget	2014 Estimate
<b>General Government</b>							
Legislation	346,044	309,870	298,731	316,043	280,920	354,570	359,524
City Manager	674,170	659,882	639,184	658,047	675,844	703,758	702,946
City Attorney	678,038	702,228	706,841	712,036	719,781	818,514	847,637
Municipal Court	914,494	901,469	848,775	886,249	922,245	1,026,895	1,025,131
Human Resources	456,275	419,422	430,792	469,343	408,551	468,826	482,626
Finance & Administrative Services	1,575,923	1,445,581	1,446,313	1,464,305	1,533,061	1,625,150	1,666,154
Information Technology	1,360,237	1,280,660	1,332,766	1,373,943	1,336,590	1,378,942	1,364,874
Community Development	1,366,437	1,301,473	1,359,264	1,262,451	1,113,710	1,235,802	1,199,714
Contingencies	160,578	48,138	152,423	143,810	88,360	200,000	200,000
Contribution to Component Unit(s)	800,000	-	-	-	-	-	-
General Government Subtotal	8,332,196	7,068,723	7,215,089	7,286,227	7,079,062	7,812,457	7,848,606
<b>Direct Services</b>							
Public Works	5,152,891	5,137,364	5,259,875	5,202,903	5,234,382	5,504,669	5,483,234
Police	10,183,890	10,312,633	10,395,239	10,788,935	11,226,157	11,543,760	11,510,018
Fire	7,320,268	7,425,903	7,666,842	8,100,554	8,002,677	8,202,319	8,470,089
Library	1,275,554	1,284,083	1,145,613	1,180,771	1,174,656	1,250,536	1,235,281
Parks and Recreation	5,727,968	5,811,809	5,717,147	5,649,246	5,402,600	5,804,158	5,781,477
Direct Services Subtotal	29,660,571	29,971,792	30,184,716	30,922,409	31,040,472	32,305,442	32,480,099
<b>Debt Service</b>							
Debt Service-Civiccenter	1,571,752	1,570,705	1,658,857	1,570,921	2,005,830	1,573,000	1,568,563
Debt Service-Other	233,456	290,122	437,606	486,030		435,820	435,820
Debt Service Subtotal	1,805,208	1,860,827	2,096,463	2,056,951	2,005,830	2,008,820	2,004,383
<b>Total Expenditure</b>	<b>39,797,975</b>	<b>38,901,342</b>	<b>39,496,268</b>	<b>40,265,587</b>	<b>40,125,364</b>	<b>42,126,719</b>	<b>42,333,088</b>
<b>% Expenditure Change</b>	<b>2.01%</b>	<b>-2.25%</b>	<b>1.53%</b>	<b>1.95%</b>	<b>-0.35%</b>	<b>4.62%</b>	<b>0.49%</b>
<b>Other Financing Uses</b>							
Transfers Out	177,011	750,000	301,246	1,339,330	73,006	0	0
Total Other Financing Uses	177,011	750,000	301,246	1,339,330	73,006	0	0
<b>Total Uses of Funds</b>	<b>39,974,986</b>	<b>39,651,342</b>	<b>39,797,514</b>	<b>41,604,917</b>	<b>40,198,370</b>	<b>42,126,719</b>	<b>42,333,088</b>
<b>% Uses of Funds Change</b>	<b>1.40%</b>	<b>-0.81%</b>	<b>0.37%</b>	<b>4.54%</b>	<b>-3.38%</b>	<b>1.25%</b>	<b>0.49%</b>

The chart below provides per capita the General Fund expenditure information categorized into direct and general government services and debt service. Also provided is the per capita General Obligation Debt accounted for in the Debt Service Fund.

	2009	2010	2011	2012	2013	2014 Budget	2014 Estimate
<b>Population*</b>	30,761	30,354	30,720	31,138	31,138	31,138	31,138
<b>General Fund</b>							
General Government Services	\$ 271	\$ 233	\$ 235	\$ 232	\$ 234	\$ 234	\$ 252
Direct Services	\$ 964	\$ 987	\$ 983	\$ 969	\$ 993	\$ 993	\$ 1,043
Public Works	\$ 168	\$ 169	\$ 171	\$ 169	\$ 167	\$ 167	\$ 176
Police	\$ 331	\$ 340	\$ 338	\$ 334	\$ 346	\$ 346	\$ 370
Fire	\$ 238	\$ 245	\$ 250	\$ 246	\$ 260	\$ 260	\$ 272
Library	\$ 41	\$ 42	\$ 37	\$ 37	\$ 38	\$ 38	\$ 40
Parks & Recreation	\$ 186	\$ 191	\$ 186	\$ 184	\$ 181	\$ 181	\$ 186
Debt Service	\$ 59	\$ 61	\$ 68	\$ 67	\$ 66	\$ 66	\$ 64
Total Expenditure Per Capita	\$ 1,294	\$ 1,282	\$ 1,286	\$ 1,268	\$ 1,293	\$ 1,293	\$ 1,360
<b>Debt Service Fund</b>							
General Obligation Debt Per Capita	\$ 36	\$ 36	\$ 31	\$ 31	\$ 31	\$ 36	\$ 36

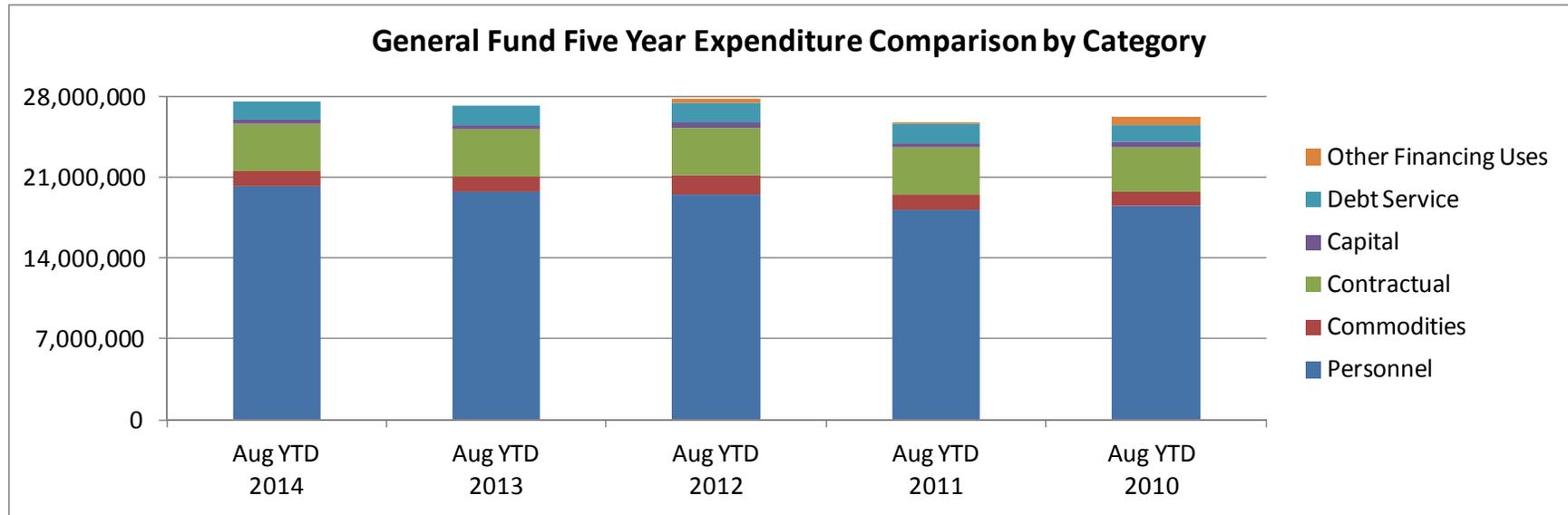
\* Source: Colorado Department of Local Affairs Municipal Population Estimates By County

City of Englewood, Colorado

General Fund - Five Year Expenditure Comparison by Category

	Aug YTD 2014	YTD % Change	% of Total	Aug YTD 2013	YTD % Change	% of Total	Aug YTD 2012	YTD % Change	% of Total	Aug YTD 2011	YTD % Change	% of Total	Aug YTD 2010	% of Total
Personnel services														
Salaries and wages	14,527,587	0.090%	34.485%	14,515,122	-0.430%	35.308%	14,577,574	7.040%	36.629%	13,618,519	-2.550%	34.346%	13,974,930	34.959%
Overtime	575,728	25.740%	1.367%	457,875	0.000%	1.114%	457,864	31.370%	1.150%	348,522	3.880%	0.879%	335,499	0.839%
Benefits	5,177,115	8.700%	12.289%	4,762,628	6.030%	11.585%	4,491,879	5.760%	11.287%	4,247,329	0.120%	10.712%	4,242,342	10.612%
Personnel services total	20,280,431	2.760%	48.141%	19,735,626	1.070%	48.007%	19,527,317	7.210%	49.067%	18,214,370	-1.820%	45.936%	18,552,770	46.411%
Commodities total	1,311,084	-0.100%	3.112%	1,312,334	-18.490%	3.192%	1,610,002	28.000%	4.045%	1,257,811	9.170%	3.172%	1,152,150	2.882%
Contractual services total	4,022,257	-2.570%	9.548%	4,128,166	-0.960%	10.042%	4,168,298	1.660%	10.474%	4,100,333	4.860%	10.341%	3,910,143	9.781%
Capital total	437,689	13.800%	1.039%	384,621	-24.550%	0.936%	509,769	16.470%	1.281%	437,672	-0.840%	1.104%	441,396	1.104%
Total Expenditures	26,051,461	1.920%	61.841%	25,560,746	-0.990%	62.176%	25,815,387	7.520%	64.867%	24,010,185	-0.190%	60.553%	24,056,460	60.179%
Debt service total	1,544,946	-5.090%	3.667%	1,627,800	1.320%	3.960%	1,606,672	-4.610%	4.037%	1,684,397	15.010%	4.248%	1,464,622	3.664%
Other financing uses total	0			0			434,000			52,815			750,000	
Total Uses of Funds	27,596,407	0.000%	65.508%	27,188,546	0.000%	66.136%	27,856,058	0.000%	68.904%	25,747,397	0.000%	64.801%	26,271,081	65.719%
Annual Total	42,126,719	2.473%		41,110,026	3.298%		39,797,514	0.369%		39,651,356	-0.810%		39,974,987	
YTD % of Annual Total	65.508%			66.136%			69.994%			64.934%			65.719%	

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### General Fund - Transfers

The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, and Internal Service Funds in order to buffer temporary gaps in revenue and expenditure amounts. The General Fund received the following net transfers; Council determined not to make the additional transfer from the PIF in 2014.

<u>Source of Funds</u>	<u>2014 Budget Amount</u>	<u>2014 YTD Net Amount</u>	<u>2013 Net Annual Amount</u>
<b>Special Revenue Funds</b>			
Neighborhood Stabilization Program Fund	\$ -	\$ -	\$ (73,006)
<b>Capital Project Funds</b>			
Public Improvement Fund (PIF)	835,820	479,544	989,574
<b>Enterprise Funds</b>			
Golf Course Fund	63,000	63,000	-
<b>Internal Service Funds</b>			
Central Services Fund	50,000	50,000	50,000
Servicenter Fund	300,000	300,000	100,000
Net Transfers In (Out) Total	<u>\$ 1,248,820</u>	<u>\$ 892,544</u>	<u>1,066,568</u>

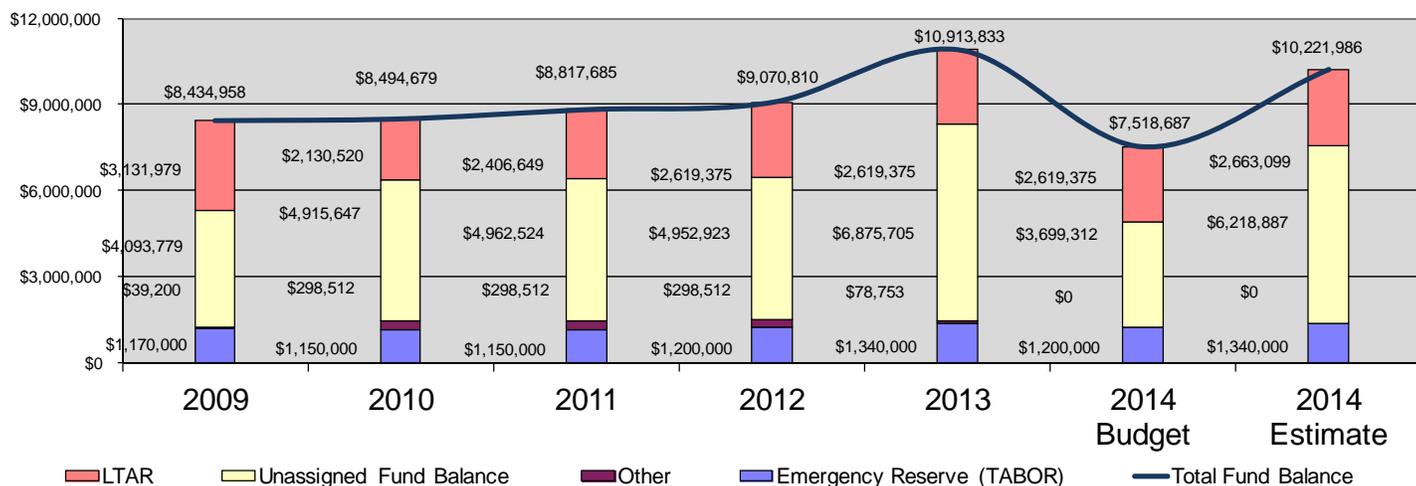
### General Fund - Fund Balance

The City designates the fund balance into two categories, restricted and unrestricted. The portion of the fund balance which is restricted is referred to as the “Reserves” while the unrestricted portion is referred to as the unassigned fund balance. The unassigned fund balance represents funds the City sets aside for a “rainy day”. Another way to view these unrestricted funds is as a stabilization fund, the intent of which is to smooth over unexpected fluctuations in revenues and expenditures. The fund balance is normally built up when revenues exceed expenditures. In the past, excess funds have been transferred out, usually for capital projects identified in the Multiple Year Capital Plan (MYCP). The estimated unassigned fund balance is not adequate to provide for a transfer from the General Fund to the capital projects funds.

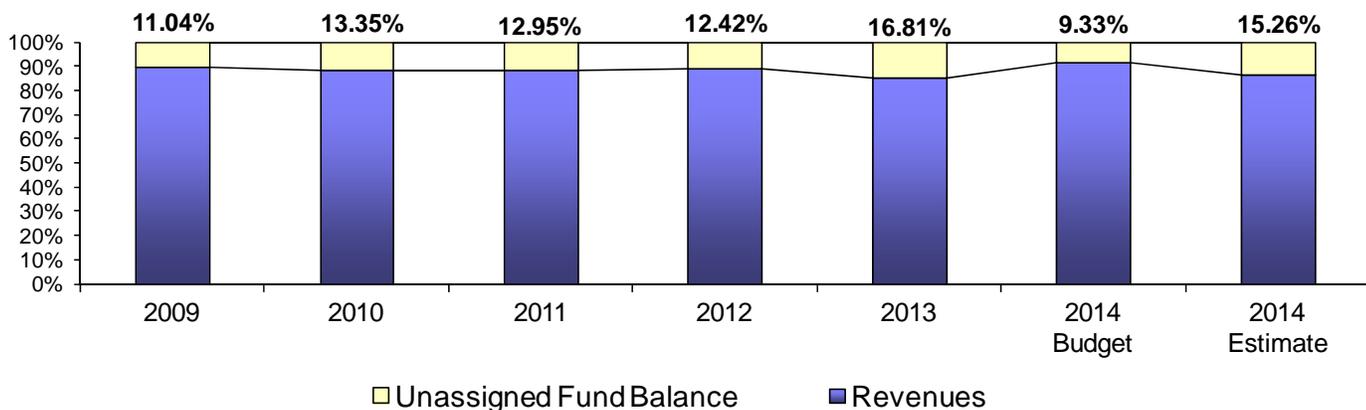
**Long Term Asset Reserve (LTAR)** At the 2008 Budget workshop, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious and strategic manner. The funds restricted in this account are to be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The balance at the end of December 2013 was \$2,619,375. Unused funds from the LTAR financed Little Dry Creek Fountain Project in the amount of \$43,274 were deposited into the LTAR account. The current LTAR balance is \$2,663,099.

**COPS Grant Reserve** There was \$298,512 originally reserved to pay the City’s required portion of the COPS Grant. The funds originated in the LTAR. In 2013, \$219,760 was drawn down and the remaining \$78,753 was drawn down earlier in 2014 so there is no estimated ending COPS Grant Reserve for 2014. The COPS Grant funded the Impact Team which is included in the 2014 Budget.

### General Fund - Fund Balance



### Unassigned Fund Balance As A Percentage of Revenue



The City's General Fund ended 2013 with total reserves of \$10,913,833, and an unassigned fund balance of \$6,875,705 or 16.8 percent of revenues (17.1 percent of expenditures). The budgeted total reserves for 2014 are \$7,518,687 with an unassigned fund balance of \$3,699,312 or 9.3 percent of budgeted revenues or 8.8 percent of budgeted expenditures. Estimated total reserves for 2014 are \$10,221,986 with an unassigned fund balance of \$6,218,887 or 15.3 percent of estimated revenues and 15.1 percent of projected expenditures. The \$6,218,887 would allow the City to operate for approximately 54 days (using average daily projected expenditures) if all other revenues and financing sources ceased. In these times of economic uncertainty, it is more important than ever to maintain reserves to help the City make up for revenue shortfalls and unexpected expenditure increases given that the one-time transfers made to the General Fund to help maintain reserves are no longer available.

### PUBLIC IMPROVEMENT FUND OVERVIEW

The Public Improvement Fund (PIF) accounts for the City's "public-use" capital projects (e.g. roads, bridges, pavement, etc.). The PIF funding is from the collection of vehicle and building use taxes, intergovernmental revenues, interest income, and other miscellaneous sources.

The table on the next page illustrates the PIF Year-To-Date (YTD) revenues and expenditures for the years 2011 through 2013. The dollar and percentage change between each year is also provided. The Estimated Ending Fund Balance is included in order to account for the remaining PIF appropriation in addition to the remaining annual revenue anticipated for the fund.

<b>Public Improvement Fund (PIF)</b>	<b>2014</b>	<b>2014 vs 2013 Increase (Decrease)</b>		<b>2013</b>	<b>2013 vs 2012 Increase (Decrease)</b>		<b>2012</b>
YTD Revenues	\$ 2,781,534	\$ (70,119)	(2.46%)	\$ 2,851,653	\$ 713,511	33.37%	\$ 2,138,142
YTD Expenditures	3,188,914	\$ 123,766	4.04%	3,065,148	\$ 802,113	35.44%	2,263,035
Net Revenues (Expenditures)	\$ (407,380)	\$ (193,885)		\$ (213,495)	\$ (88,602)		\$ (124,893)
Beginning PIF Fund Balance	\$ 1,905,453			\$ 1,320,371			\$ 934,251
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 1,498,073			\$ 1,106,876			\$ 809,358
Plus: Remaining Annual Revenue	440,401			553,010			785,563
Less: Remaining Annual Appropriation	(1,863,605)			(915,043)			(1,007,953)
Estimated Ending Fund Balance	\$ 74,869			\$ 744,843			\$ 586,968
<b>Unappropriated Fund Balance as of December 31,</b>				<b>\$ 785,553</b>			<b>\$ 540,125</b>

The three main funding sources for the PIF are Vehicle Use Tax, Building Use Tax and Arapahoe County Road and Bridge Tax.

	<b>2014 Estimate</b>	<b>2014 Adopted Budget</b>	<b>2014 YTD Actual</b>	<b>2014 Vs 2013</b>		<b>2013 YTD Actual</b>	<b>2013 Vs 2012</b>		<b>2012 YTD Actual</b>
				<b>Amount</b>	<b>%</b>		<b>Amount</b>	<b>%</b>	
Vehicle Use Tax	\$ 1,400,000	\$ 1,300,000	\$ 915,981	\$ 110,597	14%	\$ 805,384	\$ 58,142	8%	\$ 747,243
Building Use Tax	\$ 1,600,000	\$ 1,500,000	\$ 1,567,115	\$ 120,124	8%	\$ 1,446,991	\$ 954,226	194%	\$ 492,765
Arapahoe County Road and Bridge Tax	\$ 199,000	\$ 199,000	\$ 175,502	\$ (3,173)	-2%	\$ 178,675	\$ 1,306	1%	\$ 177,369

**Vehicle Use Tax** is based on the valuation of new vehicles purchased by City of Englewood residents. This tax is collected and remitted by Arapahoe County at the time the vehicle is registered. **Building Use Tax** is based on the valuation of building permits issued by the City of Englewood. These revenue sources are monitored periodically to determine the revision of the annual estimate. **Arapahoe County Road and Bridge Tax** is restricted to the construction and maintenance of streets and bridges. This tax is based on a mill levy established by Arapahoe County multiplied by 50% of the City's assessed property valuation.

## 2014 Year-To-Date City Funds At-A-Glance

(Please refer to "Funds Glossary" for a Brief Description of Funds and Fund Types)

	Beginning Balance	Revenue	Expenditure	Other Sources (Uses)	Restricted/ Committed Balance	Estimated Ending Balance
<b>Governmental Fund Types (Fund Balance)</b>						
<b>General Fund</b>	10,913,832	28,821,672	27,596,407	(1,917,112)	4,003,099	6,218,887
<b>Special Revenue Funds</b>						
Conservation Trust	1,526,069	164,552	296,786	(1,305,740)	-	88,094
Open Space	1,878,961	173,574	360,911	(1,628,447)	-	63,177
Donors	538,116	68,172	245,044	-	-	361,245
Community Development	-	162,471	184,095	21,625	-	-
Malley Center Trust	256,088	2,090	24,533	-	-	233,645
Parks & Recreation Trust	456,411	10,310	7,854	-	-	458,867
<b>Debt Service Fund</b>						
General Obligation Bond	46,839	1,099,724	139,752	-	-	1,006,811
<b>Capital Projects Funds</b>						
PIF	1,905,453	2,781,534	973,209	(3,638,909)	-	74,869
MYCP	792,754	3,567	838,235	58,797	-	16,883
<b>Proprietary Fund Types (Funds Available Balance)</b>						
<b>Enterprise Funds</b>						
Water	11,487,009	5,498,952	5,658,399	-	-	11,327,562
Sewer	4,206,955	12,014,608	10,691,418	-	1,000,000	4,530,145
Stormwater Drainage	1,128,456	246,852	58,306	-	102,500	1,214,502
Golf Course	891,719	1,466,380	1,464,870	(63,000)	215,773	614,456
Concrete Utility	315,615	458,435	353,651	-	-	420,399
Housing Rehabilitation	1,218,829	152,705	196,224	-	-	1,175,310
<b>Internal Service Funds</b>						
Central Services	133,693	193,555	202,666	(50,000)	-	74,581
ServiCenter	1,415,804	1,609,891	1,325,481	(300,000)	-	1,400,214
CERF	1,615,138	662,996	928,462	-	-	1,349,672
Employee Benefits	53,304	4,213,528	4,343,155	-	-	(76,323)
Risk Management	85,748	1,445,064	1,209,913	-	-	320,900

### CLOSING

The Finance and Administrative Services Department staff works closely with the City Manager's Office and the various departments to help identify revenue and expenditure threats, trends and opportunities as well as strategies to balance revenues and expenditures. I will continue to provide Council with monthly reports. It is important to frequently monitor the financial condition of the City so City staff and Council can work together to take action, if necessary, to maintain service levels, employees, and fiscal health of the City.

I plan to discuss this report with Council at an upcoming study session. If you have any questions regarding this report, I can be reached at **303.762.2401**.

### FUNDS GLOSSARY

**Capital Equipment Replacement Fund (CERF)** – Accounts for the accumulation of funds for the scheduled replacement of City-owned equipment and vehicles.

**Capital Projects Funds** account for financial resources to be used for the acquisition and/or construction of major capital facilities (other than those financed by proprietary funds).

## FUNDS GLOSSARY

**Central Services Fund** – Accounts for the financing of printing services and for maintaining an inventory of frequently used or essential office supplies provided by Central Services to other departments of the City on a cost reimbursement basis.

**Community Development Fund** – Accounts for the **art** Shuttle Program which is funded in part by the Regional Transportation District (RTD). **art** provides riders free transportation to 19 stops connecting CityCenter Englewood, businesses in downtown Englewood, and the medical facilities in and near Craig Hospital and Swedish Medical Center.

**Concrete Utility Fund** – Accounts for revenues and expenses associated with maintaining the City’s sidewalks, curbs and gutters.

**Conservation Trust Fund** – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided primarily from State Lottery funds.

**Debt Service Funds** account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources and special assessment bond and loan principal and interest from special assessment levies when the government is obligated in some manner for payment.

**Donors’ Fund** – Accounts for funds donated to the City for various specified activities.

**Employee Benefits Fund** – Accounts for the administration of providing City employee benefit programs: medical, dental, life, and disability insurance.

**Enterprise Funds** account for operations that: (a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (b) where the City Council has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management controls, accountability or other purposes.

**Fund** is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**General Obligation Bond Fund** – Accounts for the accumulation of monies for payment of General Obligation Bond principal and interest.

**Golf Course Fund** – Accounts for revenues and expenses associated with the operations of the Englewood Municipal Golf Course.

**Governmental Funds** distinguish functions of the City that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). These funds focus on the near-term *inflows and outflows of spendable resources*, as well as on balances of spendable resources available at the end of the year.

**Housing Rehabilitation Fund** – Accounts for revenues and expenses associated with the City’s housing rehabilitation program.

**Internal Service Funds** are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

**MOA** – Museum of Outdoor Arts

**Malley Center Trust Fund** – Accounts for a trust established by Elsie Malley to be used for the benefit of the Malley Senior Recreation Center.

**Multi-Year Capital Projects Fund (MYCP)** - Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily with transfers from other City Funds.

**Open Space Fund** – Accounts for the acquisition of parks and open space land not previously owned by the City and for improvements to existing park and recreation facilities. Financing is provided from the Arapahoe County Open Space Sales Tax of .25%. The Open Space Tax was created on August 1, 2004 and expires on December 31, 2023.

## FUNDS GLOSSARY

**Parks and Recreation Trust Fund** – Accounts for a trust established by the City, financed primarily by donations, to be used exclusively for specific park and recreation projects.

**Proprietary Funds** account for operations that are financed and operated in a manner similar to private business enterprises. It is the intent that the cost of providing such goods or services will be recovered through user charges.

**Public Improvement Fund (PIF)** – Accounts for the acquisition and/or construction of major capital improvements and facilities. Financing is provided primarily from building and vehicle use taxes.

**Risk Management Fund** – Accounts for the administration of maintaining property and liability and workers' compensation insurance.

**ServiCenter Fund** – Accounts for the financing of automotive repairs and services provided by the ServiCenter to other departments of the City, or to other governmental units, on a cost reimbursement basis.

**Sewer Fund** – Accounts for revenues and expenses associated with providing wastewater services to the City of Englewood residents and some county residents.

**Special Revenue Funds** account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

**Storm Drainage Fund** – Accounts for revenues and expenses associated with maintaining the City's storm drainage system.

**Water Fund** – Accounts for revenues and expenses associated with providing water services to City of Englewood residents.

# General Fund Comparative Revenue, Expenditure & Fund Balance Report

## as of August 31, 2014

**Percentage of Year Completed = 67%**

<i>Fund Balance January 1</i>	\$ 8,726,474	\$ 10,913,833	\$ 10,913,833	\$ 9,070,810	\$ 9,070,810	\$ 8,817,685	\$ 8,817,685			
	2014				2013			2012		
	Budget	Aug-14	% Budget	YE Estimate	Dec-13	Aug-13	% YTD	Dec-12	Aug-12	% YTD
<b>Revenues</b>										
Property Tax	2,898,000	2,844,065	98.14%	2,900,000	2,900,715	2,835,631	97.76%	2,874,816	2,784,428	96.86%
Specific Ownership Tax	230,000	167,954	73.02%	260,000	266,881	155,152	58.14%	243,293	143,874	59.14%
Sales & Use Taxes	22,883,003	16,637,386	72.71%	23,900,000	23,433,775	15,524,661	66.25%	22,363,618	15,313,404	68.47%
Cigarette Tax	179,000	122,656	68.52%	179,000	195,088	125,059	64.10%	189,618	121,643	64.15%
Franchise Fees	3,069,500	1,857,715	60.52%	3,014,500	3,101,310	1,896,061	61.14%	2,930,888	1,705,558	58.19%
Hotel/Motel Tax	10,000	7,989	79.89%	11,000	12,039	7,918	65.77%	10,395	6,552	63.03%
Licenses & Permits	882,250	968,971	109.83%	1,053,186	1,446,578	1,189,712	82.24%	983,359	553,205	56.26%
Intergovernmental Revenue	1,243,281	874,639	70.35%	1,336,296	1,488,204	853,797	57.37%	1,865,722	1,214,656	65.10%
Charges for Services	3,345,353	2,097,610	62.70%	3,291,022	3,469,845	2,196,237	63.29%	3,441,525	2,108,193	61.26%
Recreation	2,594,232	2,128,177	82.03%	2,514,856	2,420,443	2,080,068	85.94%	2,615,642	2,239,259	85.61%
Fines & Forfeitures	1,368,450	929,521	67.93%	1,396,844	1,317,707	906,113	68.76%	1,381,453	950,874	68.83%
Interest	8,164	63,778	781.21%	88,164	(10,223)	2,099	-20.53%	84,045	64,617	76.88%
EMRF Rents	638,829	442,712	69.30%	638,829	573,526	380,562	66.35%	551,295	426,244	77.32%
Miscellaneous	320,050	121,211	37.87%	165,000	285,931	212,432	74.29%	354,130	270,895	76.50%
<b>Total Revenues</b>	<b>39,670,112</b>	<b>29,264,384</b>	<b>73.77%</b>	<b>40,748,697</b>	<b>40,901,819</b>	<b>28,365,502</b>	<b>69.35%</b>	<b>39,889,799</b>	<b>27,903,402</b>	<b>69.95%</b>
<b>Expenditures</b>										
Legislation	354,570	195,543	55.15%	359,524	280,920	149,995	53.39%	316,043	175,229	55.44%
City Attorney	818,514	466,223	56.96%	847,637	719,781	466,878	64.86%	712,036	475,127	66.73%
Court	1,026,895	613,648	59.76%	1,025,131	922,245	615,851	66.78%	886,249	591,623	66.76%
City Manager	703,758	469,815	66.76%	702,946	675,844	461,701	68.31%	658,047	445,778	67.74%
Human Resources	468,826	264,997	56.52%	482,626	408,551	261,037	63.89%	469,343	300,866	64.10%
Financial Services	1,625,150	1,019,938	62.76%	1,666,154	1,533,060	1,001,055	65.30%	1,464,305	988,601	67.51%
Information Technology	1,378,942	857,071	62.15%	1,364,874	1,336,591	902,578	67.53%	1,373,943	864,161	62.90%
Public Works	5,504,669	3,539,298	64.30%	5,483,234	5,234,383	3,462,369	66.15%	5,202,903	3,654,839	70.25%
Fire Department	8,202,319	5,402,759	65.87%	8,470,089	8,002,677	5,296,147	66.18%	8,100,554	5,421,127	66.92%
Police Department	11,543,760	7,754,382	67.17%	11,510,018	11,226,157	7,598,654	67.69%	10,788,935	7,238,261	67.09%
Community Development	1,235,802	705,223	57.07%	1,199,714	1,113,710	717,654	64.44%	1,262,451	836,345	66.25%
Library	1,250,536	750,385	60.01%	1,235,281	1,174,656	765,359	65.16%	1,180,771	756,166	64.04%
Recreation	5,804,158	3,912,783	67.41%	5,781,477	5,402,599	3,783,726	70.04%	5,649,246	3,986,160	70.56%
Debt Service	2,008,820	1,548,271	77.07%	2,004,383	2,005,830	1,629,625	81.24%	2,056,951	1,608,277	78.19%
Contingency	200,000	96,072	48.04%	200,000	88,360	75,917	85.92%	143,810	79,499	55.28%
<b>Total Expenditures</b>	<b>42,126,719</b>	<b>27,596,408</b>	<b>65.51%</b>	<b>42,333,088</b>	<b>40,125,364</b>	<b>27,188,546</b>	<b>67.76%</b>	<b>40,265,587</b>	<b>27,422,059</b>	<b>68.10%</b>
Excess revenues over (under) expenditures	(2,456,607)	1,667,976	-67.90%	(1,584,391)	776,455	1,176,956		(375,788)	481,343	
Net transfers in (out)	1,248,820	892,544	71.47%	892,544	1,066,568	1,139,574	106.84%	628,913	1,185,465	188.49%
<b>Total Fund Balance</b>	<b>\$ 7,518,687</b>	<b>\$ 13,474,353</b>	<b>179.21%</b>	<b>\$ 10,221,986</b>	<b>\$ 10,913,833</b>	<b>\$ 11,387,340</b>	<b>104.34%</b>	<b>\$ 9,070,810</b>	<b>\$ 10,484,493</b>	<b>115.58%</b>

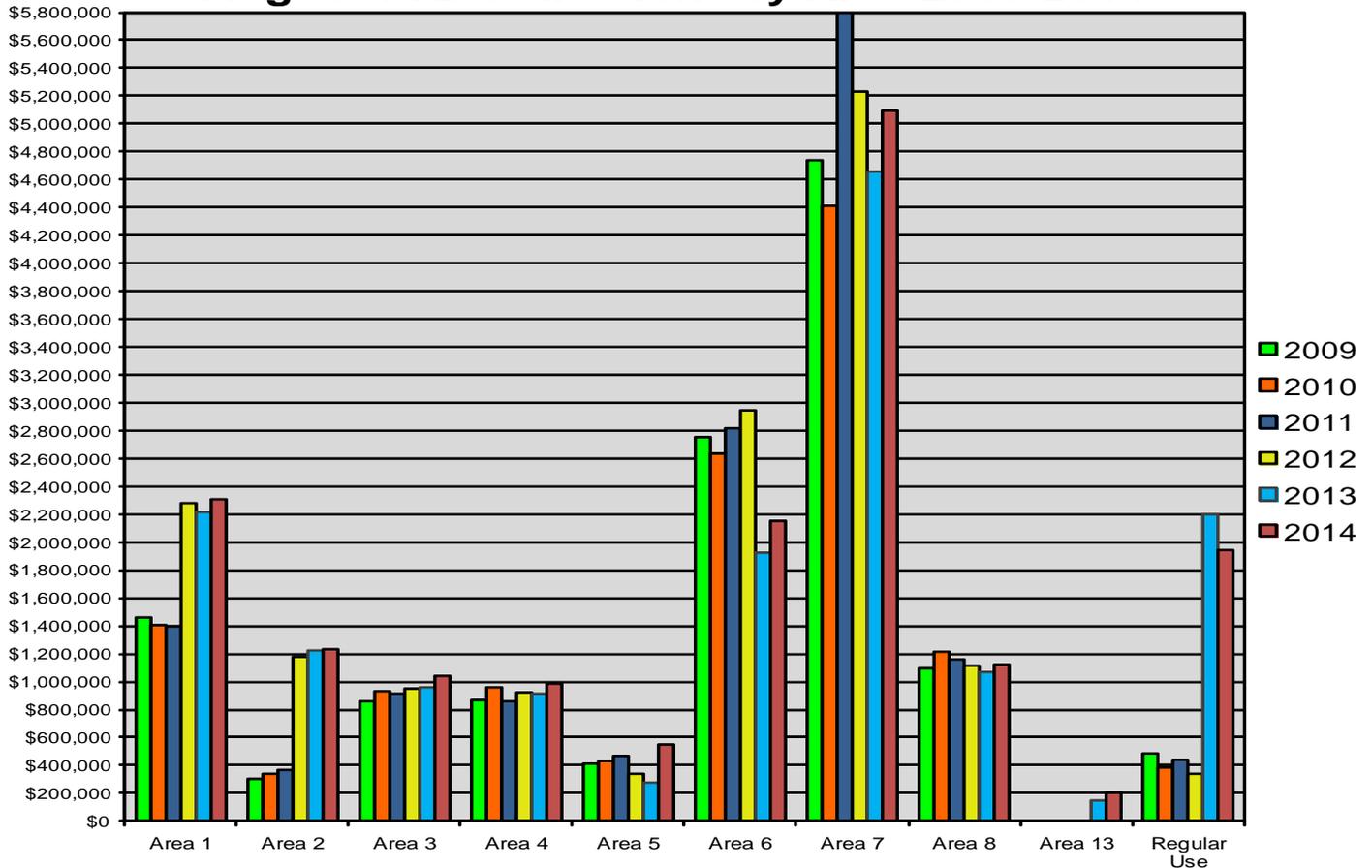
### Fund Balance Analysis

Total Fund Balance	\$ 7,518,687	\$ 13,474,353	\$ 10,221,986	\$ 10,913,833	\$ 9,070,810
Restricted Fund Balance					
-Emergencies (TABOR)	1,200,000	1,340,000	1,340,000	1,340,000	1,200,000
Committed Fund Balance					
-LTAR	2,619,375	2,663,099	2,663,099	2,619,375	2,619,375
-COPS Grant	-	-	-	78,753	298,512
<b>Restricted/Committed</b>	<b>\$ 3,819,375</b>	<b>\$ 4,003,099</b>	<b>\$ 4,003,099</b>	<b>\$ 4,038,128</b>	<b>\$ 4,117,887</b>
Estimated Unassigned Fund Balance	<b>\$ 3,699,312</b>	<b>\$ 9,471,254</b>	<b>\$ 6,218,887</b>	<b>\$ 6,875,705</b>	<b>\$ 4,952,923</b>
As a percentage of projected revenues	9.08%	23.24%	15.26%	16.81%	12.42%
As a percentage of budgeted revenues	9.33%	23.88%	15.68%		
<b>Target</b>	3,967,011	-	5,950,517		

**Sales & Use Tax Collections Year-to-Date Comparison (Cash Basis)  
for the month of August 2014**

	2009	% Change	2010	% Change	2011	% Change	2012	% Change	Restated		Restated	
									2013	% Change	2014	% Change
<b>Area 1</b>	1,461,278	-8.28%	1,409,034	-11.91%	1,400,843	-0.58%	2,281,425	62.86%	2,213,047	-3.00%	2,305,354	4.17%
<b>Area 2</b>	301,979	-0.77%	337,210	9.69%	371,174	10.07%	1,182,590	218.61%	1,219,827	3.15%	1,229,088	0.76%
<b>Area 3</b>	856,576	2.82%	934,509	10.82%	915,990	-1.98%	950,404	3.76%	954,951	0.48%	1,045,999	9.53%
<b>Area 4</b>	864,730	-29.07%	955,737	-9.42%	859,505	-10.07%	923,553	7.45%	916,373	-0.78%	988,086	7.83%
<b>Area 5</b>	411,782	-20.17%	433,124	-3.43%	466,138	7.62%	341,857	-26.66%	279,011	-18.38%	551,579	97.69%
<b>Area 6</b>	2,752,662	0.43%	2,638,517	-8.43%	2,814,859	6.68%	2,949,127	4.77%	1,926,940	-34.66%	2,149,682	11.56%
<b>Area 7</b>	4,738,807	-12.89%	4,415,652	-21.66%	5,800,128	31.35%	5,228,301	-9.86%	4,659,546	-10.88%	5,096,283	9.37%
<b>Area 8</b>	1,094,239	-9.05%	1,213,723	-11.09%	1,155,990	-4.76%	1,111,745	-3.83%	1,071,933	-3.58%	1,123,616	4.82%
<b>Area 13</b>					0	0.00%	0	0.00%	147,511	0.00%	202,449	37.24%
<b>Regular Use</b>	487,346	144.47%	386,254	53.58%	437,383	13.24%	341,529	-21.92%	2,194,538	542.56%	1,945,251	-11.36%
<b>Subtotal</b>	<b>12,969,399</b>	<b>-2.06%</b>	<b>12,723,759</b>	<b>-11.57%</b>	<b>14,222,009</b>	<b>11.78%</b>	<b>15,310,529</b>	<b>7.65%</b>	<b>15,583,679</b>	<b>1.78%</b>	<b>16,637,386</b>	<b>6.76%</b>
<b>Area 9 and 10</b>	1,217,831	-3.43%	1,224,990	0.59%	1,249,050	1.96%	0	-100.00%	0	0.00%	0	0.00%
<b>Area 11 and 12</b>	97,754	-4.86%	96,838	-0.94%	98,384	1.60%	0	-100.00%	0	0.00%	0	0.00%
<b>Subtotal</b>	<b>1,315,585</b>	<b>-3.54%</b>	<b>1,321,828</b>	<b>0.47%</b>	<b>1,347,434</b>	<b>1.94%</b>	<b>0</b>	<b>-100.00%</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>14,284,984</b>	<b>-9.32%</b>	<b>14,045,587</b>	<b>-1.68%</b>	<b>15,569,443</b>	<b>10.85%</b>	<b>15,310,529</b>	<b>-1.66%</b>	<b>15,583,679</b>	<b>1.78%</b>	<b>16,637,386</b>	<b>6.76%</b>
<b>Refunds</b>	72,130	-84.98%	198,429	175.10%	32,392	-83.68%	122,919	279.47%	20,951	-82.96%	76,893	267.00%
<b>Audit &amp; Collections Revenue**</b>	426,220	2.16%	292,845	-31.29%	170,029	-41.94%	101,143	-40.51%	97,700	-3.40%	160,004	63.77%
**included Above												
<b>Unearned Sales Tax</b>	600,000	-7.69%	600,000	0.00%	1,100,000	83.33%	1,150,000	4.55%	1,150,000	0.00%	1,150,000	0.00%
<b>Building Use</b>	214,002	-65.56%	333,881	56.02%	438,725	31.40%	492,765	12.32%	1,446,991	193.65%	1,211,207	-16.29%
<b>Vehicle Use</b>	629,467	-28.67%	606,086	-3.71%	624,014	2.96%	855,418	37.08%	928,295	8.52%	1,028,849	10.83%

**August YTD Collections by Area 2009-2014**



**Area Descriptions**

**Area 1** - CityCenter (Formerly Cinderella City)

**Area 2** - S of Yale, north & south side of Jefferson Ave/US 285 between Bannock and Sherman

**Area 3** - S of Jefferson Ave/US 285 between Bannock & Sherman and north side of Bellevue between Logan & Delaware

**Area 4** - Broadway and Bellevue (Between Fox and Sherman and south side of Bellevue and to the Southern City Limits)

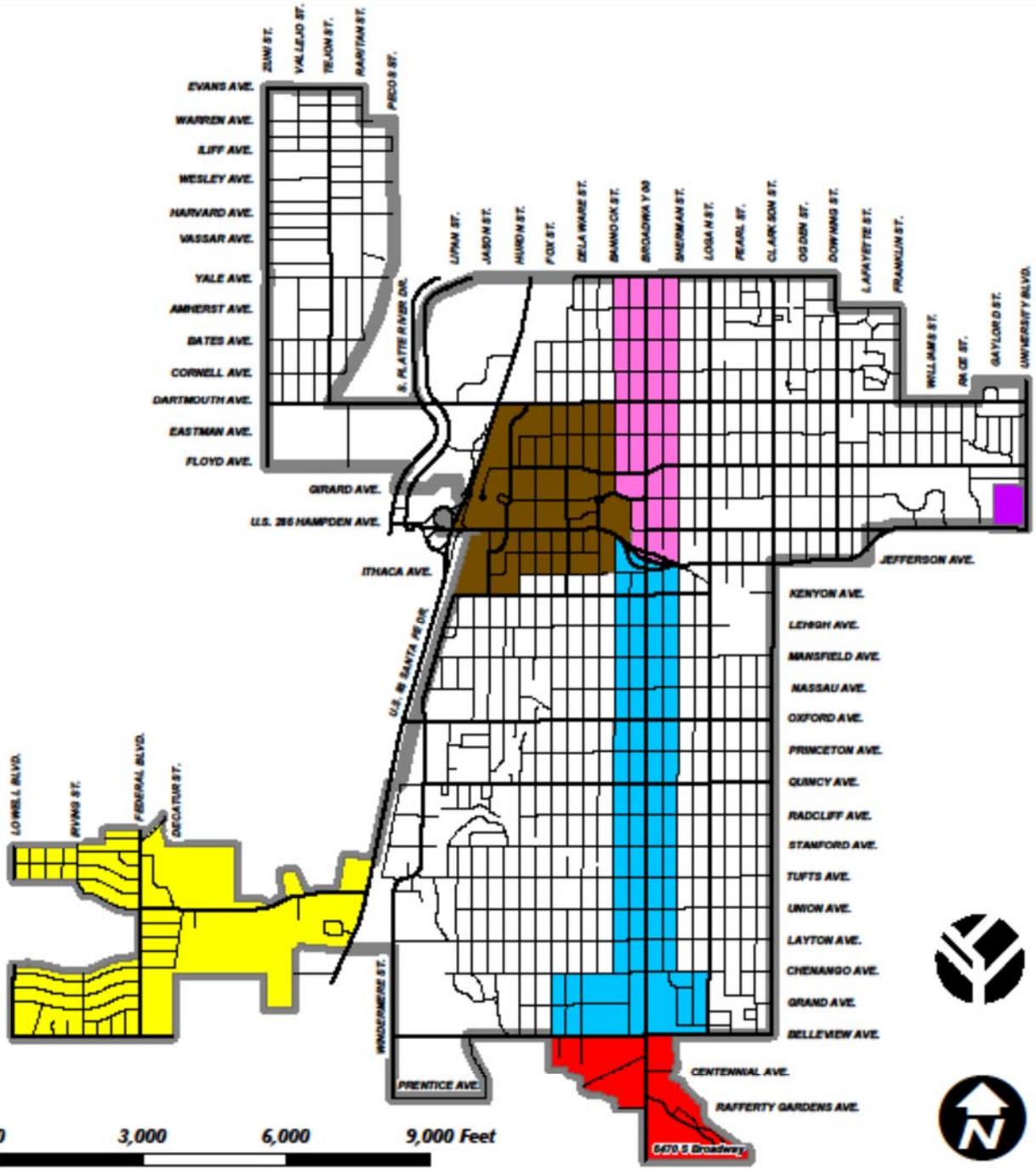
**Area 5** - Federal and Bellevue W of Santa Fe Drive

**Area 6** - All other City locations

**Area 7** - Outside City limits

**Area 8** - Public Utilities

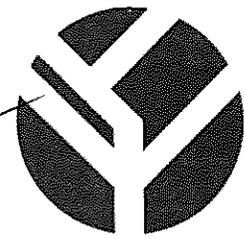
**Area 13** - Hampden Avenue (US 285) and University Boulevard



**City of Englewood, Colorado: Sales Tax Areas**

- |         |         |                          |
|---------|---------|--------------------------|
| Area 1* | Area 4  | Arterials and Collectors |
| Area 2* | Area 5  | Local Streets            |
| Area 3  | Area 13 | Englewood City Limits    |

Areas Not Depicted on Map:  
 Area 6 - Other City Locations\*    Area 7 - Outside City Limits    Area 8 - Public Utilities  
 \* Includes EURA designated Areas 9, 10, 11, & 12



## MEMORANDUM

**TO:** Michael Flaherty, Interim City Manager

**FROM:** Jerrell Black, Director of Parks and Recreation

**DATE:** September 5, 2014

**RE:** River Run Documents

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Attached are several documents related to the current River Run Project. They include a draft Intergovernmental Agreement, a Memorandum of Understanding for the Principles of Cooperation and the Project Implementation Plan.

- Intergovernmental Agreement – This is a partnership agreement between the City of Englewood, the City of Sheridan, Urban Drainage Flood Control District, the State Water Conservation Board, Arapahoe County and the South Suburban Parks and Recreation District. The agreement formalizes the 2014 funding of \$100,000 to the River Run project from the City of Englewood. The contribution was made from the Open Space Fund Balance and approved by City Council with the passage of Resolution 38, Series of 2014. The agreement also acknowledges the City's contribution of \$130,000 for the design of the Riverside Trailhead. The funding sources for that project include a \$50,000 grant from Arapahoe County Open Space and \$80,000 matching funds from the City's Open Space Fund.
- Memorandum of Understanding for the Principles of Cooperation – As part of the South Platte Working Group, a vision was created for the stretch of the South Platte River from Union Avenue to just north of the Oxford Avenue Bridge. Partners supporting the River Run Vision Plan include the City of Englewood, the City of Sheridan, South Suburban Parks and Recreation District, Arapahoe County, Urban Drainage Flood Control District and the State of Colorado Water Conservation Board. The plan includes maintaining the 100-Year flood conveyance, a new east side trail, in-river boating improvements and riparian enhancements, landscaping and the creation of the Riverside Trailhead at Broken Tee Golf Course. The Memorandum of Understanding acknowledges the partnership of the supporting entities for the River Run Vision.

- River Run Project Implementation Plan – This implementation plan defines the scope of the River Run Project which consist of the project overview, project costs and the project organization with timelines, costing, responsibilities and project milestones.

I will be at the City Council Study Session on Monday, September 15, 2014 to discuss these documents with City Council. The Intergovernmental Agreement and the Memorandum of Understanding will be brought forward in October for formal Council approval.

Please let me know if you have any questions.

TJB

Attachments (3)

Cc Dan Brotzman, City Attorney  
Frank Gryglewicz, Director of Finance and Administrative Services  
Dave Lee, Open Space Manager  
Joe Sack, Recreation Manager  
Bob Spada, Golf Operations Manager

AMENDMENT TO  
AGREEMENT REGARDING  
CONSTRUCTION OF DRAINAGE AND FLOOD CONTROL IMPROVEMENTS FOR  
SOUTH PLATTE RIVER AT OXFORD AVENUE

Agreement No. 11-07.25B

THIS AGREEMENT, made this \_\_\_\_\_ day of \_\_\_\_\_, 2014, by and between URBAN DRAINAGE AND FLOOD CONTROL DISTRICT (hereinafter called "DISTRICT"), COLORADO WATER CONSERVATION BOARD (hereinafter called "CWCB"), ARAPAHOE COUNTY (hereinafter called "COUNTY"), CITY OF ENGLEWOOD (hereinafter called "ENGLEWOOD"), CITY OF SHERIDAN (hereinafter called "SHERIDAN"), SOUTH SUBURBAN PARKS AND RECREATION DISTRICT (hereinafter called "SSPR"), and collectively known as "PARTIES";

WITNESSETH:

WHEREAS, DISTRICT and CWCB have entered into "Agreement Regarding Construction of Drainage and Flood Control Improvements for South Platte River at Oxford Avenue" (Agreement No. 11-07.25) dated December 8, 2011; and

WHEREAS, DISTRICT, CWCB and COUNTY have entered into "Agreement Regarding Construction of Drainage and Flood Control Improvements for South Platte River at Oxford Avenue" (Agreement No. 11-07.25B) dated April 17, 2014; and

WHEREAS, DISTRICT, CWCB and COUNTY have agreed to add ENGLEWOOD, SHERIDAN and SSPR as a funding partners; and

WHEREAS, PARTIES now desire to add additional funding for final design; and

WHEREAS, PARTIES desire to increase the level of funding by \$1,892,000; and

WHEREAS, the County Commissioners of COUNTY, the City Council of SHERIDAN and ENGLEWOOD the Board of Directors of SSPR and DISTRICT have authorized, by appropriation or resolution, all of PROJECT costs of the respective PARTIES.

NOW, THEREFORE, in consideration of the mutual promises contained herein, PARTIES hereto agree as follows:

1. Paragraph 4. PROJECT COSTS AND ALLOCATION OF COSTS is deleted and replaced as follows:

4. PROJECT COSTS AND ALLOCATION OF COSTS

A. PARTIES agree that for the purposes of this Agreement PROJECT costs shall consist of and be limited to the following:

1. Final design
2. Construction of improvements;
3. Contingencies mutually agreeable to PARTIES.

- B. It is understood that PROJECT costs as defined above are not to exceed \$3,092,000 without amendment to this Agreement.

PROJECT costs for the various elements of the effort are estimated as follows:

<u>ITEM</u>	<u>AS AMENDED</u>	<u>AS PREVIOUSLY AMENDED</u>
1. Final Design	\$900,000	\$900,000
2. Construction	2,192,000	300,000
3. Contingency	-0-	-0-
Grand Total	\$3,092,000	\$1,200,000

This breakdown of costs is for estimating purposes only. Costs may vary between the various elements of the effort without amendment to this Agreement provided the total expenditures do not exceed the maximum contribution by all PARTIES plus accrued interest.

- C. Based on total PROJECT costs, the maximum percent and dollar contribution by each party shall be:

	<u>Percentage Share</u>	<u>Previously Contributed</u>	<u>Additional Contribution</u>	<u>Maximum Contribution</u>
DISTRICT	25.77%	\$797,000	\$-0-	\$797,000
CWCB	4.82%	\$149,000	\$-0-	\$149,000
COUNTY	50.00%	\$254,000	\$1,292,000	\$1,546,000
SHERIDAN	8.09%	\$-0-	\$250,000	\$250,000
ENGLEWOOD	3.23%	\$-0-	\$100,000	\$100,000
SSPR	8.09%	\$-0-	\$250,000	\$250,000
TOTAL	100.00%	\$1,200,000	\$1,892,000	\$3,092,000

The City of Englewood contribution to the project is \$130,000 directly contracted with CONSULTANT to design the Broken Tee Trailhead located on the northeast corner of Oxford Avenue and the South Platte River.

2. Paragraph 5. MANAGEMENT OF FINANCES is deleted and replaced as follows:

5. MANAGEMENT OF FINANCES

As set forth in DISTRICT policy (Resolution No. 11, Series of 1973, Resolution No. 49, Series of 1977, and Resolution No. 37, Series of 2009), the funding of a local body's one-half share may come from its own revenue sources or from funds received from state, federal or other sources of funding without limitation and without prior Board approval.

Payment of each party's full share (CWCB - \$149,000, COUNTY - \$1,546,000, SHERIDAN - \$250,000, ENGLEWOOD - \$100,000; SSPR - \$250,000; DISTRICT - \$797,000) shall be made to DISTRICT subsequent to execution of this Agreement and within 30 days of

request for payment by DISTRICT. The payments by PARTIES shall be held by DISTRICT in a special fund to pay for increments of PROJECT as authorized by PARTIES, and as defined herein. DISTRICT shall provide a periodic accounting of PROJECT funds as well as a periodic notification to COUNTY of any unpaid obligations. Any interest earned by the monies contributed by PARTIES shall be accrued to the special fund established by DISTRICT for PROJECT and such interest shall be used only for PROJECT upon approval by the contracting officers (Paragraph 13).

Within one year of completion of PROJECT if there are monies including interest earned remaining which are not committed, obligated, or disbursed, each party shall receive a share of such monies, which shares shall be computed as were the original shares.

3. Paragraph 13. CONTRACTING OFFICERS AND NOTICES is deleted and replaced as follows:

13. CONTRACTING OFFICERS AND NOTICES

- A. The contracting officer for CWCB shall be the Account, 1313 Sherman Street, Room 721, Denver, Colorado 80203.
- B. The contracting officer for DISTRICT shall be the Executive Director, 2480 West 26th Avenue, Suite 156B, Denver, Colorado 80211.
- C. Any notices, demands or other communications required or permitted to be given by any provision of this Agreement shall be given in writing, delivered personally or sent by registered mail, postage prepaid and return receipt requested, addressed to PARTIES at the addresses set forth above or at such other address as either party may hereafter or from time to time designate by written notice to the other party given when personally delivered or mailed, and shall be considered received in the earlier of either the day on which such notice is actually received by the party to whom it is addressed or the third day after such notice is mailed.
- D. The contracting officers for PARTIES each agree to designate and assign a PROJECT representative to act on the behalf of said PARTIES in all matters related to PROJECT undertaken pursuant to this Agreement. Each representative shall coordinate all PROJECT-related issues between PARTIES, shall attend all progress meetings, and shall be responsible for providing all available PROJECT-related file information to the engineer upon request by DISTRICT or CWCB. Said representatives shall have the authority for all approvals, authorizations, notices or concurrences required under this Agreement or any amendments or addenda to this Agreement.

4. All other terms and conditions of Agreement No. 11-07.25 shall remain in full force and effect.

WHEREFORE, PARTIES hereto have caused this instrument to be executed by properly authorized signatories as of the date and year first above written.

URBAN DRAINAGE AND  
FLOOD CONTROL DISTRICT

(SEAL)

ATTEST:

\_\_\_\_\_

By \_\_\_\_\_

Title Executive Director

Date \_\_\_\_\_

COLORADO WATER  
CONSERVATION BOARD

(SEAL)

By \_\_\_\_\_

ATTEST:

Title \_\_\_\_\_

\_\_\_\_\_

Date \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
CWCB Attorney

State of Colorado  
County of Denver

The foregoing instrument was acknowledged before me this (date) by  
(Name and Title of Position).

\_\_\_\_\_  
Notary's Official Signature)

\_\_\_\_\_  
(Commission Expiration Date)

For the Board of County Commissioners  
ARAPAHOE COUNTY

By: \_\_\_\_\_  
Authorization pursuant to Resolution 120113

Title: Director, Open Space and Intergovernmental Relations

Date: \_\_\_\_\_



## River Run Park

### South Platte River Enhancements

#### Principles of Cooperation

#### Endorsed by the Partnering Jurisdictions, May 2014

*A vibrant river environment that is integrated with the surrounding community to bring new economic, cultural, recreational and natural opportunities.*

*--Vision of the South Platte Working Group*

#### **The Vision:**

Beginning in 2008 the key jurisdictions with a stake in the future of the South Platte River Corridor formed the South Platte Working Group under the auspice of Arapahoe County Open Space. The group saw that there are exciting opportunities to significantly improve the reach of the River building on the success of the Mary Carter Greenway and other efforts.

After successfully completing the 1<sup>st</sup> phase of the East Bank Trail from S. Prince Street to Union in 2011, the group turned its focus to the reach from Union just north of Oxford Avenue. Proposed improvements include: a new east bank trail; in-river boating improvements and riparian enhancements; landscaping and creation of a major new trailhead/park at Oxford. Not only will these improvements enhance recreational opportunities along the river, they will also help promote, over the longer term, community redevelopment with significant potential economic benefits.

This effort has its genesis when the Colorado Water Conservation Board (CWCB) and Urban Drainage and Flood Control District (UDFCD) identified that the existing drop structures up and down stream of Oxford Avenue on the South Platte River (SPR) were in need of replacement due to water flowing under the drops. In pursuing the drop structure improvements, UDFCD reached out to the local agencies to see if there was interest in enhancing the project by leveraging their funding for a more comprehensive river corridor enhancement.

At a meeting held in February 2012 with potential project partners, this vision for the reach from Oxford to Union was presented and called *River Run*. During this meeting the partners embraced and recognized the benefits of a bigger vision--to reengage the river as a treasured resource for the community--recreationally, environmentally and economically.

Shortly after the February meeting Arapahoe County Open Space (ACOS) challenged the newly convened South Platte Working Group 2 (SPWG2) to leverage \$5 million dollars of open space funding to make the vision a reality.

### Key Goals include:

- Maintain 100-Year Flood Conveyance
- Increase Trail Conductivity and Capacity along the Mary Carter Greenway
- Optimize River, Aquatic, and Riparian Health
- Create New Recreation Features on Land and in the Water with Better Accessibility and Comfort Facilities
- Enhance property values.

### The Plan and Guidelines:

The South Platte River Enhancements effort reflects planning and guidelines of quality reflected in several key documents including: *The River Run Park Plan* (Union to Oxford), *South Platte River Vision Plan* (2014) and *The South Platte Waring Group Statement of Purpose*, 2013.

### Funding:

It is recognized that this project may cost \$10 Million to \$15 Million. The partners intend to support raising funds from both outside and local sources to the best of their abilities. The partners also support and endorse grant applications to potential grant sources such as GOCO, Urban Drainage and Open Space programs. This process recognizes that commitments each year must be consistent with respective local jurisdictional capital budgeting and grant writing priorities.

### Coordination of Implementation:

Urban Drainage and Flood Control District (assigned to Laura Kroeger, P.E.) will take responsibility for coordinating project implementation including overseeing, planning, design, and construction as well as budget management phasing and public information. This includes managing consultants and contractors in coordination with all of the appropriate officials and agency staff with the jurisdictions. All activities will be with the assumption that each jurisdiction must ultimately approve any built improvements that are part of this plan.

The coordination effort also makes reference to *The Implementation Strategy* (published under separate cover) the details out key implementation functions, activities and guidelines that serves and an aid to the consultants, the contractor(s) and local jurisdictional staff personal in designing and building the improvements.

### Stewardship and Upkeep:

The project partners embrace working together toward a long term stewardship process that promotes a healthy river, an attractive setting, a quality recreational experience and enhanced economic development potentials.

The partners also envision an appropriate allocation of operations and maintenance tasks. South Suburban Parks and Recreation will maintain the trails, upland landscaping and other amenities within its jurisdictional boundaries and as prescribed by the applicable intergovernmental agreements. Urban

Drainage and Flood will maintain the in-river improvements. Englewood will maintain the major planned trailhead and park at Oxford Avenue.

Law enforcement, fire and rescue and other existing responsibilities will remain with the appropriate municipal entities within their jurisdictional boundaries

**Timing:**

The goal of the partners is to begin construction by the fall of 2015

**Partnering Jurisdictions Supporting This Vision:**

City of Englewood

\_\_\_\_\_

South Suburban Parks and Recreation

\_\_\_\_\_

Urban Drainage and Flood Control

\_\_\_\_\_

City of Sheridan

\_\_\_\_\_

Arapahoe County

\_\_\_\_\_

Colorado Water Conservation Bd

\_\_\_\_\_

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# River Run Park

Oxford to Union

## Project Implementation Plan



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# River Run Park

Oxford to Union

## Project Implementation Plan

**Partners**

- Arapahoe County
- City of Englewood
- City of Sheridan
  - SSPR
  - CWCB
- UDFCD



**Schedule**

- Design Dec
- 2014
- Construction Oct
- 2015 to 2017



**Budget**

- Design \$1,200,000
- Construction \$12,000,000



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## Section 1. Charter Introduction

### 1.1 Executive Summary

There are exciting opportunities to significantly improve the reach of the South Platte River from just south of Union Avenue to just north of Oxford Avenue. Proposed improvements include: a new east bank multi-use trail; in-river boating improvements and riparian enhancements; landscaping and creation of a major new trailhead/park at Oxford. Not only will these improvements enhance recreational opportunities along the river, they will also help promote, over the longer term, community redevelopment with significant potential economic benefits.

This effort has its genesis when the Colorado Water Conservation Board (CWCB) and Urban Drainage and Flood Control District (UDFCD) identified that the existing drop structures up and down stream of Oxford Avenue on the South Platte River (SPR) were in need of replacement due to water flowing under the drops. In pursuing the drop structure improvements, UDFCD reached out to the local agencies to see if there was interest in enhancing the project by leveraging their funding for a more comprehensive river corridor enhancement. At a meeting held in February 2012 with potential project partners, this vision for the reach from Oxford to Union was presented and called *River Run*. During this meeting the partners embraced and recognized the benefits of a bigger vision--to reengage the river as a treasured resource for the community--recreationally, environmentally and economically.

Shortly after the February meeting Arapahoe County Open Space (ACOS) challenged the newly convened South Platte Working Group 2 (SPWG2) to leverage \$5 million dollars of open space funding to make the vision a reality. The vision of the group is:

*A vibrant river environment that is integrated with the surrounding communities to bring new economic, cultural, recreational and natural opportunities.*

The SPWG2 conducted a charrette and report that incorporated previous planning studies, solicited input from a broad group of stakeholders and highlighted opportunities along each reach of the river. *River Run* is one of the projects identified in early planning and emphasized in the charrette report. It was cited as the catalyst to move forward the mission of the working group through the project specific goals and objectives.

#### River Run Regional Park Goals

*Create a Unique Regional Park Experience that Celebrates the River.*

- ▶ Maintain 100-Year Flood Conveyance

- 
- ▶ Increase Trail Conductivity and Capacity along the Mary Carter Greenway
  - ▶ Optimize River, Aquatic, and Riparian Health
  - ▶ Create New Recreation Features on Land and in the Water with Better Accessibility and Comfort Facilities

#### Major Milestones

- ▶ Review the Project with City Councils and Boards
- ▶ Signed Inter-Governmental Agreement to fund design
- ▶ Preliminary Design Drawings Submitted to all Review Agencies
- ▶ Selection of Contractor
- ▶ Submittal to USACE Flood Readiness Branch and 404 permit application
- ▶ Public Meeting
- ▶ Final Design Approved by Local Review Agencies and Stakeholders
- ▶ Signed Easements, Permits and Approvals to Build River Run Park Improvements
- ▶ USACE Readiness Branch and 404 permit approval
- ▶ Signed Inter-Governmental Agreement to fund construction
- ▶ Partners Agree to a Management, Operations, and Maintenance Plan
- ▶ Construction
- ▶ Ribbon Cutting and Opening of Completed Phases

#### Key Risks

- ▶ Securing adequate funding over a four year period by multiple agencies
- ▶ Securing the easements and approvals
- ▶ USACE Readiness Branch approval of woody vegetation within the 100-year flood channel and within the riprap
- ▶ USACE Readiness Branch approval of vegetation maintenance plan
- ▶ High water flows in the river during construction
- ▶ Construction dewatering due to potential water contaminants
- ▶ Construction excavation in area of a known landfill

- 
- ▶ Allocation and management of adequate in-river flows for both water based recreation, habitat, and aesthetics

Estimated Total Costs are between \$12 - \$14 Million.

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## Section 2. Project Overview

### 2.1 Project Summary

River Run brings together several separate planned projects by multiple agencies along the Oxford Union reach. South Suburban Parks and Recreation, along with many partners, have been diligently working on making the final connection of the east bank trail of the Mary Carter Greenway Trail. Meanwhile, Englewood had applied for a grant from Arapahoe County Open Space to develop a preliminary design for trailhead/park on the east side of Oxford Avenue with traffic access through the Broken Tee entrance. With those two projects, along with CWCB and UDFCD, it was the opportune time to bring all of these projects together into one river park improvement. By combining project efficiencies in design services, meetings/coordination, reviews, permitting, and construction services, a cost and time savings is realized for all project partners. The combined river park project also allows for more leveraging of public funds and grant opportunities, plus the ability to not only meet the smaller project objectives, but deliver a regional urban river park attraction like no other in Arapahoe County.

The major project sponsors are listed in alphabetical order.

- ▶ Arapahoe County Open Space
- ▶ Colorado Water Conservation Board
- ▶ Englewood, City of
- ▶ Sheridan, City of
- ▶ South Suburban Park and Recreation District
- ▶ Urban Drainage and Flood Control District

The major project stakeholders are the sponsors above, their constituents and specifically the property/business owners adjacent to the project, Trout Unlimited, future developers, and residents in other surrounding communities.

## 2.1 Project Goals, Business Outcomes, and Objectives

No.	Goals	Objectives	Business Outcomes
1.	Maintain 100-yr Flood Protection	<ul style="list-style-type: none"> <li>In-stream design elements will not cause a rise in the water surface elevation for the 100-yr design flow.</li> </ul>	<ul style="list-style-type: none"> <li>No increased risk of flood impacts to surrounding property owners</li> </ul>
2.	Increase Trail Conductivity and reducing crowding along the Mary Carter Greenway Trail	<ul style="list-style-type: none"> <li>Construct 10-ft wide concrete trail on the east side of the river that goes under Union Ave. and Under Oxford Ave.</li> </ul>	<ul style="list-style-type: none"> <li>Positive trail experience for all users</li> <li>Safer trail crossings at Union and Oxford</li> <li>Park users will have a looped trail along both banks of the river, connected by pedestrian bridges at Union and Oxford</li> </ul>
3.	Optimize River, Aquatic and Riparian Health	<ul style="list-style-type: none"> <li>Reshape the active channel to better replicate a natural stream system with moving water at low flows, step and pool sequences, and emergent benches that support a variety of native plants.</li> </ul>	<ul style="list-style-type: none"> <li>Healthier and more diverse plant species and increased fish/aquatic habitat</li> <li>Better aesthetic experience</li> </ul>

No.	Goals	Objectives	Business Outcomes
4.	Create New Recreation Features on Land and in the Water with Better Accessibility and Comfort Facilities	<ul style="list-style-type: none"> <li>• Rebuild the existing 2 drop structures into 6 lower head drop structures that will include recreational features - Wave Shapers for boaters and surfers/body boarders &amp; water chutes for kids to play on.</li> <li>• Provide ADA access down to the cobble beach and into the river bottom at Oxford.</li> <li>• Build a riverside park and trailhead that includes a pavilion, parking, restroom facilities, picnic areas, and secondary trails down to the water.</li> <li>• Regrade and relandscape the now desolate river corridor into a 45-acre park-like setting.</li> <li>• Public art and signature entrances and signage that celebrates the area's history and contributions.</li> </ul>	<ul style="list-style-type: none"> <li>• Water users of all types will come to River Run Park to recreate.</li> <li>• People of all abilities will have an opportunity to interact with the water.</li> <li>• River Run Park will be a gathering place as well as a destination that engages the users with the river, trails network, and comfort facilities.</li> <li>• Users will have a memorable experience with the uniqueness of the art and education piece, as well as local business support and interest in the park.</li> <li>• A new park setting along the river will become an amenity attracting potential new commercial and residential development.</li> </ul>

## 2.3 Project Scope

### 2.3.1 Scope Definition

See the attached Scope of Work

### 2.3.2 Exclusions

Activities out of Scope	Comments
1. Re-evaluating Regional Trail Alignments	1. Alignments have already been vetted through Mary Carter Greenway Trail Master Planning Process
2. Modification to the Union Boat Chutes	2. Determined at beginning of process to not include due to budgets and could be easily separated out into its own project
3. Reconfiguring the Union West Side Trail Entrance from Parking	3. Determined at beginning of process to not include due to budgets and could easily be separated out into its own project



## 2.4 Milestones

Project Milestone	Description	Expected Date
1. Meet with City Councils and Boards	Building project consensus and support to move forward with preliminary design with the understanding of potential project costs	Fall 2013 On-going updates
2. Signed Inter-Governmental Agreement to Fund Design	Need funding for design services	Jan. 2014
3. Preliminary Design Drawings Submitted to all Review Agencies	Solicit early input on design and preliminary level to minimize comments at final design	Feb. 2014
4. Selection of Contractor	Contractor to be part of the design process to utilize their experience and knowledge at a time when savings can be realized	Feb. 2014
5. Submittal to USACE Flood Readiness Branch and 404 Permit Application	Start the review process as soon as possible to address several sets of review comments	March 2014
6. Public Meetings/Web Site and Media	Engage public support of project	July-Sept. 2014 On-going updates
7. Final Design Approved by Local Review Agencies		Nov. 2014
8. Signed Easements and Permits		Nov. 2014
9. USACE Readiness Branch and 404 Permit Approval		March 2015
10. Signed Inter-Governmental Agreement to fund construction		Jun. 2015 Jan. 2016 Jan. 2017
11. Construction		Fall 2015 to Summer 2017
12. Agreed to Management and O&M Plan	Define roles and responsibilities and resource allocation for long-term operation and maintenance of improvements	March 2015

## 2.5 Agency Coordination

CWCB				
Project Requirements	Deliverable	Responsible Team Member	Review Time	Due Date
Preliminary Review Comments	Preliminary Drawings	Joe Busto	1 Month	5/1/2014
Final Review Comments	90% Design Drawings	Joe Busto	1 Month	
Approval Signature on ConDocs	Final Design Drawings	Joe Busto	2 Weeks	

Sheridan				
Project Requirements	Deliverable	Responsible Team Member	Review Time	Due Date
Preliminary Review Comments	Preliminary Drawings	Ben Nielsen	1 Month	5/1/2014
Final Review Comments	90% Design Drawings	Ben Nielsen	1 Month	
Electrical Permit	90% Design Drawings	Ben Nielsen		
GESC Permit	90% Design Drawings	Ben Nielsen		
Access Permit	90% Design Drawings	Ben Nielsen		
Approval Signature on ConDocs	Final Design Drawings	Ben Nielsen		

Englewood				
Project Requirements	Deliverable	Responsible Team Member	Review Time	Due Date
Preliminary Review Comments	Preliminary Drawings	Ben Nielsen	1 Month	
Final Review Comments	90% Design Drawings	Ben Nielsen	1 Month	
Approval Signature on ConDocs	Final Design Drawings	Ben Nielsen		

<b>Littleton</b>				
<b>Project Requirements</b>	<b>Deliverable</b>	<b>Responsible Team Member</b>	<b>Review Time</b>	<b>Due Date</b>
Preliminary Review Comments	Preliminary Drawings	Ben Nielsen	1 Month	
Final Review Comments	90% Design Drawings	Ben Nielsen	1 Month	
Approval Signature on ConDocs	Final Design Drawings	Ben Nielsen	1 Month	

<b>SEMSWA</b>				
<b>Project Requirements</b>	<b>Deliverable</b>	<b>Responsible Team Member</b>	<b>Review Time</b>	<b>Due Date</b>
GESC Permit through Sheridan	Letter to Arapahoe County and GESC Plans	Ben Nielsen	3 Month	

<b>USACE</b>				
<b>Project Requirements</b>	<b>Deliverable</b>	<b>Responsible Team Member</b>	<b>Review Time</b>	<b>Due Date</b>
404 Permit	Application	Moneka, ERO	9 Month	
Flood Readiness Approval	Minor Modification Submittal	Ben Nielsen	1-year	

<b>Denver Water</b>				
<b>Project Requirements</b>	<b>Deliverable</b>	<b>Responsible Team Member</b>	<b>Review Time</b>	<b>Due Date</b>
Preliminary Review Comments	Preliminary Drawings	Ben Nielsen	1 Month	
Final Review Comments	90% Design Drawings	Ben Nielsen	1 Month	
Approval Signature on ConDocs	Final Design Drawings	Ben Nielsen	1 Month	

<b>CDOT</b>				
<b>Project Requirements</b>	<b>Deliverable</b>	<b>Responsible Team Member</b>	<b>Review Time</b>	<b>Due Date</b>
Preliminary Review Comments	Preliminary Drawings	Ben Nielsen	1 Month	
Final Review Comments	90% Design Drawings	Ben Nielsen	1 Month	
Approval Signature on ConDocs	Final Design Drawings	Ben Nielsen	1 Month	

## 2.6 Public Outreach

Outreach Form	Audience	Purpose and Format	Responsible Team Member	Date
City Council and BCC Meetings	Elected officials	Keep informed of progress and support funding	Laura Kroeger	Continual
Fax Sheet	Project Team, Stakeholders, Elected Officials and General Public	One-sheet of paper with consistent and concise project information	Laura Kroeger	July 2014
Website	General Public	On-line location to look for up to date project information	Bob and Bill	July 2014
Individual Meetings with surrounding property owners	Surrounding Property Owners	Team members meet with property owners on site or place of business to Inform and engage them in the project	Laura Kroeger	July-August 2014
News release of Project	General Public	Publication article that is short but informs and excites public about project to be placed in interested local papers	Laura Kroeger	August 2014
Advertisement for Public Meeting	General Public	General mailing and email notice inviting people to public meeting	Laura Kroeger	August 2014
Public Meeting	General Public	Open house format with boards and small group discussions to inform public of project	Laura Kroeger	September 2014
News release of start of construction	General Public	Publication article giving project details and outlining construction schedule.	Laura Kroeger	August 2015

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## 2.7 Project Cost Estimate and Sources of Funding

### 2.7.1 Project Cost Estimate

See Attached Spreadsheet

## 2.8 Dependencies

Dependency Description	Critical Date	Contact
Englewood is contracting for design of the trailhead directly with McLaughlin Whitewater. It is the intent of the project team to incorporate the trailhead plans into the overall River Run Park plans, so it is a seamless project		
USACE needs to amend the O&M to include vegetation allowance in the reach in accordance with an approved vegetation management plan.		

## 2.9 Project Challenges, Assumptions, and Constraints

### 2.9.1 Risks

No.	Risks Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation Management Plan	OPI
1.	Funding over a 4-year period by multiple agencies	M	H	Utilize the SPWG2 relationships, keep sponsors informed and engaged, and demonstrate funding is being wisely spent	Laura Kroeger
2.	Construction Costs are on the Rise	H	H	Utilize Naranjo to provide true construction costing, look for value engineering opportunities throughout the design and construction process	Naranjo/ Ben Nielsen
3.	Securing the easement for the east bank trail going through Englewood Intake Plan	H	H	Early coordination, provide facility operation improvements when practical, provide pedestrian safety, and political support of the project	Bob Searns
4.	USACE Readiness Branch approval of woody vegetation within the 100-year flood channel and within the riprap	M	H	Understand what USACE concerns are, early submittal and regular calls to get review updates and ensure submittal is moving through the process	Laura Kroeger
5.	USACE Readiness Branch approval of vegetation maintenance plan	M	H	Understand what USACE concerns are, early submittal and regular calls to get review updates and ensure submittal is moving through the process	Laura Kroeger
6.	High water flows in the river during construction	M	H	Schedule in-river construction activities base on research of snowpack and predicted runoff in watershed and releases from Chatfield Reservoir by the USACE	Naranjo
7.	Dewatering due to potential water contaminants	H	H	Pull state remediation permit early to identify what contaminants need to be tested for, develop a treatment if encountered with cost implications	Naranjo

No.	Risks Description	Probability (H/M/L)	Impact (H/M/L)	Planned Mitigation Management Plan	OPI
8.	Construction excavation in area of a known landfill	L	H	Test pits with environmental testing, limit excavation in areas of known landfill material, develop pricing in case material is encountered	Ben Nielsen
9.	Long term maintenance of structures (stairs and walls) and cobble beach area within the 100-yr flood pool	M	M	During design anticipate areas of weakness and consider more robust protection as well as how maintenance operations would work and how to reduce the costs.	Ben Nielsen

## 2.9.2 Assumptions

The following table lists the items that cannot be proven or demonstrated when this project charter was prepared, but they are taken into account to stabilize the project approach or planning.

No.	The following is assumed:
1.	USACE will allow vegetation beyond grasses in the 100-year flood pool
2.	ACOS will be a 50% funding sponsor for project

## 2.9.3 Constraints

The following table lists the conditional factors the project must respect:

No.	Category	Constraints
1.		Total project cost goal is up to \$14 Million
2.		Project limits fall within the USACE PL84-99 program
3.		Broken Tee needs use of the parking lot from May to September

## Section 3. Project Organization

### 3.1 Project Governance

Leadership and Oversight

- 
- ▶ This effort represents a partnering among several key jurisdictions and stakeholders (including: Arapahoe County; Englewood, Sheridan; SSPRD; Littleton; UDFCD, SSPRD, CWCB). Ultimately leadership and oversight will come from the partnering entities in the form of periodic and timely {at key decision points} review of planning, design, implementation, fundraising and grant administration. In addition it is recognized that the respective jurisdictions have final say over plans, designs and construction within their boundaries as well as over any near and long term financial and budget impacts

#### Day to Day Project Management

- ▶ UDFCD will hold project funding in a Trust and Agency Account and will manage the project as laid out in the IGA. Design and construction services agreements will also be managed by UDFCD, with authorization from project sponsors.

#### Long-Term Management and Stewardship of Improvements

- ▶ In-River Improvements - UDFCD and the CWCB will continue to manage and maintain the river channel – drop structures, bank protection, vegetation, trash & debris removal.
- ▶ Trail and Adjacent Landscaping/Irrigation – SSPRD will manage the trail and related landscaping and irrigation.
- ▶ Water Intake at Union – City of Englewood will continue to manage and operate the intake facility including all modifications to intake infrastructure. Trail, landscaping and irrigation management by SSPRD (see above).
- ▶ Trailheads (east & west at Oxford) – City of Englewood will manage upland formal trailhead and park areas beyond the trail corridor.
- ▶ Park Areas In-River – City of Englewood will manage park areas on the banks along the river at Oxford including access paths, viewing areas, cobble bar/gathering areas, overlooks, and terraced seating. A Wave Shaper in the river is proposed to provide adjustability of water features (waves) to accommodate various water users. Periodic observation and adjustment of the Wave Shaper will be performed by the City of Englewood. In-river structures and bank protection improvements will be managed by UDFCD and CWCB.
- ▶ Enforcement & Emergency Response – City of Sheridan, City of Englewood, and Arapahoe County are responsible for fire and rescue and law enforcement within their respective jurisdictional boundaries.

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## 3.2 Project Team Structure

The River Run Park Implementation Team is leading the project.

- ▶ Joe Busto, CWCB
- ▶ Bob Searns, the Greenway Team, Inc.
- ▶ Bill Neumann, DHM Design Corporation
- ▶ Ben Nielsen, McLaughlin Whitewater Design Group (Merrick & Company)
- ▶ Mary Powell, ERO Resources
- ▶ Jerry Naranjo, Naranjo Civil Constructors
- ▶ Laura Kroeger, UDFCD.

The project team's five primary functions are:

- ▶ Planning and Design
- ▶ Fund Raising
- ▶ Construction
- ▶ Partner Engagement
- ▶ Messaging and Marketing

### 3.3 Roles and Responsibilities

Project Role	Responsibilities	Assigned to
Project Management	Oversee overall project budget, fundraising, phasing and priorities, schedule, deliverables, and outcomes. Coordinate, communicate, and manage the project and direct work of all the consultants. Act as the point person for Stakeholders and Implementation team. Manage funding from Stakeholders including payment to Implementation Team. Seek approvals and permitting on behalf of the Stakeholders. Oversee public outreach/messaging and partner engagement.	Laura Kroeger, UDFCD
Design Team	Oversee and carry out the design of the project to achieve desired goals and outcomes. Provide professional engineering/design services to plan, design, and oversee construction of improvements. Prepare, coordinate and assist in obtaining approvals and permits. Manage design consultants and collaborate with entire Implementation Team. Conduct public outreach/messaging and partner engagement.  Roles by Company: MWDG – lead design firm, river design, civil engineering; DHM – Landscape architecture, trail and trailhead design; The Greenway Team – planning/approvals, fund raising, messaging; ERO – permitting/approvals	Ben Nielsen, MWDG (Lead)
Construction	Construct project. Engage and collaborate on design, value engineering and risk management.	Jerry Naranjo, NCC
Trail Owner/Manager	Participate and provide input for trail infrastructure planning and design. Maintain and operate trail facilities once constructed. Provide funding and seek grants. Coordinate and oversee public outreach and messaging.	South Suburban Park and Recreation District
Trailhead Owner	Participate, provide input, and make final approvals for trailhead and upland park infrastructure planning and design. Maintain and operate trailhead facilities once constructed. Seek grants and provide funding Provide funding. Coordinate and oversee public outreach and messaging pertinent to trailheads and upland parks.	City of Englewood
Arapahoe County	Participate in planning and design. Provide funding and assistance for obtaining funding from other sources. Assist with public outreach and messaging.	Arapahoe County Open Space
Local Jurisdiction	Engage in/review/approve planning and design of improvements in a timely manner. Provide Implementation Team support and guidance in obtaining required entity approvals and permits to complete the project. Provide funding and seek grants. Assist with public outreach and messaging. Review design submittals promptly.	City of Sheridan, City of Englewood, City of Littleton (Coordination, support and endorsement of grants, etc.), SSPRD (see also Trail Owner/Manager above)
River Owner (South of Oxford Avenue)	Engage in planning and design of river improvements planning and design. Grant necessary easements or agreements to allow project on property. Provide funding and help seek grants. Assist in public outreach and messaging. Coordinate approvals with the USACE.	CWCB
River Owner (North of Oxford Avenue)	Engage in planning and design of river improvements planning and design. Grant necessary easements or agreements to allow project. Provide funding and seek grants. Assist with public outreach and messaging.	City of Englewood

## Section 4. Project References

More information concerning this project can be found in the following documents:

Document Title	Version No.	Date	Author and Organization	Location (link or path)
Operation and Maintenance Manual – Denver, Colorado Chatfield Downstream Channel Improvement	-	1990	U.S. Army Corps of Engineers	On file (Available upon request)
Platte River/Mary Carter Greenway Multi-Use Pathway Project (Master Plan)	-	2010 June	The Greenway Team	On file (available upon request)
Union-Oxford South Platte River Rehabilitation & Recreation Improvements	-	2013 March	McLaughlin Whitewater Design Group	On file (available upon request)
South Platte River Run Park Design Report for USACE Minor Section 408 Modification Review	-	2014 March	McLaughlin Whitewater Design Group	On file (available upon request)

## Section 5. Glossary and Acronyms

Term or Acronym	Definition
ACOS	Arapahoe County Open Space
CWCB	Colorado Water Conservation Board
IGA	Inter-Governmental Agreement
SPR	South Platte River
SPWG2	South Platte Working Group 2
SSPRD	South Suburban Park and Recreation District
MWDG	McLaughlin Whitewater Design Group
UDFCD	Urban Drainage and Flood Control District
USACE	United States Army Corps of Engineers

### River Run Park

Name	Location	Features	Schedule	Sponsors	Contribution 2012	Contribution 2013	Contribution 2014	Contribution 2015	Contribution 2016	Contribution 2017	Contribution Total	Notes	
River Enhancements Downstream of Oxford	Pedestrian Bridge downstream of Oxford to Oxford Avenue	River reshaping from Pedestrian Bridge at Broken Tee GC to Oxford Avenue Bridge, two boat chutes, boulder counter weir drop at pedestrian bridge, portage trails, take-outs, river enhancements, cobble beach area downstream of Oxford, and vegetation enhancements.	Construction Begin Fall 2015 to Spring 2016	ACOS			\$675,000	\$675,000			\$1,350,000	*Ask is from yearly Projects Bill,** Englewood planning money from ACOS \$50k, City of Englewood \$80k. Green cell indicates budgeted/anticipated dollars, Yellow cell indicates what the ask is, No color cells indicate estimates (no commitment) for the purpose of understanding proposed budget numbers. Design of Phase I, II & III (except eastside trailhead improvements in Phase III), two boat chutes (grouted boulder drops), boulder counter weir drop at pedestrian bridge, portage trails, take-outs, river enhancements, cobble beach area downstream of Oxford, Temporary transitions.	
				Columbine Valley									NA
				CWCB *	\$99,000		\$50,000	\$50,000			\$199,000		
				Englewood **			\$25,000			\$25,000			
				GOCO				\$350,000		\$350,000			
				Littleton						NA			
				Sheridan			\$100,000	\$100,000		\$200,000			
				SSPR			\$25,000			\$25,000			
				UDFCD	\$297,000		\$254,000			\$551,000			
				Other						\$0			
<b>Total</b>	\$396,000	\$0	\$1,129,000	\$1,175,000	\$0	\$0	\$2,700,000						
							Check	\$2,700,000					
							Budget	\$2,700,000					
							Needed	\$0					
Trail and Underpasses	Pedestrian Bridge downstream of Oxford to Pedestrian Bridge upstream of Union	Underpasses at Union and Oxford Avenues, safety improvements at intake plant, river access north of Oxford (eastside only - boulder walls crusher fines path to river), storm drain outfall improvements, grading of eastside trailhead, concrete trail connection between underpasses.	Construction Begin Fall 2015 to Spring 2017	ACOS			\$800,000	\$800,000	\$800,000		\$2,400,000	Green cell indicates budgeted/anticipated dollars, Yellow cell indicates what the ask is, No color cells indicate estimates (no commitment) for the purpose of understanding proposed budget numbers. Underpasses at Union and Oxford Avenues, safety improvements at intake plant, pave trail from Big Dry Creek through plant, rough in river access north of Oxford (eastside only - boulder walls crusher fines path to river), storm drain outfall improvements, grading of eastside trailhead, water quality at eastside trailhead, parking paving at eastside trailhead, rough in pads for restroom/shelter, site utilities.	
				Columbine Valley									NA
				CWCB					\$50,000	\$50,000			
				Englewood			\$75,000	\$25,000	\$25,000	\$125,000			
				GOCO						\$0			
				Littleton						NA			
				Sheridan			\$100,000	\$200,000	\$200,000	\$500,000			
				SSPR			\$175,000	\$225,000	\$225,000	\$225,000	\$850,000		
				UDFCD			\$75,000	\$100,000	\$150,000	\$200,000	\$525,000		
				Other						\$0			
<b>Total</b>	\$0	\$0	\$1,225,000	\$1,350,000	\$1,450,000	\$425,000	\$4,450,000						
							Check	\$4,450,000					
							Budget Total	\$4,800,000					
							Needed	\$350,000					
Trailhead and River Access	Pedestrian Bridge downstream of Oxford to Oxford Avenue	Westside parking lot expansion, eastside parking expansion, water quality for eastside trailhead improvements, picnic shelter, restrooms, hardscaping, playground, landscaping, formalize river access (east and west banks north of Oxford), upland plantings screening.	Construction Begin Fall 2015 to Spring 2017	ACOS				\$550,000	\$550,000	\$550,000	\$1,650,000	Green cell indicates budgeted/anticipated dollars, Yellow cell indicates what the ask is, No color cells indicate estimates (no commitment) for the purpose of understanding proposed budget numbers. Four boat chutes (grouted boulder drops), river enhancements, Westside parking expansion, picnic shelter, restrooms, hardscaping, playground, landscaping, concrete trail connection between underpasses, formalize river access (east and west banks north of Oxford), upland plantings screening.	
				Columbine Valley									NA
				CWCB						\$50,000	\$50,000		
				Englewood			\$130,000	\$300,000	\$300,000	\$370,000	\$1,100,000		
				GOCO							\$0		
				Littleton							NA		
				Sheridan			\$25,000	\$25,000	\$25,000	\$25,000	\$100,000		
				SSPR				\$25,000	\$25,000	\$25,000	\$75,000		
				UDFCD				\$100,000	\$100,000	\$100,000	\$300,000		
				Other							\$0		
<b>Total</b>	\$0	\$0	\$155,000	\$1,000,000	\$1,000,000	\$1,120,000	\$3,275,000						
							Check	\$3,275,000					
							Budget Total	\$3,300,000					
							Needed	\$25,000					
River Enhancements Upstream of Oxford	Oxford Avenue to approximately 1,700 LF upstream	Four boat chutes (grouted boulder drops), river enhancements and channel reshaping, and vegetation enhancements.	Construction Begin Fall 2015 to Spring 2017	ACOS				\$650,000	\$650,000	\$650,000	\$1,950,000	Green cell indicates budgeted/anticipated dollars, Yellow cell indicates what the ask is, No color cells indicate estimates (no commitment) for the purpose of understanding proposed budget numbers	
				Columbine Valley									NA
				CWCB							\$0		
				Englewood							\$0		
				GOCO							\$0		
				Littleton							NA		
				Sheridan			\$25,000	\$50,000	\$50,000	\$50,000	\$175,000		
				SSPR							\$0		
				UDFCD			\$171,000	\$550,000	\$550,000	\$500,000	\$1,771,000		
				Other							\$0		
<b>Total</b>	\$0	\$0	\$196,000	\$1,250,000	\$1,250,000	\$1,200,000	\$3,896,000						
							Check	\$3,896,000					
							Budget Total	\$3,900,000					
							Needed	\$4,000					
<b>Total Project Contribution</b>					\$396,000	\$0	\$2,705,000	\$4,775,000	\$3,700,000	\$2,745,000	\$14,321,000		
											Check	\$14,321,000	
											<b>Total Project Budget</b>	\$14,700,000	

Ask amounts  
Budgeted  
Encumbered Funds  
Partially Encumbered



# Memorandum

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City Manager's Office

TO: Mayor Penn and Members of City Council  
THROUGH: Michael Flaherty, Acting City Manager  
FROM: Leigh Ann Hoffhines, Communications Coordinator  
DATE: September 10, 2014  
SUBJECT: 2014 Citizen Survey Discussion

City Council requested an opportunity to have a broader discussion on the results of the 2014 Citizen Survey following the August 25 presentation by Tom Miller, President of the National Research Center. This follow-up discussion has been scheduled during the September 15, 2014 Study Session. A brief recap of the August 25 presentation is included below.

## Key Focus Areas

- Safety and the economy were rated as the most important areas requiring focus over the next two years. The majority of residents (66%) feel safe in Englewood, but the overall feeling of safety in Englewood rated lower than the national benchmark.
- Safety and the economy also rose to the top in the responses to the open-ended question we asked in the survey about significant issues facing Englewood.

## Custom Questions

Three custom questions were included in the Citizen Survey:

- The first rated the effectiveness of communication methods so we can determine how to best connect with the community.
- The second gauged potential support for a ballot measure for a possible tax increase to fund City infrastructure improvements.
- The third was to determine the percentage of residents who have Internet access.

We also included an open-ended question ("What do you think will be the single most important issue facing the City of Englewood over the next 12 months?") to help us learn the concerns important to our residents. Safety and the economy were noted as significant issues of concern.

- The comments regarding safety focused largely on drug-related concerns and neighborhood safety.
- Many of the economic development comments related to a desire for more upscale development, attracting quality businesses, and revitalizing the downtown Broadway corridor.
- There were also several comments about the need for affordable housing in Englewood.

We look forward to City Council's discussion about the Citizen Survey Monday evening. It might be helpful for you to bring your hard copies of the 2014 Citizen Survey reports to aid in the discussion.