

**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
STUDY SESSION
MONDAY, MARCH 23, 2015
COMMUNITY ROOM
6:00 P.M.**

- I. Financial Report**
Finance and Administrative Services Director Frank Gryglewicz will discuss the financial report.
- II. Long Term Capital Improvement Discussion – 6:15 p.m.**
City Manager Eric Keck will continue the discussion on long term Capital Improvements.
- III. Proposed Ban on New Marijuana Establishments – 7:15 p.m.**
Finance and Administrative Services Director Frank Gryglewicz and City Clerk Lou Ellis will discuss a establishing a ban on new marijuana establishments.
- IV. National League of Cities Report – 8:00 p.m.**
City Council will report on their attendance at the National League of Cities Conference.
- V. Colorado Municipal League Discussion - 8:30 p.m.**
City Council will discuss their attendance at the Colorado Municipal League Conference in Breckenridge, CO on June 16-19, 2015.
- VI. Board and Commission Reports – 8:40 p.m.**
City Council will discuss the boards and commission on which they serve.
- VII. Council Member’s Choice**
- VIII. City Manager’s Choice**
- IX. City Attorney’s Choice**



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: March 12, 2015
Subject: February Financial Report with Updated December 2014 Financial Report

Please note any references to 2014 have not been audited and are subject to change until the annual audit and Comprehensive Annual Financial Report is completed.

REVENUES:

- Through February 2015, the City of Englewood collected \$7,132,670 or \$60,034 (.9 percent) more than last year.
The City collected \$30,738 in property taxes and \$26,457 in specific ownership tax through February.
Year-to-date sales and use tax revenues were \$5,152,531 or \$291,923 (six percent) more than February 2014. The following chart provides collections by business area and the variances for the current year-to-date as compared to the prior year-to-date amounts.

Table with 4 columns: Business Area, \$ YTD Variance CY vs PY, % YTD Variance CY vs PY, and Comments. Rows include Area 1 through Area 13, Regular Use, and Totals.

- Cigarette tax collections were down \$2,439 compared to last year.
Franchise fee collections were \$31,362 more than last year.
Licenses and permit collections were \$110,042 less than February 2014.
Intergovernmental revenues were \$98,874 less than the prior year.
Charges for services increased \$5,346 from last year.
Recreation revenues decreased \$5,250 from 2013.
Fines and forfeitures were \$50,362 less than last year.
Investment income was \$9,895 less than last year.
Other revenues were \$12,462 less than last year.
Net Rent revenues and expenses from McLellan Reservoir were \$165,798.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were up \$206,486 or 12.8 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 February 2015 were \$359,470 or \$111,871 less than last year during the same period of time.

EXPENDITURES:

- Expenditures through February 2015 were \$3,189,582 or \$245,881 (8.4 percent) more than the \$2,943,701 expended through February 2014.

Department	\$ YTD Variance CY vs PY	% YTD Variance CY vs PY	Comments
Legislation	(2,738)	-5.63%	Department Analysis will be Available on a Quarterly Basis
City Attorney	1,184	1.15%	Department Analysis will be Available on a Quarterly Basis
Court	(2,674)	-1.91%	Department Analysis will be Available on a Quarterly Basis
City Manager	27,887	20.85%	Department Analysis will be Available on a Quarterly Basis
Human Resources	47,488	96.03%	Department Analysis will be Available on a Quarterly Basis
Financial Services	27,940	12.21%	Department Analysis will be Available on a Quarterly Basis
Information Technology	1,072	0.52%	Department Analysis will be Available on a Quarterly Basis
Public Works	61,916	7.90%	Department Analysis will be Available on a Quarterly Basis
Fire Department	214,320	19.04%	Department Analysis will be Available on a Quarterly Basis
Police Department	74,777	4.27%	Department Analysis will be Available on a Quarterly Basis
Community Development	(30,136)	-18.39%	Department Analysis will be Available on a Quarterly Basis
Library	(2,023)	-1.25%	Department Analysis will be Available on a Quarterly Basis
Recreation	14,030	2.23%	Department Analysis will be Available on a Quarterly Basis
Debt Service	(8,561)	-5.56%	Department Analysis will be Available on a Quarterly Basis
Contingency	(7,041)	-33.69%	Department Analysis will be Available on a Quarterly Basis
Total Expenditures	417,441	7.33%	

REVENUES OVER/UNDER EXPENDITURES:

- Revenues exceeded expenditures by **\$1,017,992** this year compared to revenues exceeding expenditures by \$1,375,329 in 2014.

TRANSFERS:

- Net 2014 transfers-in to date of \$294,326 were made by the end of February 2015 (please refer to page 16) Please note that a resolution was presented to and approved by Council on March 2, 2015 transferring \$1,826,000 to the Public Improvement Fund for the Dartmouth Bridge and Recreation Center HVAC Projects.

FUND BALANCE:

- The estimated total fund balance is \$10,187,985 or 24.5 percent of estimated revenue. The estimated unassigned fund balance for 2015 is estimated at \$5,152,531 or 12.4 percent of estimated revenues. This estimate is net of the \$1,826,000 transferred to the Public Improvement Fund noted above.
- The 2015 estimated Long Term Asset Reserve (LTAR) balance is \$2,663,099 (please refer to page 16).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$610,480 in revenues and spent \$2,375,351 year-to-date. Prior to adjustments to budget estimates, the estimated year-end fund balance is \$813,879.

City of Englewood, Colorado

February 2015 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.

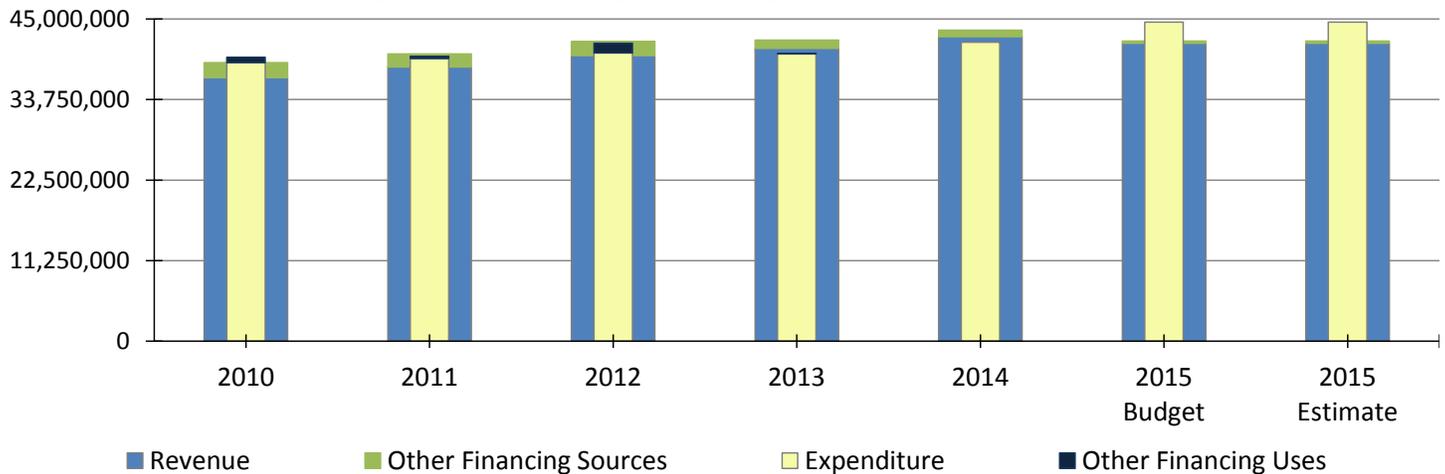
GENERAL FUND OVERVIEW AND ANALYSIS

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 2010 to 2015 Estimate. 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.

General Fund: Total Sources and Uses of Funds



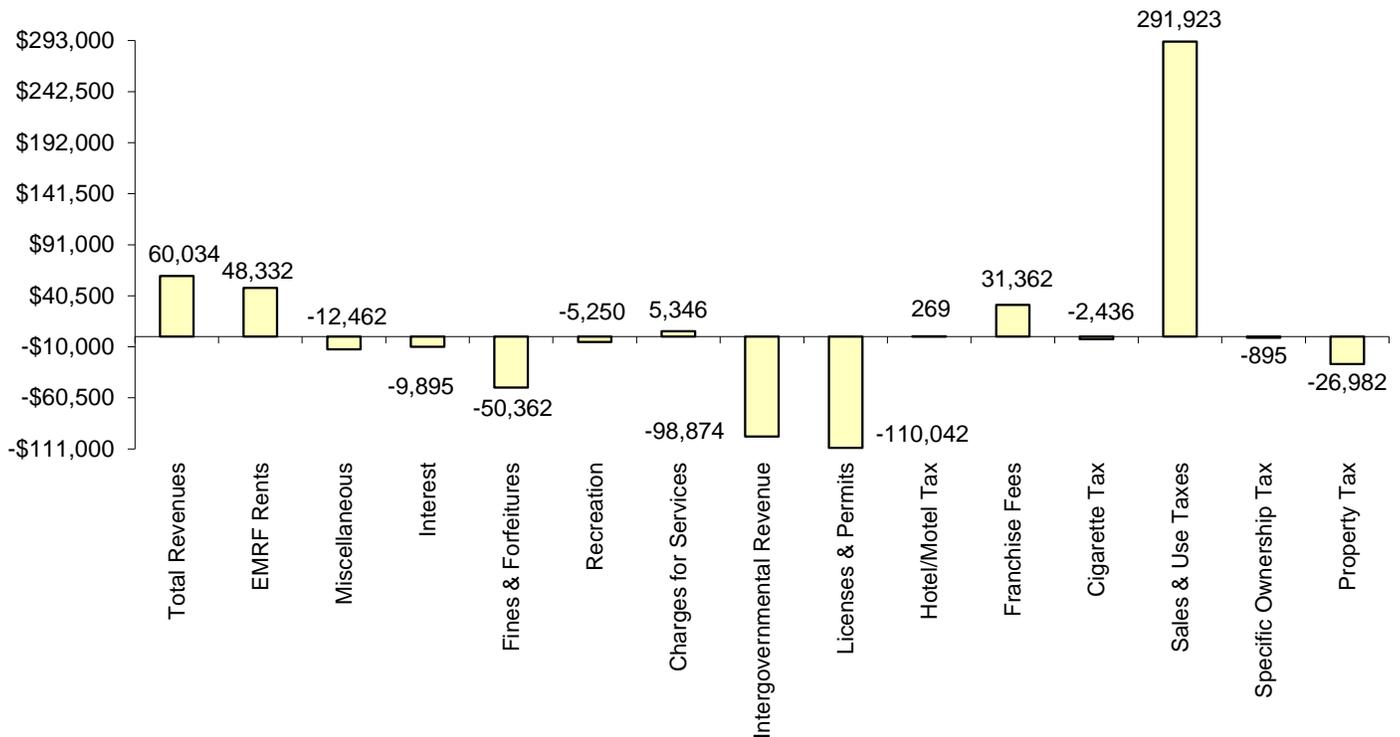
The table on the next page summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended February, 2015. Comparative figures for years 2014 and 2013 are presented as well. The table also highlights the dollar and percentage changes between those periods.

	Feb-15	2015 vs 2014 Increase (Decrease)		Feb-14	2014 vs 2013 Increase (Decrease)		Feb-13
General Fund							
Year-To-Date Revenue	\$ 7,132,670	\$ 60,034	.85%	\$ 7,072,636	\$ 636,678	9.89%	\$ 6,435,958
Year-To-Date Expenditure	6,114,748	\$ 417,441	7.33%	5,697,307	\$ 1,081,821	23.44%	4,615,486
Net Revenue (Expenditure)	\$ 1,017,922	\$ (357,407)		\$ 1,375,329	\$ (445,143)		\$ 1,820,472
Unassigned Fund Balance	\$ 4,248,886	\$ (4,472,685)	(51.28%)	\$ 8,721,571	\$ 1,845,866	26.85%	\$ 6,875,705
Sales & Use Tax Revenue YTD	\$ 5,152,531	\$ 291,923	6.01%	\$ 4,860,608	\$ 407,580	9.15%	\$ 4,453,028
Outside City Sales & Use Tax YTD	\$ 1,822,903	\$ 206,486	12.77%	\$ 1,616,417	\$ 55,085	3.53%	\$ 1,561,332

General Fund Revenues

The City of Englewood’s total budgeted revenue is \$41,625,698. Total revenue collected through February 2015 was \$7,132,670 or \$60,034 (.9 percent) more than was collected in 2014. The chart below illustrates changes in General Fund revenues this year as compared to last year.

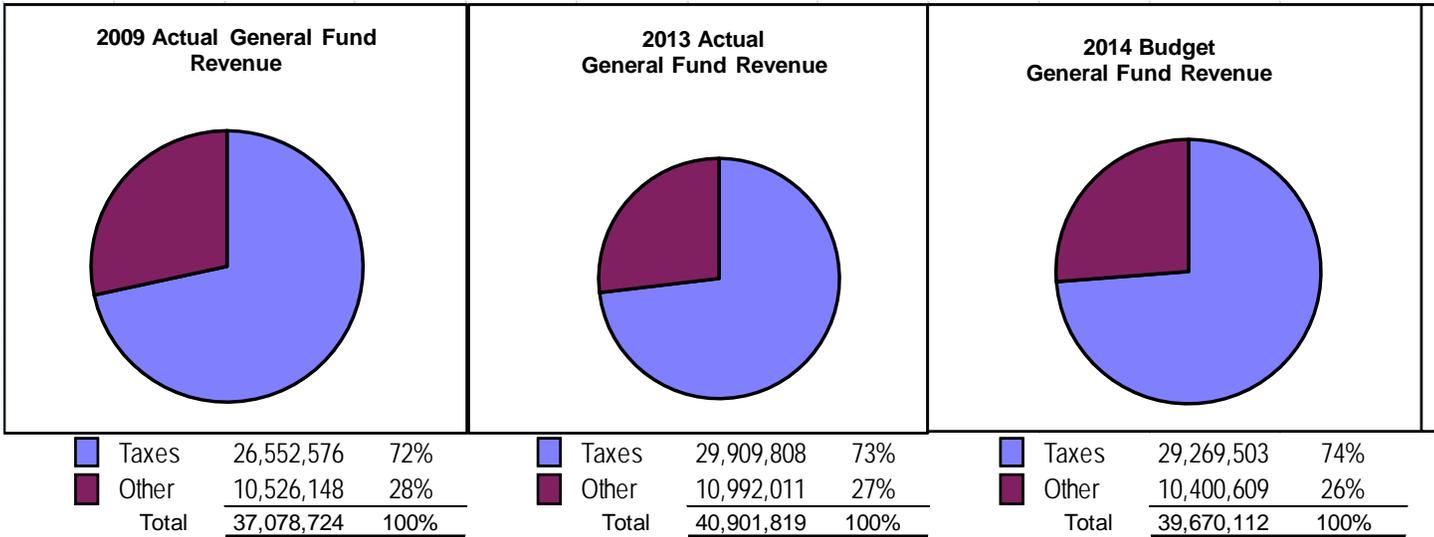
2015 Year-To-Date Change in General Fund Revenue as Compared to Prior Year



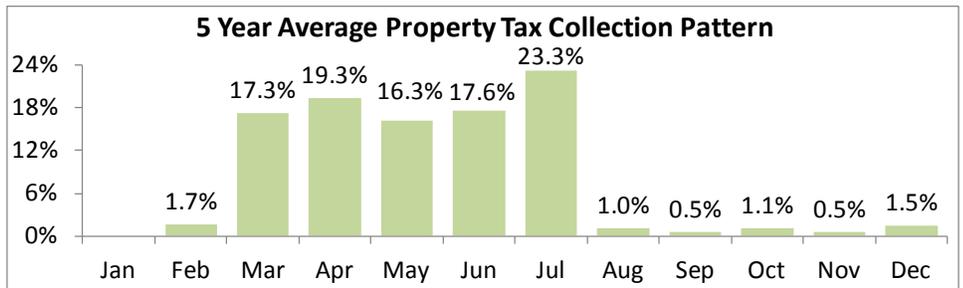
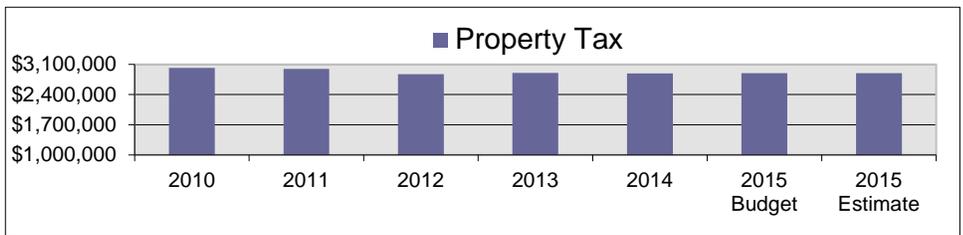
General Fund - Taxes

The General Fund obtains most of its revenue from taxes. In 2014 total revenues were \$42,862,966 of which \$31,422,628 (73.3 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



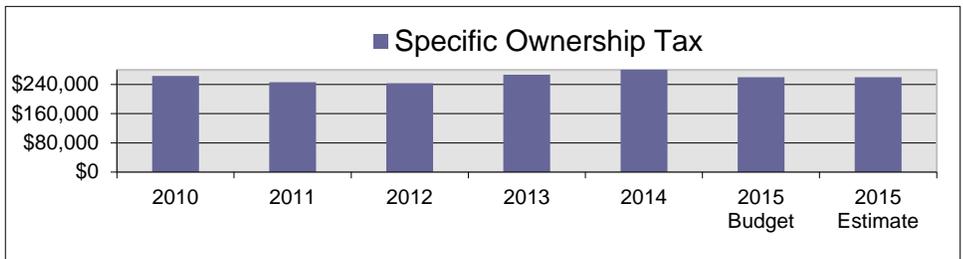
Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2014 mill levy collected in 2015 is 8.124 mills. The 2013 mill levy for general operations collected in 2014 is 5.880 mills. Voters 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



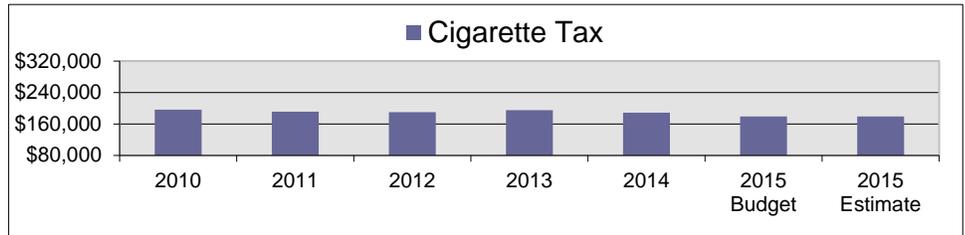
Property Tax Mill Levy	2009	2010	2011	2012	2013	2014 Budget	2014 Estimate	2015 Budget
General Fund	5.880	5.880	5.880	5.880	5.880	5.880	5.880	5.880
Debt Service Fund	1.947	2.031	2.130	1.741	1.914	2.244	2.244	2.244
Total Mill Levy	7.827	7.911	8.010	7.621	7.794	8.124	8.124	8.124

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 \$3,020,884 in 2010 to \$2,892,433 in 2014. This was a decrease of \$128,451 or 4.2 percent. In 2014 the City collected \$2,892,433 or 9.2 percent of 2014 total taxes and 6.8 percent of total revenues from property taxes. The City budgeted \$2,900,000 for 2015; and collected \$30,738 through February 2015. The estimate for the year is \$2,900,000.

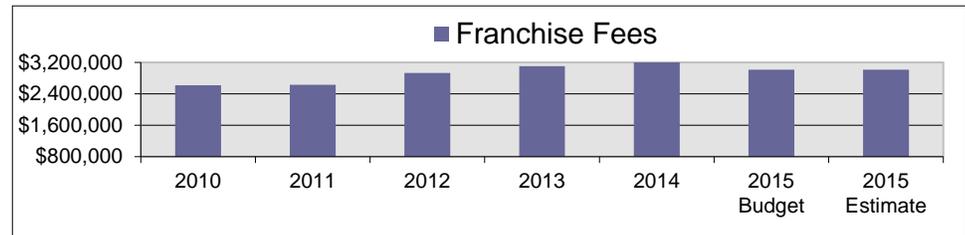
Specific ownership: These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc. These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the following month. The City collected \$263,434 in 2010 and \$291,670 in 2014 which is an increase of \$28,236 or 10.7 percent. The City collected \$291,670 in 2014 which is less than one percent of total revenues and total taxes. The City budgeted \$260,000 for 2015 and collected \$26,457 through February 2015. The estimate for the year is \$260,000.



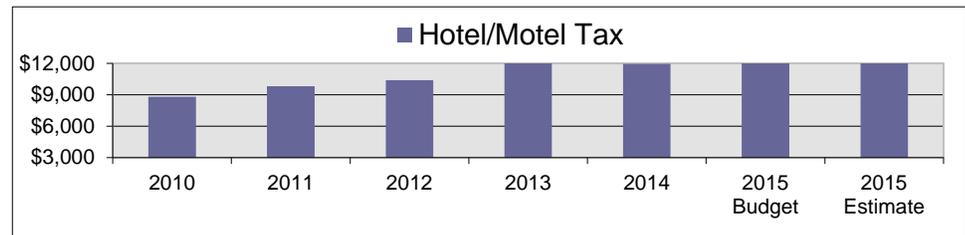
Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past and continue to fall 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 2010 the City collected \$196,320, but in 2014 the City collected \$188,652, which is a decrease of \$7,668 or 3.9 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2014. The City budgeted \$179,000 for the year and collected \$29,553 through February 2015, which is \$2,436 or 7.6 percent less than the \$31,989 collected in same period last year. 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 \$2,620,191 in 2010 and \$3,203,294 in 2014, an increase of \$583,103 or 22.5 percent. These taxes accounted for 10.2 percent of taxes and 7.5 percent of total revenues in 2014. The City budgeted \$3,017,550 for the year; collections through February totaled \$389,350 compared to \$357,988 collected during the same period last year. The estimate for the year is \$3,017,550.

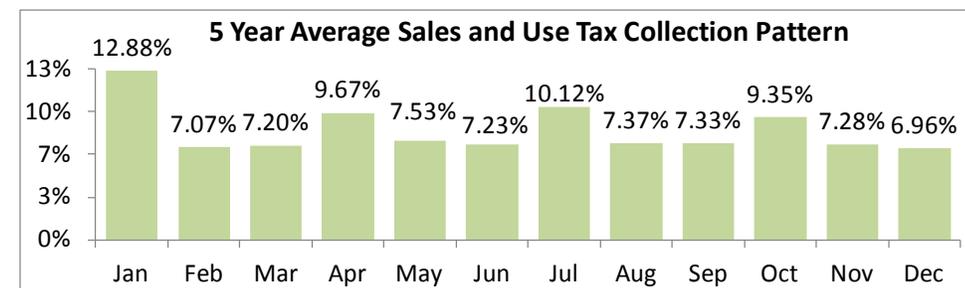
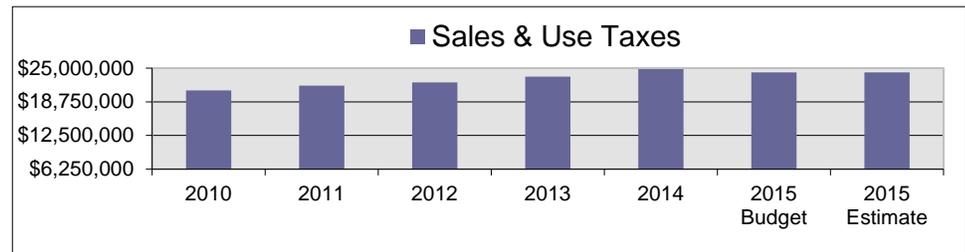


Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for *under* 30 days duration. The City budgeted \$10,000 for the year and has collected \$2,414 through February 2015. The estimate for the year is \$12,000.



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 79 percent of all taxes and 58 percent of total revenues collected in 2014. In 2010, this tax generated \$20,866,515 for the City of Englewood; in 2014 the City collected \$24,829,509, an increase of \$3,962,509 (19 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



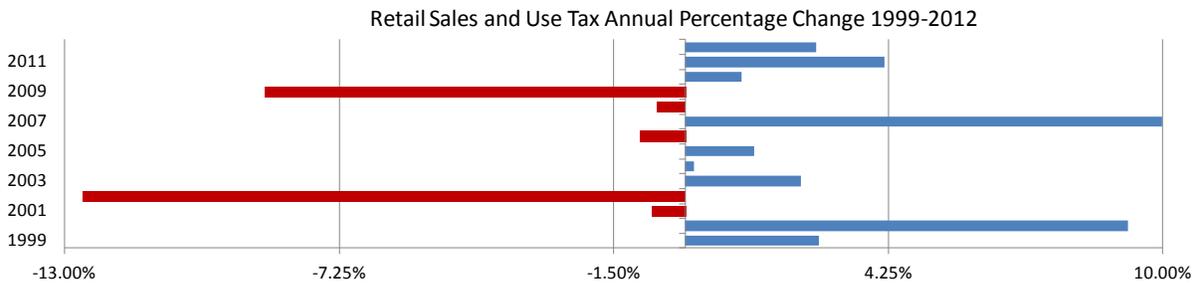
for the current month are due to the City by the twentieth day of the following month. The City budgeted \$24,200,000 for 2015. Sales and Use Tax revenue (cash basis) through February 2015 was \$5,152,531 while sales tax collected year-to-date for February 2014 was \$4,860,608, an increase of \$291,923 or six percent.

In 2013, the City partnered with MUNIREns 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 24.

Collections (cash basis) for February 2015 were \$1,767,659 while collections for February 2014 and February 2013 were 1,656,545 and \$1,612,088 respectively. February 2015 collections were 6.7 percent or \$111,114 more than February 2014 collections and \$155,571 or 9.6 percent more than February 2013 collections.

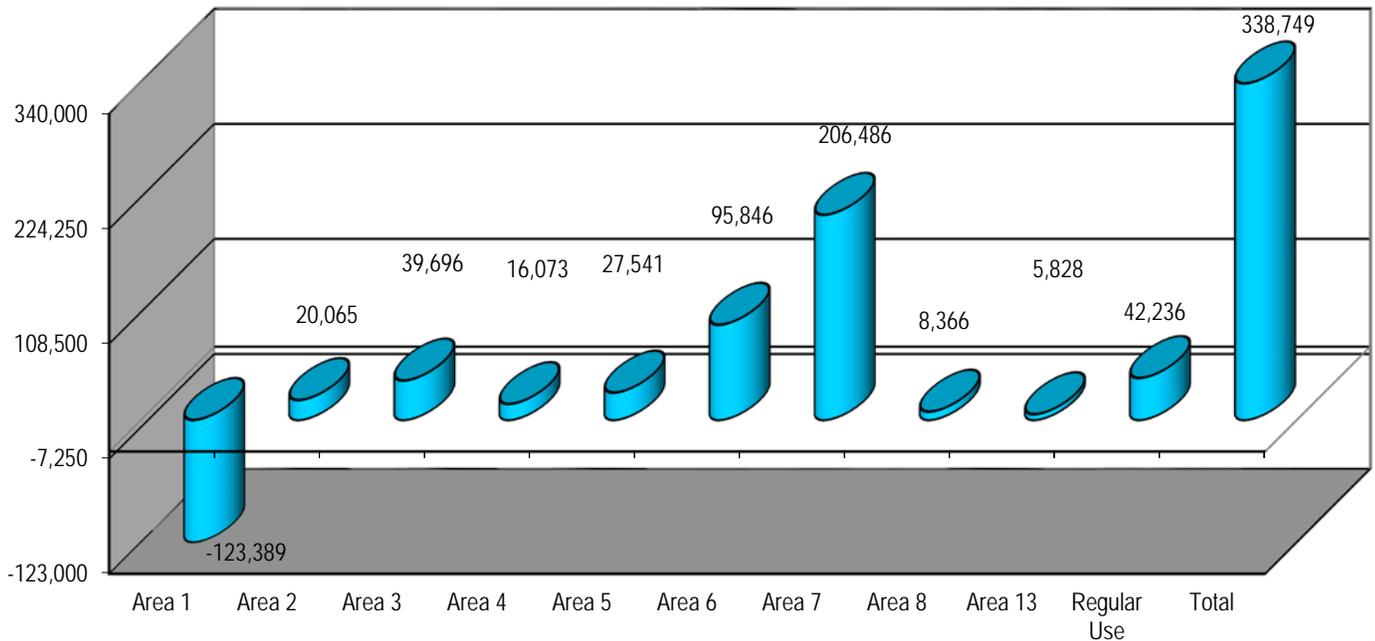
Based on the last five years of sales tax collection data, February contributes 19.3 percent of total year’s sales tax collections; if this pattern holds this year, 80.7 percent is left to collect over the remainder of the year. Based on year-to-date collections, the City will collect an additional \$21,678,068 over the remainder of the year for a total of \$26,852,908. Collections through February were 107 percent of last February collections. If this were applied to the entire year, the total collected would be \$26,604,869. The average of the two forecasts is \$26,728,889 (\$2,528,889 or 10.5 percent over the amount budgeted for the year). The estimate for the year remains at the amount originally budgeted until more information is collected and analyzed.

This revenue source tends to ebb and flow (often dramatically) with the economy, growing during economic expansions and contracting during downturns. The past several years (1999-2012) 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 below, “Change in Sales/Use Tax Collections by Area 2015 vs. 2014,” 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 2015 vs 2014

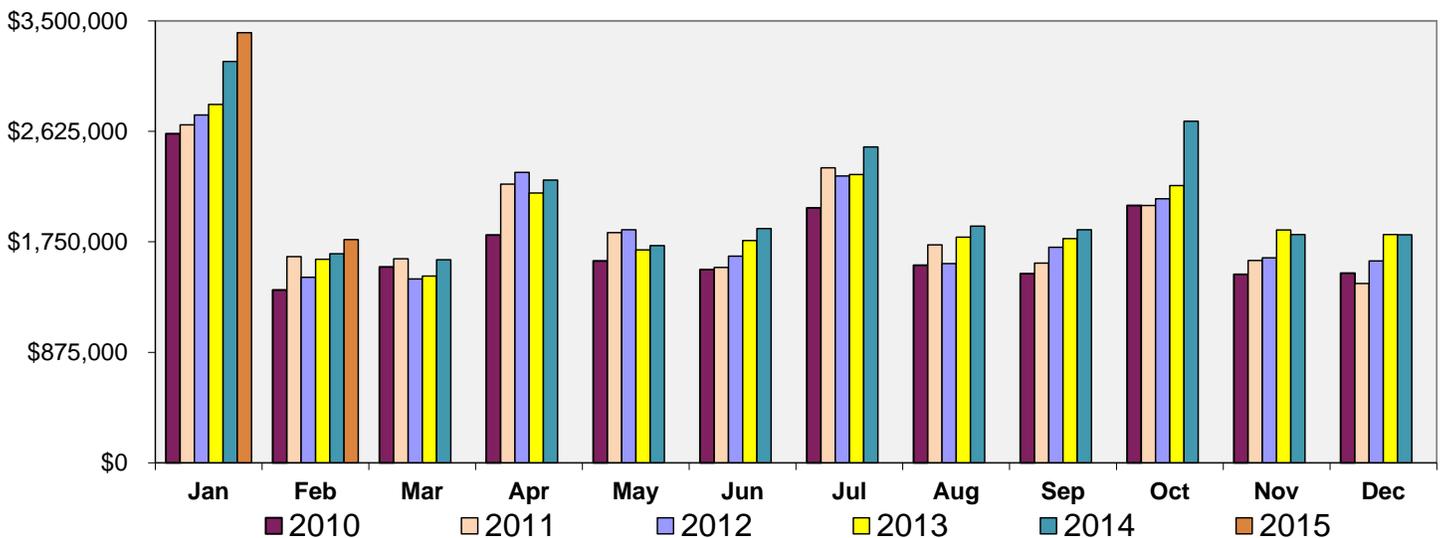


Please note that the geographic map of the sales tax areas was changed within the first quarter of 2012, and hopefully makes more sense. Some of the areas will look skewed until more comparable data is available in 2013. EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6.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

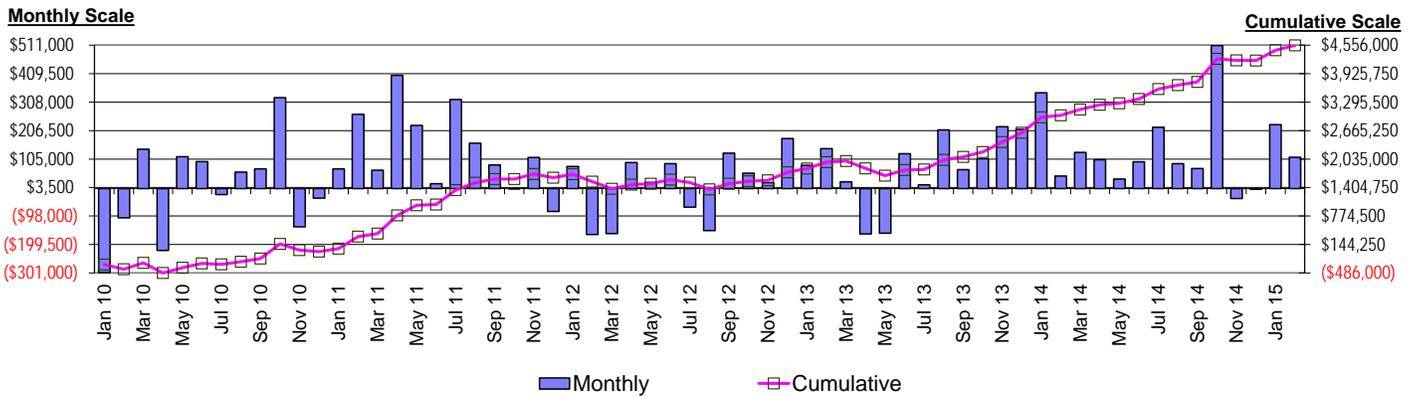
The bar graph below shows a comparison of monthly sales tax collections (cash basis) for 2010 through 2015.

2010-2015 YTD Sales/Use Tax Collections by Month - Cash Basis



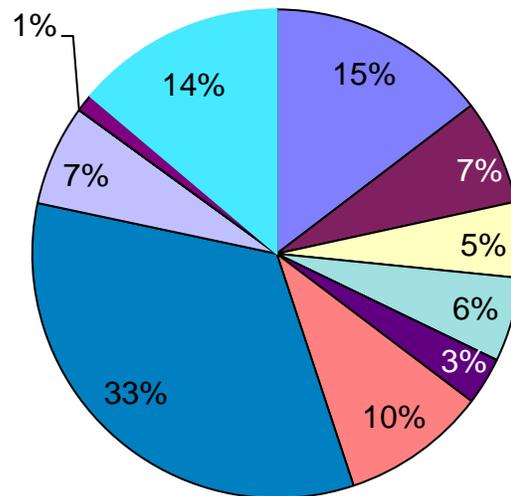
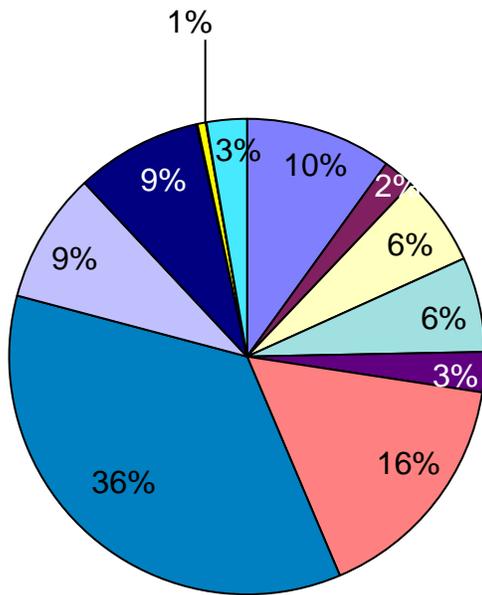
The next chart illustrates sales tax collections (cash basis) by month and cumulative for the years presented. For the period presented, the bar graph depicts the change in collections for a month as compared to the prior year, while the cumulative line graph is based on the beginning period monthly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

2010 - 2015 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 2010 and 2014.

Geographic Sales Tax Collection Areas



2010 Actual Cash Receipts by Area

Area 1	10%	Area 8	9%
Area 2	2%	Area 9 & 10	9%
Area 3	6%	Area 11 & 12	1%
Area 4	6%	Area 13	0%
Area 5	3%	Regular Use	3%
Area 6	16%		
Area 7	36%		

2014 Cash Receipts by Area

Area 1	15%	Area 8	7%
Area 2	7%	Area 9 & 10	0%
Area 3	5%	Area 11 & 12	0%
Area 4	6%	Area 13	1%
Area 5	3%	Regular Use	14%
Area 6	10%		
Area 7	33%		

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 \$584,051 year-to-date or 17.4 percent less than was collected during the same period last year.

Area 5: This area includes the remodeled King Soopers. Year to date collections for December were \$27,541 or 18.1 percent higher than last year. Collections this year are ahead of collections in any year in the past five years. The closure of the Littleton King Soopers Store (Broadway and Littleton Blvd) has had a significant impact to the increased collections of this area. The Littleton King Soopers Store reopened in February 2015 so collections in the future may not grow quite as much as the past.

Area 6: This geographic area is up 20.7 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 18.9 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 2011 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>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Total Sales and Use Taxes	4,310,866	4,225,288	4,450,579	4,836,091	5,174,840
Outside City Collections	1,676,973	1,656,773	1,561,332	1,616,417	1,822,903
Percentage of Total	38.9%	39.2%	35.1%	33.4%	35.2%
Total General Fund Revenues	6,244,660	6,036,933	6,435,958	7,072,636	7,132,670
Outside City Collections	1,676,973	1,656,773	1,561,332	1,616,417	1,822,903
Percentage of Revenues	26.9%	27.4%	24.3%	22.9%	25.6%

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 \$5,187 in sales/use tax claims through February 2015 compared to \$828 through February 2014. 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 February were 2.6 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 February were \$61,550 compared to \$55,722 last year.

Other Sales Tax Related Information

Finance and Administrative Services Department collected \$30,877 in sales and use tax audit revenues and general collections of balances on account through the month of February 2015, this compares to \$70,083 collected in 2014 and \$13,201 collected in 2013.

Of the 63 sales tax accounts reviewed in the various geographic areas, 49 (78 percent) showed improved collections and 14 (22 percent) showed reduced collections this year compared to the same period last year.

The Department issued 70 new sales tax licenses through February 2015; 73 and 66 were issued through February 2014 and 2013 respectively.

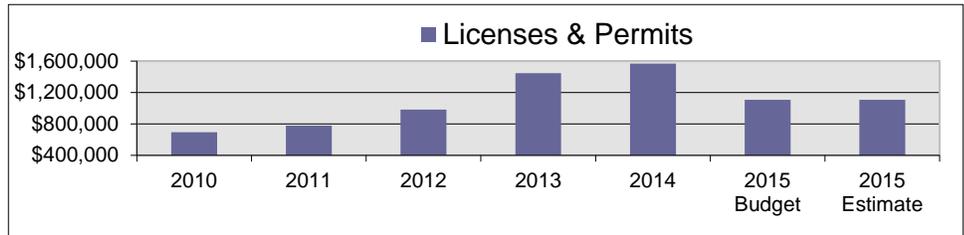
City records indicate that year-to-date 44 businesses closed (29 were outside the physical limits of Englewood) and 40 opened (28 of them were outside the physical limits of Englewood).

General Fund - Other Revenue

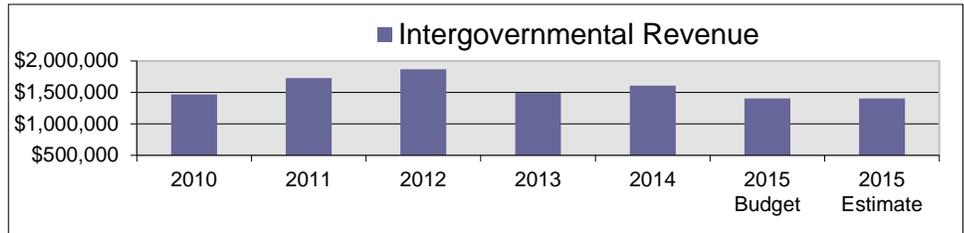
Other revenues (including McLellan rent) accounted for \$11,440,338 or 26.7 percent of the total revenues for 2014. The City budgeted \$11,057,148 for 2015.

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

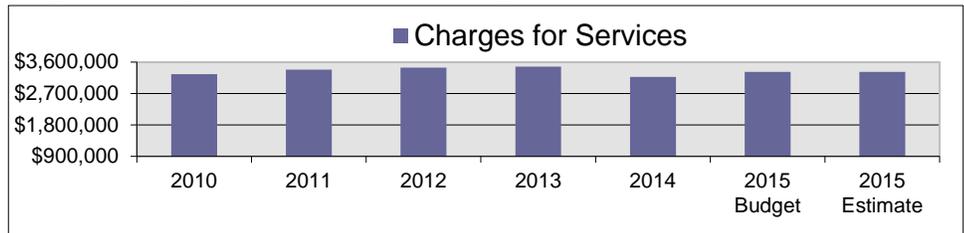
Licenses and Permits: This revenue category includes fees from business and building licenses and permits. This revenue source generated \$1,576,121 during 2014 or 3.7 percent of total revenue and 13.8 percent of total other revenue. This revenue source totaled \$695,563 in 2010 and increased to \$1,576,121 in 2014, a 125.6 percent increase. The City budgeted \$1,107,122 for 2015 and year-to-date collected \$208,377 or \$110,042 (34.6 percent) less than the \$318,419 collected through February 2014. The estimate for the year is \$1,107,122.



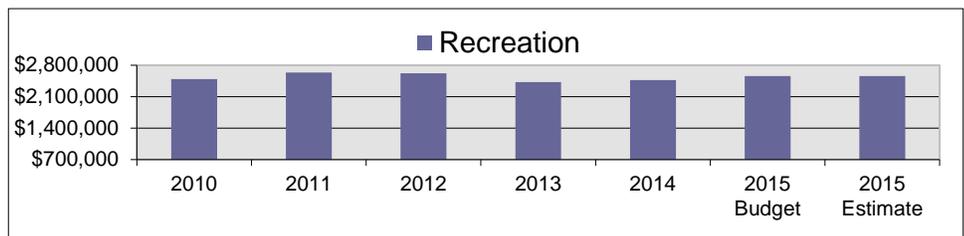
Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,350,611 for 2015. This revenue source totaled \$1,465,970 in 2010 and the City collected \$1,869,045 in 2014, a 27.5 percent increase. The City collected \$108,407 through February 2015 this is \$98,874 less than the \$207,281 collected in the same period last year. The estimate for the year is \$1,400,924.



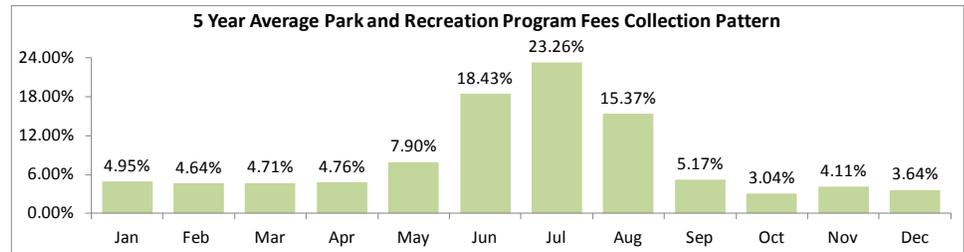
Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,335,262 for 2015. This revenue source totaled \$3,254,830 in 2010 and decreased to \$3,125,032 in 2014, a 1.25 percent decrease. Total collected year-to-date was \$516,011 or \$5,346 (one percent) more than the \$510,665 collected year-to-date last year. The estimate for the year is \$3,335,262.



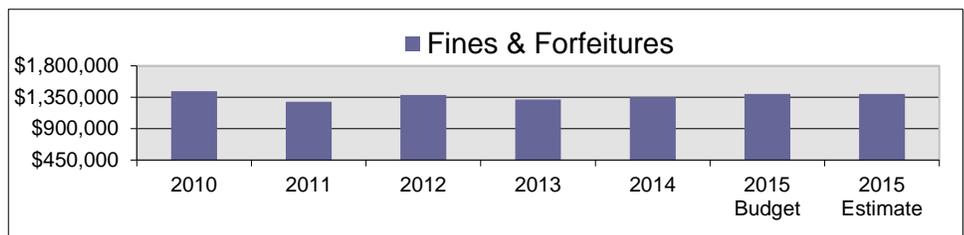
Recreation: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation



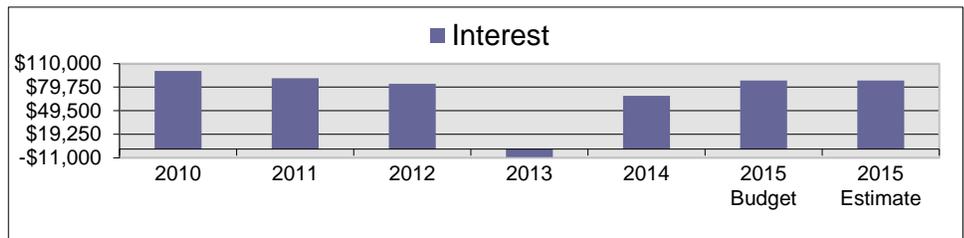
Department. This revenue source is budgeted at \$2,556,900 for 2015. This revenue source totaled \$2,489,781 in 2010 and decreased to \$2,466,421 in 2014, a .9 percent decrease. Total collections through February 2015 were \$250,983 compared to \$256,233 collected year-to-date last year. The estimate for the year is \$2,556,900.



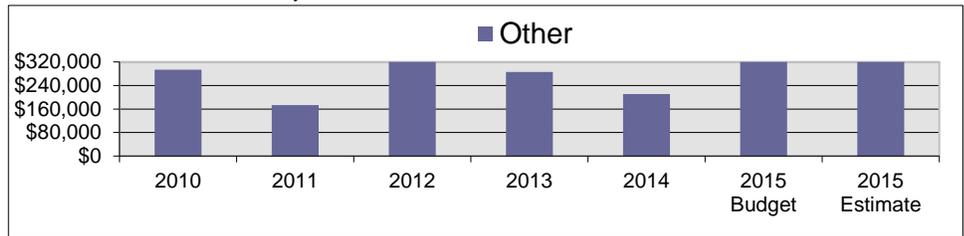
Fines and Forfeitures: This revenue source includes court, library, and other fines. The 2015 budget for this source is \$1,396,844. This revenue source totaled \$1,437,957 in 2010 and decreased to \$1,350,164 in 2014, a 6.1 percent decrease. Total collected year-to-date was \$175,882 or \$50,362 (25.2 percent) less than the \$226,244 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 2015 budget for this source is \$88,164. This revenue source totaled \$100,545 in 2010 and decreased to \$68,342 in 2014, a 32 percent decrease. The City earned \$29,315 through February 2015; compared to \$39,210 through the same period last year. The estimate for the year is \$88,164.



Other: This source includes all revenues that do not fit in another revenue category. The 2015 budget for this source is \$313,050. This revenue source totaled \$293,658 in 2010 and decreased to \$210,530 in 2014, a 28.3 percent decrease. Total collected year-to-date is \$46,854 (21 percent) less than the \$59,316 collected last year during the same period. The estimate for the year is \$313,050.



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

Business	Public Use of Incentive Funds
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:

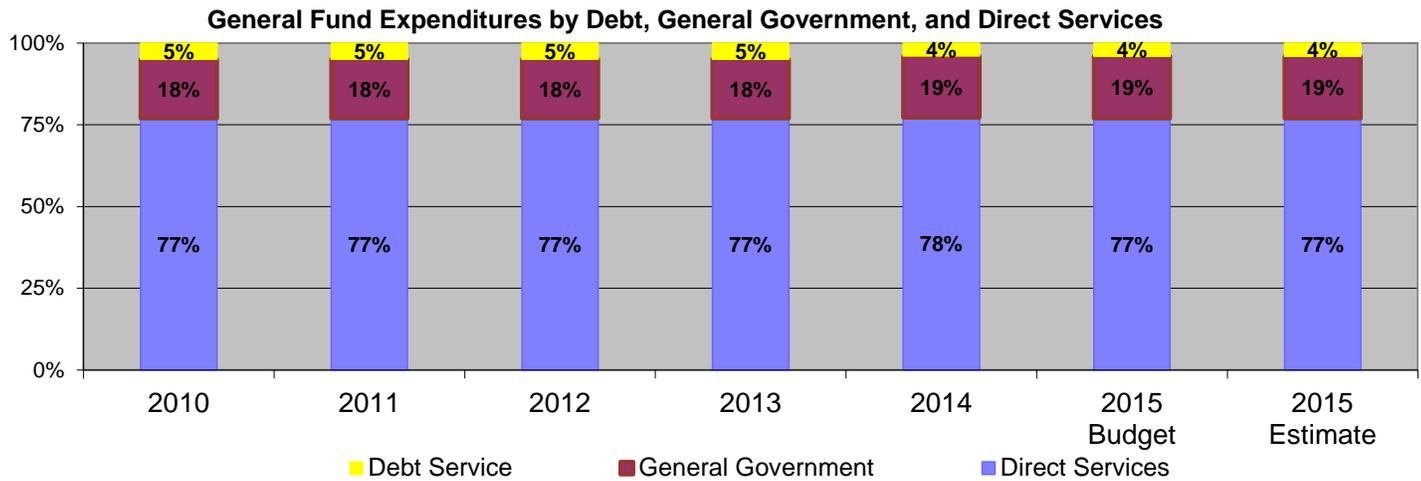
- ▶ A City that provides and maintains quality infrastructure,
- ▶ A safe, clean, healthy, and attractive City,
- ▶ A progressive City that provides responsive and cost efficient services,
- ▶ A City that is business friendly and economically diverse, and
- ▶ A City that provides diverse cultural, recreational,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

*The 2015 Budget will be the last year to incorporate the Outcome Based Budget philosophy. Beginning with the preparation of the 2016 Budget, the City will turn its direction to **Priority Based Budgeting** (PBB). PBB is a process used by cities to understand their larger community priorities/values, and budget accordingly to those priorities/values, while providing flexibility in order to meet the changing needs of the community. The PBB approach will help us develop a strategic budget that both reflects our community values and ensures that residents will continue to receive a high level of city services.*

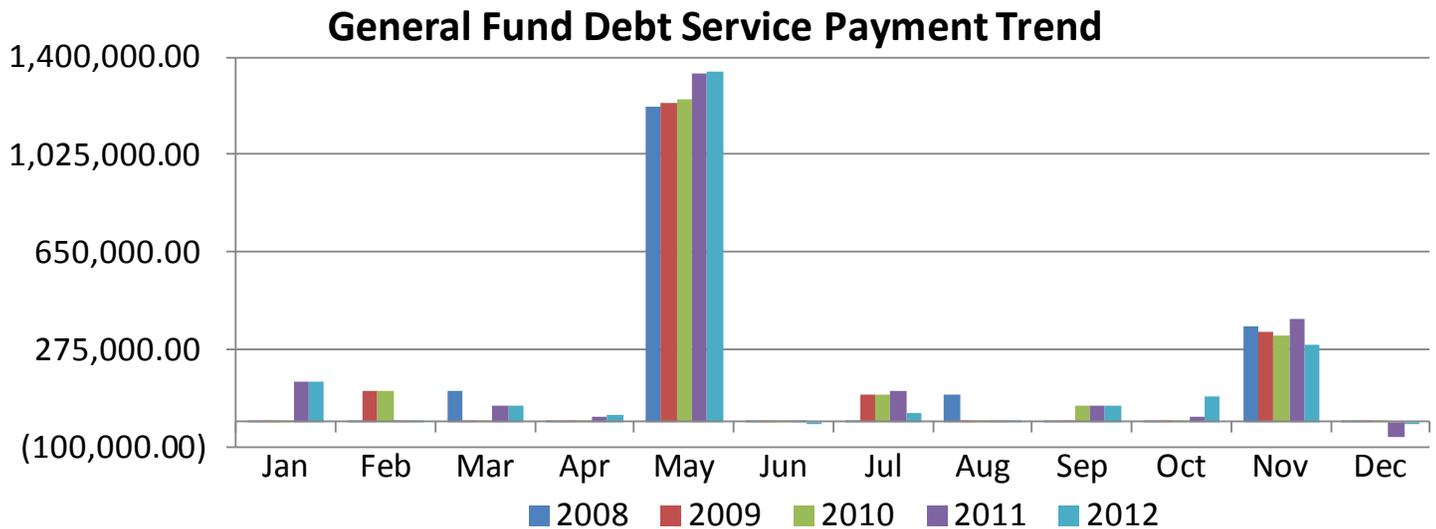
The City budgeted total expenditures at \$44,566,709 for 2015, this compares to \$41,834,673 and \$40,125,364 expended in 2014 and 2013 respectively. Budgeted expenditures for 2015 general government (City Manager, Human Resources, etc.) totals \$8,245,597 or 18.5 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$34,457,798 or 77.3 percent of the total. Debt service (fixed costs) payments are \$1,863,314 or 4.2 percent of the total.

Total expenditures through February were \$6,114,748 compared to \$5,697,307 in 2014 and \$4,615,486 in 2013. The expenditure estimate for the year is \$44,566,709.

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



For illustrative purposes and based on the 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 2010 through 2015 Budget.

Expenditure	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget
General Government						
Legislation	309,870	298,731	316,043	280,920	329,738	357,575
City Manager	659,882	639,184	658,047	675,844	673,402	731,307
City Attorney	702,228	706,841	712,036	719,781	726,377	869,106
Municipal Court	901,469	848,775	886,249	922,245	942,264	1,085,494
Human Resources	419,422	430,792	469,343	408,551	441,955	482,893
Finance & Administrative Services	1,445,581	1,446,313	1,464,305	1,533,061	1,566,733	1,805,052
Information Technology	1,280,660	1,332,766	1,373,943	1,336,590	1,348,275	1,425,389
Community Development	1,301,473	1,359,264	1,262,451	1,113,710	1,128,034	1,288,781
Contingencies	48,138	152,423	143,810	88,360	211,623	200,000
Contribution to Component Unit(s)	-	-	-	-	-	-
General Government Subtotal	7,068,723	7,215,089	7,286,227	7,079,062	7,368,401	8,245,597
Direct Services						
Public Works	5,137,364	5,259,875	5,202,903	5,234,382	5,440,975	5,790,091
Police	10,312,633	10,395,239	10,788,935	11,226,157	11,872,226	12,157,100
Fire	7,425,903	7,666,842	8,100,554	8,002,677	8,548,589	9,139,834
Library	1,284,083	1,145,613	1,180,771	1,174,656	1,165,446	1,317,657
Parks and Recreation	5,811,809	5,717,147	5,649,246	5,402,600	5,569,134	6,053,116
Direct Services Subtotal	29,971,792	30,184,716	30,922,409	31,040,472	32,596,370	34,457,798
Debt Service						
Debt Service-Civiccenter	1,570,705	1,658,857	1,570,921	1,565,625	1,434,082	1,568,988
Debt Service-Other	290,122	437,606	486,030	440,205	435,820	294,326
Debt Service Subtotal	1,860,827	2,096,463	2,056,951	2,005,830	1,869,902	1,863,314
Total Expenditure	38,901,342	39,496,268	40,265,587	40,125,364	41,834,673	44,566,709
% Expenditure Change	-2.25%	1.53%	1.95%	-0.35%	4.26%	10.68%
Other Financing Uses						
Transfers Out	750,000	301,246	1,339,330	73,006	-	0
Total Other Financing Uses	750,000	301,246	1,339,330	73,006	0	0
Total Uses of Funds	39,651,342	39,797,514	41,604,917	40,198,370	41,834,673	44,566,709
% Uses of Funds Change	-0.81%	0.37%	4.54%	-3.38%	4.07%	7.12%

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.

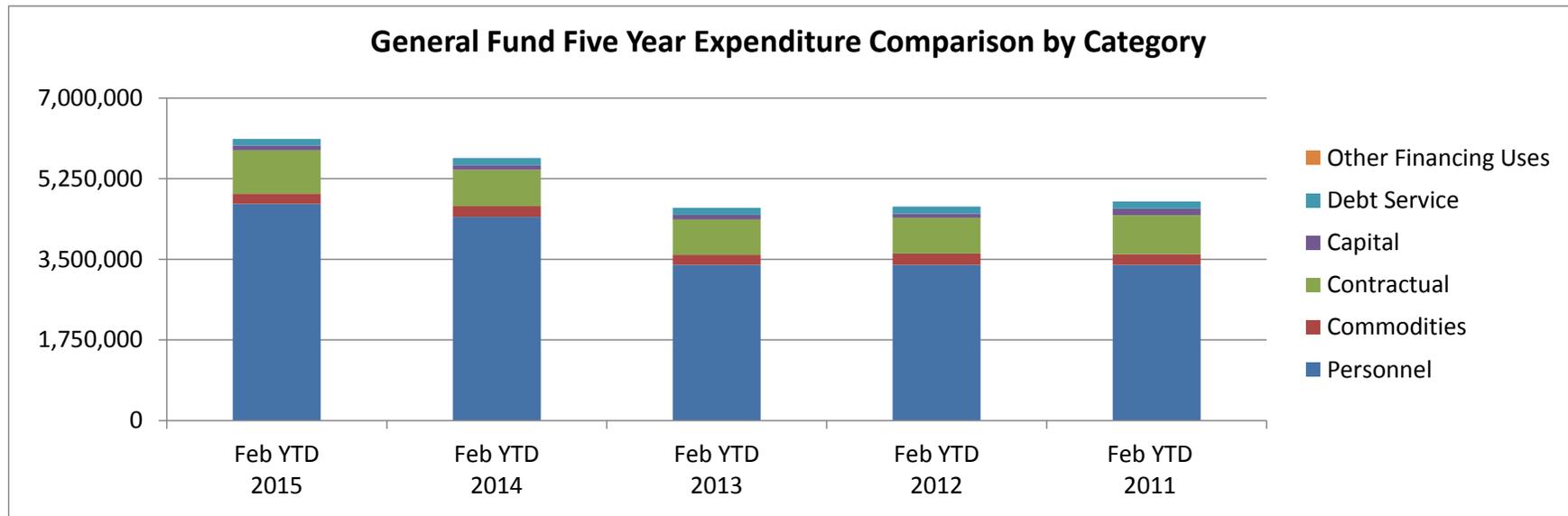
	2010	2011	2012	2013	2014	2015 Budget
Population*	30,354	30,720	31,138	31,138	31,138	31,138
General Fund						
General Government Services	\$ 233	\$ 235	\$ 234	\$ 227	\$ 235	\$ 265
Direct Services	\$ 987	\$ 983	\$ 993	\$ 997	\$ 1,047	\$ 1,107
Public Works	\$ 169	\$ 171	\$ 167	\$ 168	\$ 175	\$ 186
Police	\$ 340	\$ 338	\$ 346	\$ 361	\$ 381	\$ 390
Fire	\$ 245	\$ 250	\$ 260	\$ 257	\$ 274	\$ 294
Library	\$ 42	\$ 37	\$ 38	\$ 38	\$ 37	\$ 42
Parks & Recreation	\$ 191	\$ 186	\$ 181	\$ 174	\$ 179	\$ 194
Debt Service	\$ 61	\$ 68	\$ 66	\$ 64	\$ 60	\$ 60
Total Expenditure Per Capita	\$ 1,282	\$ 1,286	\$ 1,293	\$ 1,289	\$ 1,341	\$ 1,431
Debt Service Fund						
General Obligation Debt Per Capita	\$ 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

	Feb YTD 2015	YTD % Change	% of Total	Feb YTD 2014	YTD % Change	% of Total	Feb YTD 2013	YTD % Change	% of Total	Feb YTD 2012	YTD % Change	% of Total	Feb YTD 2011	% of Total
Personnel services														
Salaries and wages	3,386,482	5.930%	8.039%	3,196,868	28.920%	7.776%	2,479,653	-0.380%	6.231%	2,489,204	-1.620%	6.278%	2,530,253	6.330%
Overtime	118,242	26.950%	0.281%	93,143	55.060%	0.227%	60,070	-29.400%	0.151%	85,089	47.560%	0.215%	57,662	0.144%
Benefits	1,195,710	5.920%	2.838%	1,128,884	34.390%	2.746%	839,983	4.360%	2.111%	804,924	1.840%	2.030%	790,362	1.977%
Personnel services total	4,700,433	6.370%	11.158%	4,418,895	30.750%	10.749%	3,379,707	0.010%	8.492%	3,379,217	0.030%	8.522%	3,378,277	8.451%
Commodities total	222,948	-5.240%	0.529%	235,282	7.030%	0.572%	219,820	-10.080%	0.552%	244,461	6.620%	0.617%	229,288	0.574%
Contractual services total	941,553	19.380%	2.235%	788,716	3.070%	1.919%	765,215	-2.090%	1.923%	781,541	-7.660%	1.971%	846,388	2.117%
Capital total	104,467	3.930%	0.248%	100,513	3.560%	0.244%	97,059	12.350%	0.244%	86,392	-42.020%	0.218%	149,014	0.373%
Total Expenditures	5,969,401	7.680%	14.170%	5,543,406	24.240%	13.484%	4,461,801	-0.660%	11.211%	4,491,611	-2.420%	11.328%	4,602,966	11.515%
Debt service total	145,344	-5.560%	0.345%	153,905	0.140%	0.374%	153,683	0.150%	0.386%	153,447	1.320%	0.387%	151,444	0.379%
Other financing uses total	0			0			0			0			0	
Total Uses of Funds	6,114,746	7.330%	14.515%	5,697,311	23.440%	13.859%	4,615,484	-0.640%	11.597%	4,645,058	-2.300%	11.715%	4,754,410	11.893%
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	14.515%			13.859%			11.597%			11.715%			11.893%	



General Fund - Transfers

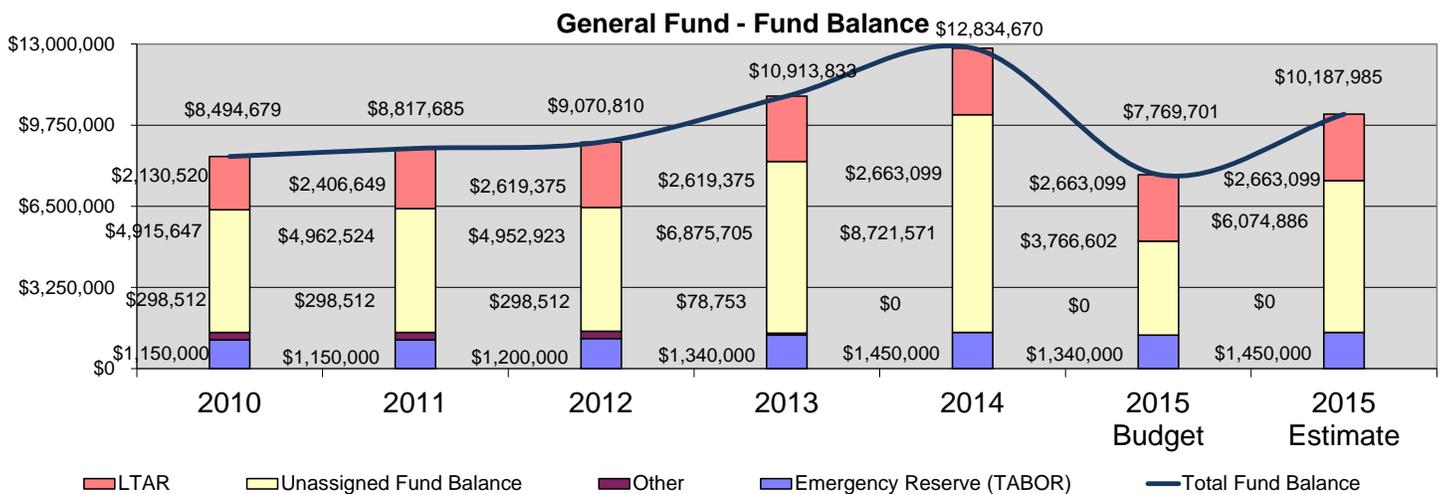
The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, and Internal Service Funds in order to buffer temporary gaps in revenue and expenditure amounts. The General Fund received the following net transfers:

Source of Funds	2015 Budget Amount	2015 YTD Net Amount	2014 Net Annual Amount
Capital Project Funds			
Public Improvement Fund (PIF)	\$ 294,326	\$ 294,326	\$ 479,544
Enterprise Funds			
Golf Course Fund	-	-	63,000
Internal Service Funds			
Central Services Fund	-	-	50,000
Servicenter Fund	-	-	300,000
Net Transfers In (Out) Total	<u>\$ 294,326</u>	<u>\$ 294,326</u>	<u>\$ 892,544</u>

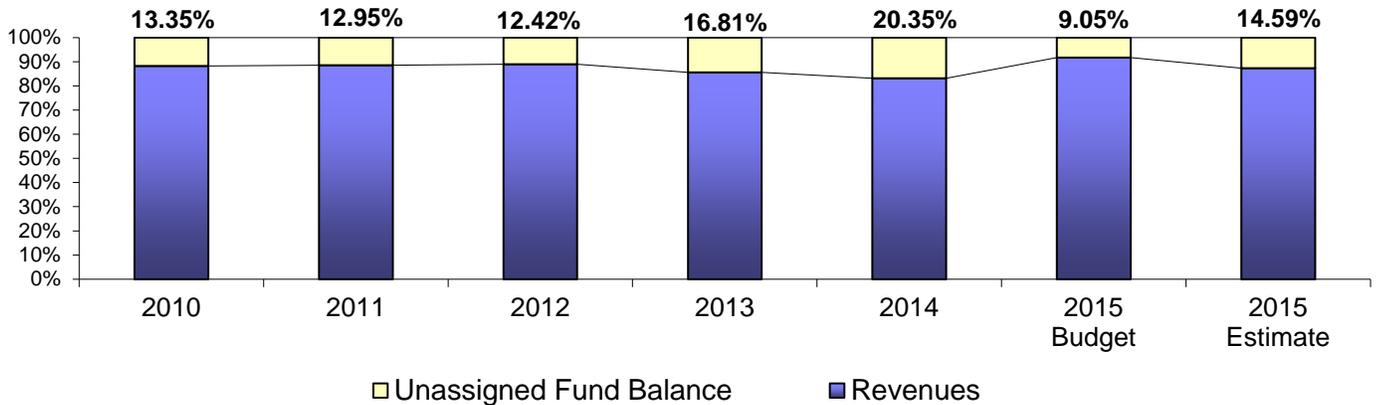
General Fund - Fund Balance

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 2014 was \$2,663,099. The current and estimated year-end LTAR balance is \$2,663,099.



Unassigned Fund Balance As A Percentage of Revenue



The City's General Fund ended 2014 with total reserves of \$12,834,673, and an unassigned fund balance of \$8,721,670 or 20.3 percent of revenues (21.7 percent of expenditures). The *budgeted* total reserves for 2015 are \$7,769,701 with an unassigned fund balance of \$3,766,602 or nine percent of budgeted revenues or 8.5 percent of budgeted expenditures. Estimated total reserves for 2015 are \$8,361,985 (reduced by a planned transfer of \$1,826,000 to the Public Improvement Fund) with an unassigned fund balance of \$4,248,886 or 10.2 percent of estimated revenues and nine percent of projected expenditures. The \$4,248,886 would allow the City to operate for approximately 34.8 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 2013 through 2015. 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.

Public Improvement Fund (PIF)	2015	2015 vs 2014 Increase (Decrease)		2014	2014 vs 2013 Increase (Decrease)		2013
YTD Revenues	\$ 610,480	\$ (268,449)	(30.54%)	\$ 878,929	\$ 666,725	314.19%	\$ 212,204
YTD Expenditures	2,375,351	\$ 1,125,396	90.03%	1,249,955	\$ 114,025	10.04%	1,135,930
Net Revenues (Expenditures)	\$ (1,764,871)	\$ (1,393,845)		\$ (371,026)	\$ 552,700		\$ (923,726)
Beginning PIF Fund Balance	\$ 2,345,137			\$ 1,905,453			\$ 1,320,371
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 580,266			\$ 1,534,427			\$ 396,645
Plus: Remaining Annual Revenue	2,498,520			2,130,071			3,068,635
Less: Remaining Annual Appropriation	(2,264,907)			(4,044,295)			(2,584,254)
Estimated Ending Fund Balance	\$ 813,879			\$ (379,797)			\$ 881,026
Unappropriated Fund Balance as of December 31,				\$ 869,835			\$ 785,553

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

	2015 Estimate	2015 Adopted Budget	2015 YTD Actual	2015 Vs 2014		2014 YTD Actual	2014 Vs 2013		2013 YTD Actual
				Amount	%		Amount	%	
Vehicle Use Tax	\$ 1,350,000	\$ 1,350,000	\$ 151,648	\$ 38,446	34%	\$ 113,202	\$ 4,982	5%	\$ 108,220
Building Use Tax	\$ 1,550,000	\$ 1,550,000	\$ 453,733	\$ (304,670)	-40%	\$ 758,403	\$ 694,405	1085%	\$ 63,999
Arapahoe County Road and Bridge Tax	\$ 195,000	\$ 199,000	\$ -	\$ -	---	\$ -	\$ -	---	\$ -

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
Governmental Fund Types (Fund Balance)						
General Fund	12,829,374	6,966,873	6,114,746	(3,493,516)	4,113,099	6,074,886
Special Revenue Funds						
Conservation Trust	1,491,458	3,859	1,825	(1,471,551)	-	21,941
Open Space	1,562,993	2,813	5,522	(1,434,423)	-	125,861
Donors	346,859	18,311	4,143	-	-	361,027
Community Development	-	(93)	4,243	4,336	-	-
Malley Center Trust	233,626	906	-	-	-	234,532
Parks & Recreation Trust	457,594	1,233	819	-	-	458,008
Debt Service Fund						
General Obligation Bond	61,105	11,183	110	-	-	72,178
Capital Projects Funds						
PIF	2,345,137	610,480	354,507	(1,787,232)	-	813,879
MYCP	972,799	4,445	238,163	(727,914)	-	11,168
Proprietary Fund Types (Funds Available Balance)						
Enterprise Funds						
Water	11,237,162	551,867	1,246,211	-	-	10,542,817
Sewer	4,539,031	2,862,153	1,733,183	-	1,000,000	4,668,001
Stormwater Drainage	1,232,976	86,374	13,032	-	102,500	1,203,818
Golf Course	664,420	99,100	145,091	-	215,773	402,657
Concrete Utility	499,552	424,319	26,748	-	-	897,123
Housing Rehabilitation	1,455,047	10,762	50,616	-	-	1,415,193
Internal Service Funds						
Central Services	73,390	48,288	44,343	-	-	77,335
ServiCenter	1,458,572	396,401	295,421	-	-	1,559,552
CERF	1,621,229	149,653	-	-	-	1,770,882
Employee Benefits	33,719	1,123,184	1,535,723	-	-	(378,821)
Risk Management	8,722	1,241	993,504	-	-	(983,541)

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).

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 December 1, 2004 and expires on December 31, 2023.

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 February 28, 2015

Percentage of Year Completed = 17%

Fund Balance January 1	\$ 10,416,386	\$ 12,834,670	\$ 12,834,670	\$ 10,913,833	\$ 10,913,833	\$ 9,070,810	\$ 9,070,810			
	2015				2014			2013		
	Budget	Feb-15	% Budget	YE Estimate	Dec-14	Feb-14	% YTD	Dec-13	Feb-13	% YTD
Revenues										
Property Tax	2,900,000	30,738	1.06%	2,900,000	2,892,433	57,720	2.00%	2,900,715	58,400	2.01%
Specific Ownership Tax	260,000	26,457	10.18%	260,000	291,670	27,352	9.38%	266,881	28,212	10.57%
Sales & Use Taxes	24,200,000	5,152,531	21.29%	24,200,000	24,829,509	4,860,608	19.58%	23,433,775	4,453,028	19.00%
Cigarette Tax	179,000	29,553	16.51%	179,000	188,652	31,989	16.96%	195,088	32,721	16.77%
Franchise Fees	3,017,550	389,350	12.90%	3,017,550	3,208,416	357,988	11.16%	3,101,310	307,451	9.91%
Hotel/Motel Tax	12,000	2,414	20.12%	12,000	11,948	2,145	17.95%	12,039	2,058	17.09%
Licenses & Permits	1,107,122	208,377	18.82%	1,107,122	1,576,121	318,419	20.20%	1,446,578	165,661	11.45%
Intergovernmental Revenue	1,400,924	108,407	7.74%	1,400,924	1,869,045	207,281	11.09%	1,488,204	110,551	7.43%
Charges for Services	3,335,262	516,011	15.47%	3,335,262	3,215,032	510,665	15.88%	3,469,845	561,036	16.17%
Recreation	2,556,900	250,983	9.82%	2,556,900	2,466,421	256,233	10.39%	2,420,443	257,682	10.65%
Fines & Forfeitures	1,396,844	175,882	12.59%	1,396,844	1,350,164	226,244	16.76%	1,317,707	236,341	17.94%
Interest	88,164	29,315	33.25%	88,164	68,342	39,210	57.37%	(10,223)	7,712	-75.44%
EMRF Rents	858,882	165,798	19.30%	858,882	684,683	117,466	17.16%	573,526	144,548	25.20%
Miscellaneous	313,050	46,854	14.97%	313,050	210,530	59,316	28.17%	285,931	70,557	24.68%
Total Revenues	41,625,698	7,132,670	17.14%	41,625,698	42,862,966	7,072,636	16.50%	40,901,819	6,435,958	15.74%
Expenditures										
Legislation	357,575	45,856	12.82%	357,575	329,738	48,594	14.74%	280,920	30,483	10.85%
City Attorney	869,106	104,042	11.97%	869,106	726,377	102,858	14.16%	719,781	83,592	11.61%
Court	1,085,494	137,027	12.62%	1,085,494	942,264	139,701	14.83%	922,245	104,480	11.33%
City Manager	731,307	161,655	22.10%	731,307	673,402	133,768	19.86%	675,844	112,045	16.58%
Human Resources	482,893	96,939	20.07%	482,893	441,955	49,451	11.19%	408,551	45,059	11.03%
Financial Services	1,805,052	256,768	14.22%	1,805,052	1,566,733	228,828	14.61%	1,533,060	169,359	11.05%
Information Technology	1,425,389	206,518	14.49%	1,425,389	1,348,275	205,446	15.24%	1,336,591	190,025	14.22%
Public Works	5,790,091	845,678	14.61%	5,790,091	5,440,975	783,762	14.40%	5,234,383	625,631	11.95%
Fire Department	9,139,834	1,339,986	14.66%	9,139,834	8,548,589	1,125,666	13.17%	8,002,677	900,929	11.26%
Police Department	12,157,100	1,824,394	15.01%	12,157,100	11,872,226	1,749,617	14.74%	11,226,157	1,420,751	12.66%
Community Development	1,288,781	133,744	10.38%	1,288,781	1,128,034	163,880	14.53%	1,113,710	123,995	11.13%
Library	1,317,657	159,974	12.14%	1,317,657	1,165,446	161,997	13.90%	1,174,656	161,864	13.78%
Recreation	6,053,116	642,965	10.62%	6,053,116	5,569,134	628,935	11.29%	5,402,599	479,693	8.88%
Debt Service	1,863,314	145,344	7.80%	1,863,314	1,869,902	153,905	8.23%	2,005,830	153,933	7.67%
Contingency	200,000	13,858	6.93%	200,000	211,623	20,899	9.88%	88,360	13,647	15.44%
Total Expenditures	44,566,709	6,114,748	13.72%	44,566,709	41,834,673	5,697,307	13.62%	40,125,364	4,615,486	11.50%
Excess revenues over (under) expenditures	(2,941,011)	1,017,922	-34.61%	(2,941,011)	1,028,293	1,375,329		776,455	1,820,472	
Net transfers in (out)	294,326	294,326	100.00%	294,326	892,544	848,820	95.10%	1,066,568	150,000	14.06%
Total Fund Balance	\$ 7,769,701	\$ 14,146,918	182.08%	\$ 10,187,985	\$ 12,834,670	\$ 13,137,982	102.36%	\$ 10,913,833	\$ 11,041,282	101.17%

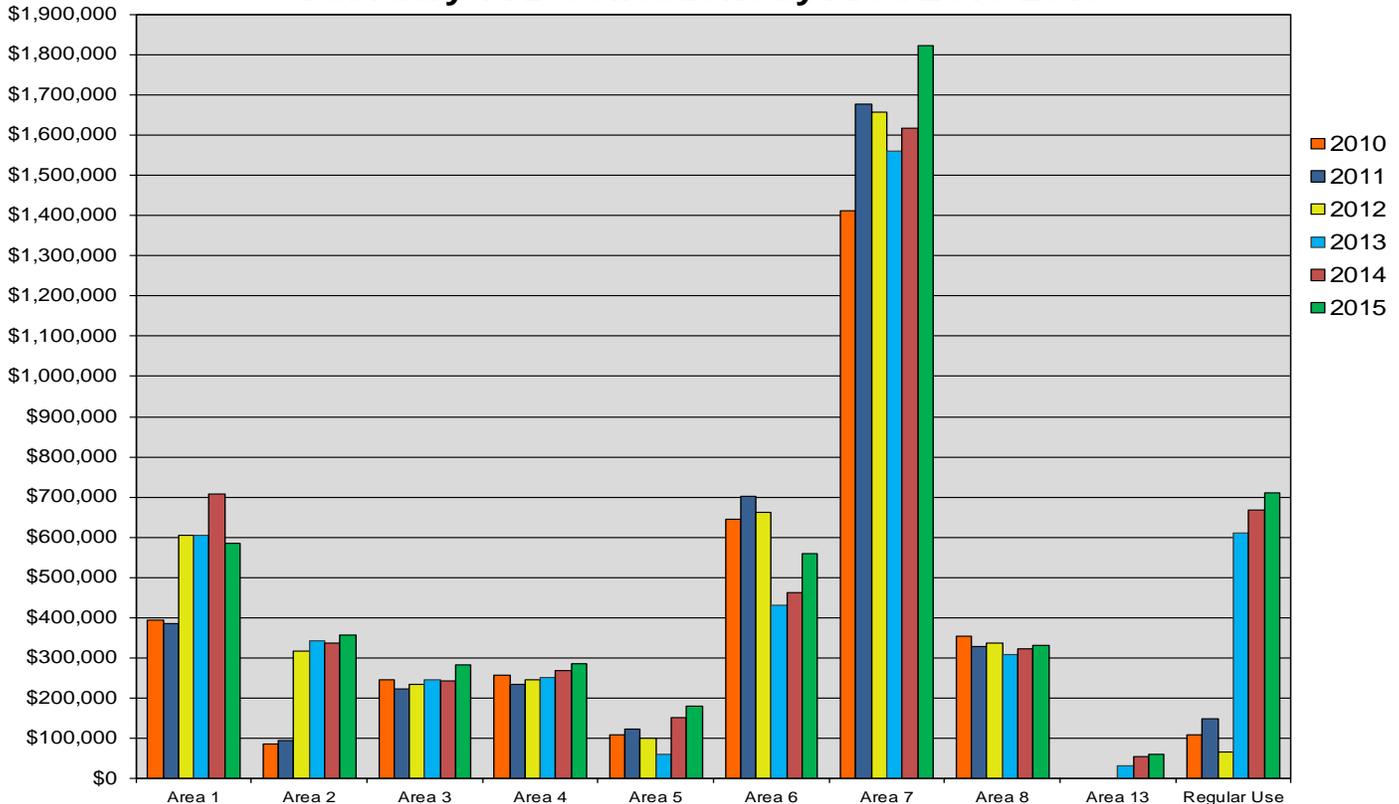
Fund Balance Analysis

Total Fund Balance	\$ 7,769,701	\$ 14,146,918	\$ 10,187,985	\$ 12,834,670	\$ 10,913,833
Restricted Fund Balance					
-Emergencies (TABOR)	1,340,000	1,450,000	1,450,000	1,450,000	1,340,000
Committed Fund Balance					
-LTAR	2,663,099	2,663,099	2,663,099	2,663,099	2,619,375
-COPS Grant	-	-	-	-	78,753
Restricted/Committed	\$ 4,003,099	\$ 4,113,099	\$ 4,113,099	\$ 4,113,099	\$ 4,038,128
Estimated Unassigned Fund Balance	\$ 3,766,602	\$ 10,033,819	\$ 6,074,886	\$ 8,721,571	\$ 6,875,705
As a percentage of projected revenues	9.05%	24.10%	14.59%	20.35%	16.81%
As a percentage of budgeted revenues	9.05%	24.10%	14.59%		
Target	4,162,570	-	6,243,855		

**Sales & Use Tax Collections Year-to-Date Comparison (Cash Basis)
for the month of February 2015**

	2010	% Change	2011	% Change	2012	% Change	2013	% Change	2014	% Change	2015	% Change	\$ Change
Area 1	395,502	-11.01%	384,368	-2.82%	605,339	57.49%	605,008	-0.05%	707,440	16.93%	584,051	-17.44%	-123,389
Area 2	84,944	7.43%	94,059	10.73%	318,120	238.21%	341,710	7.42%	336,352	-1.57%	356,417	5.97%	20,065
Area 3	244,685	10.15%	221,744	-9.38%	233,797	5.44%	245,174	4.87%	241,968	-1.31%	281,664	16.41%	39,696
Area 4	256,622	-15.11%	234,362	-8.67%	246,568	5.21%	251,232	1.89%	269,584	7.30%	285,657	5.96%	16,073
Area 5	108,316	-7.93%	122,800	13.37%	99,308	-19.13%	61,923	-37.65%	152,539	146.34%	180,080	18.05%	27,541
Area 6	644,635	-6.47%	702,046	8.91%	661,505	-5.77%	432,448	-34.63%	463,720	7.23%	559,566	20.67%	95,846
Area 7	1,411,923	-24.04%	1,676,973	18.77%	1,656,773	-1.20%	1,561,332	-5.76%	1,616,417	3.53%	1,822,903	12.77%	206,486
Area 8	353,992	-9.30%	328,184	-7.29%	336,257	2.46%	309,204	-8.05%	323,238	4.54%	331,605	2.59%	8,366
Area 13			0	0.00%	0	0.00%	31,517	0.00%	55,722	76.80%	61,550	10.46%	5,828
Regular Use	108,657	73.05%	148,941	37.08%	67,620	-54.60%	611,031	803.63%	669,110	9.51%	711,347	6.31%	42,236
Subtotal	3,609,276	-13.38%	3,913,477	8.43%	4,225,288	7.97%	4,450,579	5.33%	4,836,091	8.66%	5,174,840	7.00%	338,749
Area 9	339,839	-3.27%	362,696	6.73%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 10	2,878	-13.37%	7,650	165.78%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 9 and 10	342,718	-2.50%	370,346	8.06%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 11	22,655	-9.72%	24,832	9.61%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 12	1,941	-15.02%	2,210	13.90%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 11 and 12	24,596	-7.80%	27,043	9.95%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Subtotal	367,314	-2.87%	397,388	8.19%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Total	3,976,590	-9.25%	4,310,866	8.41%	4,225,288	-1.99%	4,450,579	5.33%	4,836,091	8.66%	5,174,840	7.00%	338,749
Refunds	74,921	15914.21%	7,976	-89.35%	42,821	436.86%	4,747	-88.91%	828	-82.55%	12,063	1356.44%	
Audit & Collections Rev	30,558	-88.76%	99,834	226.71%	5,176	-94.82%	13,201	155.07%	70,083	430.88%	30,877	-55.94%	
**included Above													
Unearned Sales Tax	600,000	0.00%	1,100,000	83.33%	1,150,000	4.55%	1,150,000	0.00%	1,150,000	0.00%	1,150,000	0.00%	
Building Use	51,565	110.35%	49,658	-3.70%	65,089	31.07%	63,999	-1.68%	758,403	1085.03%	453,733	-40.17%	
Vehicle Use	146,625	-16.34%	136,125	-7.16%	235,269	72.83%	249,869	6.21%	226,070	-9.52%	298,142	31.88%	

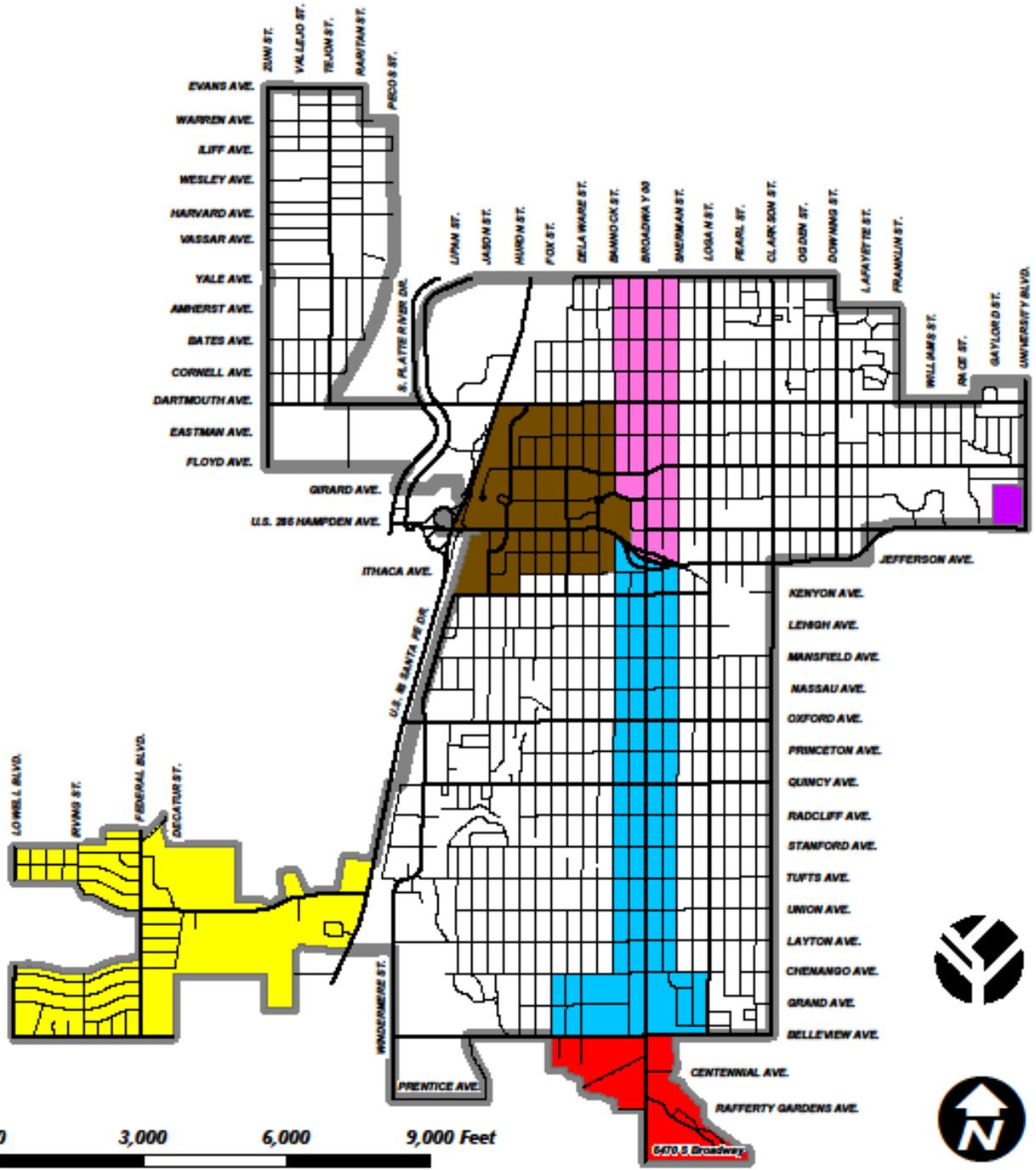
February YTD Collections by Area 2010-2015



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 Belleview between Logan & Delaware
 Area 4 - Broadway and Belleview (Between Fox and Sherman and south side of Belleview and to the Southern City Limits)

Area 5 - Federal and Belleview 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



City of Englewood

To: Mayor Randy Penn and City Council
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: February 6, 2015
Subject: Updated December 2014 Financial Report

Please note any references to 2014 have not been audited and are subject to change until the annual audit and Comprehensive Annual Financial Report is completed.

REVENUES:

- Through December 2014, the City of Englewood collected \$42,541,140 or \$1,228,184 (3 percent) more than last year...
The City collected \$2,892,433 in property taxes and \$291,670 in specific ownership tax through December.
Year-to-date sales and use tax revenues were \$24,802,274 or \$1,368,472 (5.8 percent) more than December 2013

Table with 4 columns: Business Area, \$ YTD Variance CY vs PY, % YTD Variance CY vs PY, and Comments. Rows include Area 1 through Area 13, Regular Use, and Totals.

- Cigarette tax collections were down \$6,436 compared to last year.
Franchise fee collections were \$124,583 less than last year.
Licenses and permit collections were \$120,918 more than December 2013.
Intergovernmental revenues were \$27,416 more than the prior year.
Charges for services decreased \$315,303 from last year.
Recreation revenues increased \$45,355 from 2013.
Fines and forfeitures were \$37,357 more than last year.
Investment income was \$78,716 more than last year.
Miscellaneous revenues were \$76,716 less than last year.
Net Rent revenues from McLellan Reservoir were \$684,683.

OUTSIDE CITY:

- Outside City sales and use tax receipts (cash basis) were up \$703,909 or 10.3 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 December 2014 were \$3,457,329 or \$118,349 more than last year during the same period.

EXPENDITURES:

- Expenditures through December were \$41,253,092 or \$1,127,728 (2.8 percent) more than the \$40,125,364 expended through December 2013.

Department	\$ YTD Variance CY vs PY	% YTD Variance CY vs PY	Comments
Legislation	48,818	17.38%	Legislation (City Council and Boards and Commissions) 2014 expenditures are 47,121 more than 2013, but under the 2014 budgeted amount by \$26,529. The majority of the increase was due to KEB expenditures related to their Hazardous Materials Roundup program, of which approximately 2/3 is reimbursed by the cities of Littleton and Sheridan. Other expenditure increase were related to the cost in the City Council budget of the 2014 Citizens Survey that was last conducted in 2009, higher printing costs for the annual calendar and minor increases in the Council food and travel expenses.
City Attorney	6,596	0.92%	Variance is due to expenditure held closely to prior year spending.
Court	20,019	2.17%	Variance is due to anticipated increases in personnel, contractual and commodity costs.
City Manager	(2,442)	-0.36%	City Manager's Office 2014 expenditures are \$9818 less than 2013 and \$37,732 under the 2014 budgeted amount. Variance is due largely to a vacant position being held open.
Human Resources	33,404	8.18%	The increase is attributable to the City Manager recruitment. YTD expenditures for that project are \$31,771. Former City Manager's departure was not known at the time the 2014 budget was completed, so only \$13,000 was budgeted for executive recruiting. That amount was based upon the cost for the previous two director/chief recruitments. The department has been restructured and an acting manager has been appointed who reports to the Finance and Administrative Services Director.
Financial Services	33,673	2.20%	Variance is due in part to keeping vacant positions open during the year and expenditure held closely to prior year spending.
Information Technology	11,684	0.87%	Variance is due in part to expenditure held closely to prior year spending and restructuring the department due to an employee retirement and a vacant director position filled with a manager reporting to the Finance and Administrative Services Director.
Public Works	206,593	3.95%	Variance is due in part to the increase in salary and benefits such as pension and insurance benefits (\$110k)
Fire Department	545,912	6.82%	Variance is due in part of vacant positions not filled until in 2014 as well as additional benefit costs due to insurance (\$170k) and Supplemental Disability (\$27K)
Police Department	646,069	5.76%	Variance is due in part to vacant positions not filled until in 2014 as well as additional benefit costs due to insurance (\$150k); additional POST training in 2014 (\$50k),the POST is offset 100% by revenue; Replacement of Motorola Radios (\$350k) through a grant.
Community Development	14,324	1.29%	Variance is due to : 1. Elimination of funding for 2 positions involved in the Housing Rehab Program after their retirements (-\$50,000), 2. Decrease in commodities expenditures (-\$7,300), 3. Increase in Contractual Services (+\$17,000), 4. Decrease in Art Shuttle expenditures (-\$9,400), and 5. Decrease in Catalyst Program expenditures (-\$17,300). Savings will decrease after year end invoices for Comprehensive Plan, Art Shuttle and Catalyst Program are processed.
Library	(9,210)	-0.78%	Variance is due in part to change in Security Guard hours from part-time to full-time.
Recreation	166,534	3.08%	Variance is due in part to the increases to salary, benefits and some commodity adjustments during the period.
Debt Service	(135,928)	-6.78%	Variance is due in part to the 2013 final payment of the capital lease for technology related equipment replacement.
Contingency	123,263	139.50%	Variance is due in part to the higher leave payouts for employees separating from the City in 2014 versus 2013
Total Expenditures	1,709,309	4.26%	

REVENUES OVER/UNDER EXPENDITURES:

- Revenues exceeded expenditures by **\$778,937** this year compared to revenues exceeding expenditures by \$776,455 in 2013.

TRANSFERS:

- Net 2014 transfers-in to date of \$892,544 were made by the end of December 2014 (please refer to page 16).

FUND BALANCE:

- The estimated total fund balance is \$12,683,288 or 30 percent of estimated revenue. The estimated unassigned fund balance for 2014 is estimated at \$8,570,189 or 20.3 percent of estimated revenues.
- The 2014 estimated Long Term Asset Reserve (LTAR) balance is \$2,663,099 (please refer to page 16).

PUBLIC IMPROVEMENT FUND (PIF):

- The PIF has collected \$3,898,735 in revenues and spent 3,459,051 year-to-date. The estimated year-end fund balance is \$970,173.

General Fund Comparative Revenue, Expenditure & Fund Balance Report as of December 31, 2014

Percentage of Year Completed = 100%

Fund Balance January 1	\$ 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	Dec-14	% Budget	YE Estimate	Dec-13	Dec-13	% YTD	Dec-12	Dec-12	% YTD
Revenues										
Property Tax	2,898,000	2,892,433	99.81%	2,892,433	2,900,715	2,900,715	100.00%	2,874,816	2,874,816	100.00%
Specific Ownership Tax	230,000	291,670	126.81%	291,670	266,881	266,881	100.00%	243,293	243,293	100.00%
Sales & Use Taxes	22,883,003	24,829,509	108.51%	24,829,509	23,433,775	23,433,775	100.00%	22,363,618	22,363,617	100.00%
Cigarette Tax	179,000	188,652	105.39%	188,652	195,088	195,088	100.00%	189,618	189,618	100.00%
Franchise Fees	3,069,500	3,208,416	104.53%	3,208,416	3,101,310	3,101,310	100.00%	2,930,888	2,930,889	100.00%
Hotel/Motel Tax	10,000	11,948	119.48%	11,948	12,039	12,039	100.00%	10,395	10,395	100.00%
Licenses & Permits	882,250	1,576,121	178.65%	1,576,121	1,446,578	1,446,578	100.00%	983,359	983,359	100.00%
Intergovernmental Revenue	1,753,575	1,869,045	106.58%	1,869,045	1,488,204	1,488,204	100.00%	1,865,722	1,865,722	100.00%
Charges for Services	3,345,353	3,215,032	96.10%	3,215,032	3,469,845	3,469,845	100.00%	3,441,525	3,441,525	100.00%
Recreation	2,594,232	2,466,421	95.07%	2,466,421	2,420,443	2,420,443	100.00%	2,615,642	2,615,642	100.00%
Fines & Forfeitures	1,368,450	1,350,164	98.66%	1,350,164	1,317,707	1,317,707	100.00%	1,381,453	1,381,453	100.00%
Interest	8,164	68,342	837.11%	68,342	(10,223)	(10,223)	100.00%	84,045	84,045	100.00%
EMRF Rents	638,829	684,683	107.18%	684,683	573,526	573,526	100.00%	551,295	551,295	100.00%
Miscellaneous	320,050	210,530	65.78%	210,530	285,931	285,931	100.00%	354,130	354,130	100.00%
Total Revenues	40,180,406	42,862,966	106.68%	42,862,966	40,901,819	40,901,819	100.00%	39,889,799	39,889,799	100.00%
Expenditures										
Legislation	354,570	329,738	93.00%	329,738	280,920	280,920	100.00%	316,043	316,043	100.00%
City Attorney	818,514	726,377	88.74%	726,377	719,781	719,781	100.00%	712,036	712,036	100.00%
Court	1,026,895	942,264	91.76%	942,264	922,245	922,245	100.00%	886,249	886,249	100.00%
City Manager	703,758	673,402	95.69%	673,402	675,844	675,844	100.00%	658,047	658,047	100.00%
Human Resources	493,826	441,955	89.50%	441,955	408,551	408,551	100.00%	469,343	469,342	100.00%
Financial Services	1,625,150	1,566,733	96.41%	1,566,733	1,533,060	1,533,060	100.00%	1,464,305	1,464,306	100.00%
Information Technology	1,378,942	1,348,275	97.78%	1,348,275	1,336,591	1,336,591	100.00%	1,373,943	1,373,943	100.00%
Public Works	5,504,669	5,440,975	98.84%	5,440,975	5,234,383	5,234,382	100.00%	5,202,903	5,202,903	100.00%
Fire Department	8,255,119	8,548,589	103.56%	8,548,589	8,002,677	8,002,677	100.00%	8,100,554	8,100,554	100.00%
Police Department	12,074,148	11,872,226	98.33%	11,872,226	11,226,157	11,226,157	100.00%	10,788,935	10,788,935	100.00%
Community Development	1,252,102	1,128,034	90.09%	1,128,034	1,113,710	1,113,710	100.00%	1,262,451	1,262,451	100.00%
Library	1,262,036	1,165,446	92.35%	1,165,446	1,174,656	1,174,656	100.00%	1,180,771	1,180,771	100.00%
Recreation	5,804,158	5,569,134	95.95%	5,569,134	5,402,599	5,402,600	100.00%	5,649,246	5,649,247	100.00%
Debt Service	2,008,820	1,869,902	93.08%	1,869,902	2,005,830	2,005,830	100.00%	2,056,951	2,056,950	100.00%
Contingency	200,000	211,623	105.81%	211,623	88,360	88,360	100.00%	143,810	143,810	100.00%
Total Expenditures	42,762,707	41,834,673	97.83%	41,834,673	40,125,364	40,125,364	100.00%	40,265,587	40,265,587	100.00%
Excess revenues over (under) expenditures	(2,582,301)	1,028,293	-39.82%	1,028,293	776,455	776,455		(375,788)	(375,788)	
Net transfers in (out)	1,248,820	892,544	71.47%	892,544	1,066,568	1,066,568	100.00%	628,913	628,913	100.00%
Total Fund Balance	\$ 7,392,993	\$ 12,834,670	173.61%	\$ 12,834,670	\$ 10,913,833	\$ 10,913,833	100.00%	\$ 9,070,810	\$ 9,070,810	100.00%

Fund Balance Analysis										
Total Fund Balance	\$ 7,392,993	\$ 12,834,670	\$ 12,834,670	\$ 10,913,833	\$ 9,070,810					
Restricted Fund Balance										
-Emergencies (TABOR)	1,200,000	1,450,000	1,450,000	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					
Restricted/Committed	\$ 3,819,375	\$ 4,113,099	\$ 4,113,099	\$ 4,038,128	\$ 4,117,887					
Estimated Unassigned Fund Balance	\$ 3,573,618	\$ 8,721,571	\$ 8,721,571	\$ 6,875,705	\$ 4,952,923					
As a percentage of projected revenues	8.34%	20.35%	20.35%	16.81%	12.42%					
As a percentage of budgeted revenues	8.89%	21.71%	21.71%							
Target	4,018,041	-	6,027,061							

City of Englewood Information Technology Division

2015-2035 Capital Improvement Plan

IT Fiscal Planning

The City of Englewood IT division will begin 2015 as a division of the Finance Services Department. The IT Division will carry approximately \$215,000 in Capital Projects Fund funds for future network development and \$152,000 for telecommunications upgrades. Applying these funds to future capital projects will require budgetary planning of \$26,300,000 over the next 20years.

Long-term planning goals for establishing a 20 year Capital Improvement Plan (CIP) have been adjusted to represent the following Technology Refresh Cycles (TRC):

- Network and Switches 10 years
- Servers Virtualized/Non-physical Maintenance only
- PC / Workstation Replacement Three year (Moving to Lease Program 2016)
- PC Maintenance Annual
- Security Annual
- VoIP (Voice over Internet protocol) 10 years
- Storage Annual (Hybrid Cloud Structure)
- Fiber Optic 15 years

*See Appendix 1

Network and Switches

In 2013-2014 the City-Wide Camera Project required a total expenditure of approximately \$1,450,000. Of this expenditure \$750,000 was put into improvements to the network backbone. As a result of this infrastructure upgrade the IT division has depleted its CPF balance and is unable to fund future needs.

By 2025 there will be a full network refresh of approximately \$3,500,000. See Appendix 2.

Servers

In 2013-2014 the IT Division virtualized all servers and have eliminated the need for physical servers. All future investments will be for maintenance and space.

Personal Computer (PC) Replacement and Maintenance

By 2016 the IT Division hopes to reduce PC replacement and PC Maintenance costs by 35% with a move to a leasing model that will allow the City to extend from a three year to a four year refresh model and eliminate routine maintenance.

Security

The IT Department has requested an IT Spend of \$26,000 for 1Q 2015. The total new security costs for 2015 will be approximately \$12,000 annually going forward.

These security upgrades are vital to the protection of City networks as we continue to add technological capabilities that allow for customers to connect to our software systems via the internet.

VoIP

By 2020 the City will need to be prepared for a full refresh of our VoIP phone system. This expenditure will be approximately \$575,000 based on current staffing levels and usage.

Storage

In the first quarter of 2015 the IT Division has proposed a hybrid physical/cloud based storage system that will decrease long-term expenditures on physical drive cost-of-ownership. Cloud-based solution reduce storage costs by 50% over the full lifecycle of physical RAID (Redundant Array of Independent Disks) storage.

The newly designed scalability is designed to support any new storage needs including Electronic Plan Submittals and Police Body Cameras.

Fiber

Estimating a 50 mile fiber upgrade every 15 years at approximately \$50,000 per mile will result in a total fiber refresh in all City owned buildings and conduit between locations by 2035.

PDAV (Police Department Audio/Video), DR+ (Disaster Recovery and Long-term Storage) Future Projects

The City of Englewood must remain proactive in preparing for future projects and possible expenditures with future and expanding project funds. In the case of the PDAV/DR+ allocation line the growing need for bandwidth, storage and support for Disaster Recovery or projects like Police Body Cameras are very real Capital Project possibilities starting in 2015.

Enterprise Resource Planning (ERP) Conversion

The City of Englewood has begun consideration of moving away from Oracle ERP (Enterprise resource Planning) and replacing it with a more appropriate Enterprise level system that can not only replace Oracle but also replace 50% of the other software systems being used by the City.

This conversion is being modeled at an approximate \$1,100,000 outlay with a potential hurdle rate of around 6.5 years.

The magnitude of the project cannot be underestimated; the amount of City resources involved in the project will be very high but it will be a valuable investment over time. This will be project that will require intense planning and deployment of City staff. When the City moved from its legacy system to Oracle it took the concerted effort of many staff members working many additional unpaid hours. Unfortunately, staffing has been reduced since the implementation of Oracle. This may add additional costs to the project to backfill the positions of staff working on this project. A project budget will be presented to Council as details are known.

20 year Capital Plan																
	Refresh Rate	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026-2035	20yr Total	10yr Total
Capital Improvements																
Network	10yrs	\$ 624,450.00													\$ 4,124,450.00	\$ 2,374,450.00
Servers	6yrs	\$ 27,000.00						\$ 27,000.00						\$ 27,000.00	\$ 54,000.00	\$ 27,000.00
PC's	3yrs	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 450,000.00	\$ 945,000.00	\$ 495,000.00
PC Maintenance	Annual	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 7,000,000.00	\$ 14,700,000.00	\$ 7,700,000.00
Security	Annual	\$ 26,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 120,000.00	\$ 252,000.00	\$ 132,000.00
VoIP	10yrs (2010)	\$ 450,000.00						\$ 575,000.00							\$ 575,000.00	\$ 575,000.00
Storage	Annual	N/A	\$ 104,626.00			\$ 28,000.00			\$ 28,000.00			\$ 28,000.00		\$ 56,000.00	\$ 244,626.00	\$ 188,626.00
Future Projects																
Fiber	15yr	N/A			\$ 2,500,000.00									\$ 2,500,000.00	\$ 5,000,000.00	\$ 2,500,000.00
PDAV, DR +	Annual	N/A	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 17,000.00	\$ 170,000.00	\$ 357,000.00	\$ 187,000.00
ERP Conversion	1-Time		\$ 1,100,000.00												\$ 1,100,000.00	\$ 1,100,000.00
Total Capital Request															\$ 26,252,076.00	\$ 14,179,076.00



MEMORANDUM

To: Stu Fonda, Utilities Director

From: John Bock, Utilities Manager of Administratio

Date: January 28, 2015

Subject: Twenty Year Capital Improvement Projection

The Administration Division of the Utilities Department has two items that would fall into this category: upgrading CIS Infinity to its latest version, and the possible upgrading of the water meter reading system to a cellular telephone based system.

The last time the Division performed an upgrade of CIS Infinity was in 2009 to 2010. The cost was \$49,500. It is projected that the system could be upgraded every five to eight years at a cost of about \$60,000, depending upon inflation.

If the Water Division were to upgrade the water meter reading system to cellular based at this time, the cost would be in excess of one million dollars. However, in the coming decades when the economies of scale and technological advances take effect, the cost will likely come down. This conversion may happen sometime in the 15 to 20 year range.

Fund	Capital Improvement/ Major O&M Projects	Project	Cost	Duration	YEAR																	10 Year SUM	20 Year SUM						
					2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031			2032	2033	2034			
1601		Piping City Ditch	\$100,000 per/year	Continuous		\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$900,000.00	\$1,900,000.00	
		New flume at Mineral	\$25,000.00	next 5 years			\$25,000.00																				\$25,000.00	\$25,000.00	
		New flume at Clarkson	\$25,000.00	next 5-10 years			\$25,000.00																				\$25,000.00	\$25,000.00	
		New flume at McBroom head gate.	\$50,000.00	next 10 to 15 years							\$50,000.00				\$50,000.00												\$50,000.00	\$100,000.00	
		Meadow Creek	\$50,000 per/year	Every year		\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$500,000.00	\$1,000,000.00	
		Boreas Pass Ditch	\$50,000 per/year	Until completed						\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00														\$200,000.00	\$200,000.00	
		Dam projects(rip/wrap dam)	\$50,000 per/ year	Until completed			\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00																	\$200,000.00	\$200,000.00	
1602		Backwash waste VFD,s 1,2	\$20,000 to \$40,000ea.	every 10 to 15 years									\$40,000.00		\$40,000.00												\$80,000.00	\$80,000.00	
		River Pumps 1,2,3	\$50,000 to \$75,000ea.	every 7 to 10 years		\$75,000.00			\$75,000.00				\$75,000.00				\$75,000.00										\$75,000.00	\$225,000.00	\$525,000.00
		Zone 1 pumps 1,2,3,	\$75,000 to \$100,000ea.	every 7 to 10 years	\$100,000.00			\$100,000.00					\$100,000.00				\$100,000.00										\$300,000.00	\$600,000.00	
		Zone 2 pumps 1,2,3,4	\$50,000 to \$75,000ea.	every 7 to 10 years		\$75,000.00	\$75,000.00		\$75,000.00	\$75,000.00					\$75,000.00	\$75,000.00		\$75,000.00	\$75,000.00								\$300,000.00	\$600,000.00	
		River VFDs 1,2,3	\$25,000 to \$50,000ea.	every 7 to 10 years			\$50,000.00				\$50,000.00				\$50,000.00			\$50,000.00									\$150,000.00	\$300,000.00	
		Zone 1 VFDs 1,2,3	\$30,000 to \$50,000ea.	every 7 to 10 years			\$50,000.00				\$50,000.00				\$50,000.00			\$50,000.00									\$200,000.00	\$400,000.00	
		Zone 2 VFDs 1,2,3,4	\$20,000 to \$40,000ea.	every 7 to 10 years		\$40,000.00		\$40,000.00			\$40,000.00				\$40,000.00			\$40,000.00									\$160,000.00	\$320,000.00	
		Backwash pumps 1,2	\$50,000 to \$75,000ea.	every 10 to 15 years							\$75,000.00				\$75,000.00												\$150,000.00	\$225,000.00	
		Backwash VFDs 1,2	\$25,000 to \$50,000ea.	every 10 to 15 years			\$50,000.00				\$50,000.00				\$50,000.00			\$50,000.00									\$100,000.00	\$200,000.00	
		McClellan Pumps 1,2,3,4	\$35,000 to \$60,000	every 4 to 7 years	\$60,000.00		\$60,000.00		\$60,000.00		\$60,000.00			\$60,000.00		\$60,000.00		\$60,000.00		\$60,000.00		\$60,000.00		\$60,000.00		\$60,000.00	\$300,000.00	\$600,000.00	
		McClellan VFDs 3	\$15,000 to \$25,000ea.	every 7 to 10 years					\$25,000.00									\$25,000.00									\$25,000.00	\$50,000.00	
		McClellan soft starts 1,2,4	Will replace with VFD's	5-10 years																							\$0.00	\$0.00	
		Chemical feed pumps(12 total)	\$5,000 to \$10,000ea.	every 10 to 15 years	\$10,000.00	\$10,000.00									\$10,000.00				\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$20,000.00	\$80,000.00	
		Electrical System	Unknown at this time																										
		Zone 1 motors 1,2,3	\$35,000 to \$50,000ea.	every 10 to 15 years	\$50,000.00		\$50,000.00						\$50,000.00				\$50,000.00										\$150,000.00	\$300,000.00	
		Zone 2 motors 1,2	\$15,000 to \$25,000ea.	every 10 to 15 years		\$25,000.00		\$25,000.00					\$25,000.00				\$25,000.00										\$75,000.00	\$125,000.00	
		Zone 2 motor 3,4	\$20,000 to \$40,000ea.	every 10 to 15 years			\$40,000.00				\$40,000.00				\$40,000.00												\$80,000.00	\$160,000.00	
		Backwash waste pumps 1,2,3	\$20,000 to \$40,000ea.	every 10 to 15 years							\$40,000.00	\$40,000.00	\$40,000.00														\$120,000.00	\$120,000.00	
1603		Chemical storage tanks	\$100,000.00	20 years	\$100,000.00																						\$100,000.00	\$100,000.00	
		Filter media (2,3,4,5,6)	\$150,000 per filter	3 to 5 years	\$300,000.00	\$450,000.00			\$300,000.00	\$450,000.00			\$300,000.00	\$450,000.00				\$300,000.00	\$450,000.00							\$1,500,000.00	\$3,000,000.00		
		Trac-vac replacements	\$25,000.00	next 10 to 15 years								\$25,000.00									\$25,000.00						\$25,000.00	\$50,000.00	
		Gear box and motor replacements	\$25,000.00	next 10 to 15 years				\$25,000.00										\$25,000.00									\$25,000.00	\$50,000.00	
		Online water quality equipment	\$50,000.00	next 10 to 15 years								\$50,000.00															\$50,000.00	\$50,000.00	
		Water quality lab equipment	\$50,000.00	next 10 to 15 years								\$50,000.00															\$50,000.00	\$50,000.00	
		Belt Press	\$250,000.00	15 to 20 years												\$250,000.00											\$0.00	\$250,000.00	
		Dewatering barge	\$75,000.00	next 15 to 20 years														\$75,000.00									\$0.00	\$75,000.00	
		Sludge day Tank	\$50,000.00	next 10 to 15 years																	\$50,000.00						\$0.00	\$50,000.00	
		Allen Plant stucco	50,000 per/year	Continuous		\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$450,000.00	\$950,000.00	
		Clearwell roof repair	Unknown	20 years																							\$0.00	\$0.00	
		Parking lot repaving	\$25,000.00	15 years		\$25,000.00																					\$25,000.00	\$50,000.00	
		Concrete repair	\$25,000.00	15 years		\$25,000.00																					\$25,000.00	\$50,000.00	
		Allen Plant Roof	\$600,000.00	20 years	\$600,000.00																						\$600,000.00	\$600,000.00	
		Zuni Tank	\$250,000.00	20 years												\$250,000.00											\$0.00	\$250,000.00	
		Sherman Tank	\$250,000.00	20 years													\$250,000.00										\$0.00	\$250,000.00	
		Dewatering pump	\$25,000.00	20 years			\$25,000.00																				\$25,000.00	\$25,000.00	
1604		Building 11 Addition	\$75,000.00	one time					\$75,000.00																		\$75,000.00	\$75,000.00	
1605		Building 11 Addition	\$75,000.00	one time					\$75,000.00																			\$75,000.00	\$75,000.00
		Total:			\$1,270,000.00	\$925,000.00	\$525,000.00	\$565,000.00	\$560,000.00	\$1,080,000.00	\$985,000.00	\$545,000.00	\$425,000.00	\$480,000.00	\$835,000.00	\$825,000.00	\$625,000.00	\$840,000.00	\$660,000.00	\$875,000.00	\$945,000.00	\$490,000.00	\$370,000.00	\$310,000.00	\$7,360,000.00	\$14,135,000.00			

Yearly Average: \$706,750.00

*All totals in 2015 dollars

Ten Year Operations Plan Based on 3% Annual CPI										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
O&M	\$ 1,686,313	\$ 1,736,903	\$ 1,789,010	\$ 1,842,680	\$ 1,897,960	\$ 1,954,899	\$ 2,013,546	\$ 2,073,953	\$ 2,136,171	\$ 2,200,256
CPF	\$ 1,416,500	\$ 1,840,610	\$ 970,430	\$ 474,695	\$ 455,280	\$ 468,625	\$ 687,350	\$ 414,425	\$ 85,560	\$ 200,025
CRF	\$ 1,321,500	\$ 1,354,346	\$ 1,274,809	\$ 1,442,554	\$ 1,484,557	\$ 1,529,094	\$ 1,573,654	\$ 1,620,864	\$ 1,668,138	\$ 1,718,182
Totals	\$ 4,424,313	\$ 4,931,859	\$ 4,034,248	\$ 3,759,929	\$ 3,837,797	\$ 3,952,618	\$ 4,274,550	\$ 4,109,241	\$ 3,889,869	\$ 4,118,464

Twenty Year Operations Plan Based on 3% Annual CPI										
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
O&M	\$ 2,266,264	\$ 2,334,252	\$ 2,404,280	\$ 2,476,408	\$ 2,550,700	\$ 2,627,221	\$ 2,706,038	\$ 2,787,219	\$ 2,870,836	\$ 2,956,961
CPF	\$ 274,300	\$ 360,430	\$ 187,000	\$ 54,210	\$ 19,880	\$ 92,800	\$ 1,086,320	\$ 111,740	\$ 75,460	\$ 92,630
CRF	\$ 1,838,400	\$ 1,821,328	\$ 1,874,534	\$ 1,930,770	\$ 1,982,681	\$ 2,042,162	\$ 2,097,235	\$ 2,160,152	\$ 2,218,579	\$ 2,458,823
Totals	\$ 4,378,964	\$ 4,516,010	\$ 4,465,813	\$ 4,461,388	\$ 4,553,261	\$ 4,762,183	\$ 5,889,592	\$ 5,059,111	\$ 5,164,874	\$ 5,508,414

2014	Ten Year Operations Plan Based on 3% Annual CPI										Twenty Year Operations Plan Based on 3% Annual CPI									
Building - O&M																				
PROJECT/BUILDING	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Civic Center	\$ 678,205	\$ 698,551	\$ 719,507	\$ 741,092	\$ 763,325	\$ 786,225	\$ 809,812	\$ 834,106	\$ 859,129	\$ 884,903	\$ 911,450	\$ 938,794	\$ 966,958	\$ 995,966	\$ 1,025,845	\$ 1,056,621	\$ 1,088,319	\$ 1,120,969	\$ 1,154,598	\$ 1,189,236
Recreation Center	\$ 282,367	\$ 290,838	\$ 299,563	\$ 308,550	\$ 317,807	\$ 327,341	\$ 337,161	\$ 347,276	\$ 357,694	\$ 368,425	\$ 379,478	\$ 390,862	\$ 402,588	\$ 414,665	\$ 427,105	\$ 439,919	\$ 453,116	\$ 466,710	\$ 480,711	\$ 495,132
Safety Services	\$ 147,309	\$ 151,728	\$ 156,280	\$ 160,969	\$ 165,798	\$ 170,772	\$ 175,895	\$ 181,172	\$ 186,607	\$ 192,205	\$ 197,971	\$ 203,910	\$ 210,027	\$ 216,328	\$ 222,818	\$ 229,503	\$ 236,388	\$ 243,479	\$ 250,784	\$ 258,307
ServiCenter	\$ 143,696	\$ 148,007	\$ 152,447	\$ 157,020	\$ 161,731	\$ 166,583	\$ 171,580	\$ 176,728	\$ 182,030	\$ 187,490	\$ 193,115	\$ 198,909	\$ 204,876	\$ 211,022	\$ 217,353	\$ 223,873	\$ 230,590	\$ 237,507	\$ 244,632	\$ 251,971
ServiCenter Sub Buildings	\$ 134,900	\$ 138,947	\$ 143,116	\$ 147,409	\$ 151,831	\$ 156,386	\$ 161,078	\$ 165,910	\$ 170,887	\$ 176,014	\$ 181,295	\$ 186,733	\$ 192,335	\$ 198,105	\$ 204,049	\$ 210,170	\$ 216,475	\$ 222,969	\$ 229,658	\$ 236,548
Malley Center	\$ 124,800	\$ 128,544	\$ 132,401	\$ 136,373	\$ 140,464	\$ 144,678	\$ 149,018	\$ 153,489	\$ 158,093	\$ 162,836	\$ 167,721	\$ 172,753	\$ 177,935	\$ 183,273	\$ 188,772	\$ 194,435	\$ 200,268	\$ 206,276	\$ 212,464	\$ 218,838
Fox Annex	\$ 32,010	\$ 32,970	\$ 33,959	\$ 34,978	\$ 36,028	\$ 37,108	\$ 38,222	\$ 39,368	\$ 40,549	\$ 41,766	\$ 43,019	\$ 44,309	\$ 45,639	\$ 47,008	\$ 48,418	\$ 49,871	\$ 51,367	\$ 52,908	\$ 54,495	\$ 56,130
Acoma Fire	\$ 23,527	\$ 24,233	\$ 24,960	\$ 25,709	\$ 26,480	\$ 27,275	\$ 28,093	\$ 28,936	\$ 29,804	\$ 30,698	\$ 31,619	\$ 32,567	\$ 33,544	\$ 34,551	\$ 35,587	\$ 36,655	\$ 37,754	\$ 38,887	\$ 40,054	\$ 41,255
Tejon Fire	\$ 22,456	\$ 23,129	\$ 23,823	\$ 24,538	\$ 25,274	\$ 26,032	\$ 26,813	\$ 27,617	\$ 28,446	\$ 29,299	\$ 30,178	\$ 31,084	\$ 32,016	\$ 32,977	\$ 33,966	\$ 34,985	\$ 36,034	\$ 37,116	\$ 38,229	\$ 39,376
Golf Course Club House	\$ 72,794	\$ 74,977	\$ 77,227	\$ 79,544	\$ 81,930	\$ 84,388	\$ 86,919	\$ 89,527	\$ 92,213	\$ 94,979	\$ 97,829	\$ 100,763	\$ 103,786	\$ 106,900	\$ 110,107	\$ 113,410	\$ 116,812	\$ 120,317	\$ 123,926	\$ 127,644
Golf Course Maintenance	\$ 24,250	\$ 24,978	\$ 25,727	\$ 26,499	\$ 27,294	\$ 28,112	\$ 28,956	\$ 29,824	\$ 30,719	\$ 31,641	\$ 32,590	\$ 33,568	\$ 34,575	\$ 35,612	\$ 36,680	\$ 37,781	\$ 38,914	\$ 40,082	\$ 41,284	\$ 42,523
Totals	\$ 1,686,313	\$ 1,736,903	\$ 1,789,010	\$ 1,842,680	\$ 1,897,960	\$ 1,954,899	\$ 2,013,546	\$ 2,073,953	\$ 2,136,171	\$ 2,200,256	\$ 2,266,264	\$ 2,334,252	\$ 2,404,280	\$ 2,476,408	\$ 2,550,700	\$ 2,627,221	\$ 2,706,038	\$ 2,787,219	\$ 2,870,836	\$ 2,956,961

Building - CPF	Needs	Wants	Ten Year Capital Plan Based on 3% Annual CPI										Twenty Year Capital Plan Based on 3% Annual CPI										
	2014		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
PROJECT/BUILDING \$5000 Projects Over	Building	Estimated Cost																					
Carpet Replacement	Fox Annex	\$ 40,000					\$20,000	\$20,000															
HVAC Renewal Program	Fox Annex	\$ 60,000											\$30,000	\$30,000									
Painting	Fox Annex			\$5,000				\$5,000					\$5,000						\$5,000				\$5,000
Acoma Fire																							
Flooring	Acoma Fire	\$ 10,000		\$10,000																			
Truck Room AC & Fan Project	Acoma Fire	\$ 20,000		\$20,000																			
Driveway Replacement	Acoma Fire	\$ 15,000		\$15,000																			
Skylight Replacement	Acoma Fire	\$ 7,000		\$7,000																			
HVAC Install for North End Rooms	Acoma Fire	\$ 10,000		\$10,000																			
Garage Door & Opener Replacements	Acoma Fire	\$ 10,000		\$10,000																			
Air Seal (Living Area Door Upgrades)	Acoma Fire	\$ 5,000		\$5,000																			
Roofing Repair / Replacement	Acoma Fire	\$ 7,500		\$7,500				\$5,000					\$5,000						\$5,000				\$5,000
Repaint Truck Room	Acoma Fire	\$ 7,500		\$7,500																			
Celing Tile Replacements	Acoma Fire	\$ 7,500		\$7,500																			
Lighting Upgrades	Acoma Fire	\$ 10,000		\$10,000																			
Kitchen Remodel	Acoma Fire	\$ 30,000		\$30,000																			
Bathroom Remodel	Acoma Fire	\$ 50,000		\$50,000																			
Skylight Replacement	Acoma Fire	\$ 7,000		\$7,000																			
HVAC Renewal Program (5 Years UL 2015)	Acoma Fire	\$ 20,000					\$20,000																
Tejon Fire																							
Roofing Repair / Replacement	Tejon Fire	\$ 75,000			\$75,000					\$5,000					\$5,000					\$5,000			
HVAC Renewal Program (8 Years UL 2015)		\$ 25,000								\$25,000													
Golf Course Clubhouse																							
Roofing Repair / Replacement	Golf Course Club		\$5,000					\$5,000					\$35,000						\$5,000				
Window Replacements	Golf Course Club	\$ 15,000		\$15,000																			
Carpet Replacement	Golf Course Club	\$ 25,000					\$25,000																
Painting	Golf Course Club	\$ 10,000		\$5,000	\$5,000																		
Exterior Door Upgrades	Golf Course Club	\$ 15,000																					
Plumbing Upgrades	Golf Course Club	\$ 10,000			\$5,000	\$5,000																	
Bathroom Upgrades	Golf Course Club	\$ 15,000						\$15,000															
Lighting Upgrades	Golf Course Club	\$ 10,000			\$10,000																		
HVAC Renewal Program	Golf Course Club	\$ 75,000				\$15,000	\$15,000	\$15,000	\$15,000	\$15,000													
Golf Course Maintenance																							
Roofing Repair / Replacement	Golf Course Maint			\$10,000					\$150,000					\$10,000						\$10,000			
		\$ 5,414,000	\$1,416,500	\$1,840,610	\$970,430	\$474,695	\$455,280	\$468,625	\$687,350	\$414,425	\$85,560	\$200,025	\$274,300	\$360,430	\$187,000	\$54,210	\$19,880	\$92,800	\$1,086,320	\$111,740	\$75,460	\$92,630	
		CPI		1.03	1.06	1.09	1.12	1.15	1.18	1.21	1.24	1.27	1.3	1.33	1.36	1.39	1.42	1.45	1.48	1.51	1.54	1.57	

City of Englewood
Facilities and Operations

2015								Ten Year Capital Plan Based on 3% Annual CPI										Twenty Year Capital Plan Based on 3% Annual CPI										
Building - CRF - Capital Replacement Fund	Year Built	Size	Life	Type	CRV - Current Replacement Value	Life Left	Current Yearly CRF 2% of CRV	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
Civic Center	1990	139836	50	Remodel	\$ 27,967,200	25	\$ 559,344	\$559,344	\$576,124	\$593,408	\$611,210	\$629,547	\$648,433	\$667,886	\$687,923	\$708,560	\$729,817	\$751,712	\$774,263	\$797,491	\$821,416	\$846,058	\$871,440	\$897,583	\$924,510	\$952,246	\$980,813	
Recreation Center	1985	58220	50	Remodel	\$ 11,644,000	20	\$ 232,880	\$232,880	\$239,866	\$247,062	\$254,474	\$262,108	\$269,972	\$278,071	\$286,413	\$295,005	\$303,856	\$312,971	\$322,360	\$332,031	\$341,992	\$352,252	\$362,819	\$373,704	\$384,915	\$396,463	\$408,356	
Safety Services / Jefferson Fire	1972	30373	47	Replace	\$ 6,074,600	4	\$ 121,492	\$121,492	\$125,137	\$128,891	\$132,758	\$136,740	\$140,843	\$145,068	\$149,420	\$153,902	\$158,520	\$163,275	\$168,173	\$173,219	\$178,415	\$183,768	\$189,281	\$194,959	\$200,808	\$206,832	\$213,037	
ServiCenter	1966	29628	62	Remodel	\$ 5,925,600	13	\$ 118,512	\$118,512	\$122,067	\$125,729	\$129,501	\$133,386	\$137,388	\$141,510	\$145,755	\$150,127	\$154,631	\$159,270	\$164,048	\$168,970	\$174,039	\$179,260	\$184,638	\$190,177	\$195,882	\$201,759	\$207,812	
SC Building #1 - Storage	1956	960	70	Replace	\$ 72,000	11	\$ 1,440	\$1,440	\$1,483	\$1,528	\$1,574	\$1,621	\$1,669	\$1,719	\$1,771	\$1,824	\$1,879	\$72,000	\$1,935	\$1,993	\$2,053	\$2,115	\$2,178	\$2,243	\$2,311	\$2,380	\$2,452	
SC Building #2 - Broom Shed	1977	4900	70	Replace	\$ 245,000	32	\$ 4,900	\$4,900	\$5,047	\$5,198	\$5,354	\$5,515	\$5,680	\$5,851	\$6,026	\$6,207	\$6,393	\$6,585	\$6,783	\$6,986	\$7,196	\$7,412	\$7,634	\$7,863	\$8,099	\$8,342	\$8,592	
SC Building #3 - Storage	1965	560	69	Replace	\$ 42,000	19	\$ 840	\$840	\$865	\$891	\$918	\$945	\$974	\$1,003	\$1,033	\$1,064	\$1,096	\$1,129	\$1,163	\$1,198	\$1,234	\$1,271	\$1,309	\$1,348	\$1,388	\$1,430	\$1,473	
SC Building #4 - Oil Storage	1976	576	70	Replace	\$ 43,200	31	\$ 864	\$864	\$890	\$917	\$944	\$972	\$1,002	\$1,032	\$1,063	\$1,094	\$1,127	\$1,161	\$1,196	\$1,232	\$1,269	\$1,307	\$1,346	\$1,386	\$1,428	\$1,471	\$1,515	
SC Building #5 - Fuel Island	1978	173	70	Replace	\$ 12,975	33	\$ 260	\$260	\$267	\$275	\$284	\$292	\$301	\$310	\$319	\$329	\$339	\$349	\$359	\$370	\$381	\$393	\$404	\$416	\$429	\$442	\$455	
SC Building #6 - Storage/Parks	1962	3300	60	Replace	\$ 330,000	7	\$ 6,600	\$6,600	\$6,798	\$6,798	\$7,002	\$7,212	\$7,428	\$7,651	\$7,881	\$8,117	\$8,361	\$8,612	\$8,870	\$9,136	\$9,410	\$9,692	\$9,983	\$10,283	\$10,591	\$10,909	\$11,236	
SC Building #7 - Storage Fleet	1955	1450	70	Replace	\$ 72,500	10	\$ 1,450	\$1,450	\$1,494	\$1,538	\$1,584	\$1,632	\$1,681	\$1,731	\$1,783	\$1,837	\$1,892	\$1,949	\$2,007	\$2,067	\$2,129	\$2,193	\$2,259	\$2,327	\$2,397	\$2,469	\$2,543	
SC Building #8 - Weld Shop	1965	3600	71	Replace	\$ 180,000	21	\$ 3,600	\$3,600	\$3,708	\$3,819	\$3,934	\$4,052	\$4,173	\$4,299	\$4,428	\$4,560	\$4,697	\$4,838	\$4,983	\$5,133	\$5,287	\$5,445	\$5,609	\$5,777	\$5,950	\$6,129	\$180,000	
SC Building #9 - Quonset Hut	1955	4800	70	Replace	\$ 240,000	10	\$ 4,800	\$4,800	\$4,944	\$5,092	\$5,245	\$5,402	\$5,565	\$5,731	\$5,903	\$6,080	\$6,263	\$6,451	\$6,644	\$6,844	\$7,049	\$7,260	\$7,478	\$7,703	\$7,934	\$8,172	\$8,417	
SC Building #10 - Storage Police	1994	1800	70	Replace	\$ 90,000	49	\$ 1,800	\$1,800	\$1,854	\$1,910	\$1,967	\$2,026	\$2,087	\$2,149	\$2,214	\$2,280	\$2,349	\$2,419	\$2,492	\$2,566	\$2,643	\$2,723	\$2,804	\$2,888	\$2,975	\$3,064	\$3,156	
SC Building #11 - Utilities	1994	6400	70	Replace	\$ 320,000	49	\$ 6,400	\$6,400	\$6,592	\$6,790	\$6,993	\$7,203	\$7,419	\$7,642	\$7,871	\$8,107	\$8,351	\$8,601	\$8,859	\$9,125	\$9,399	\$9,681	\$9,971	\$10,270	\$10,578	\$10,896	\$11,222	
SC Building #12 - Salt Dome	1999	3020	70	Replace	\$ 226,500	54	\$ 4,530	\$4,530	\$4,666	\$4,806	\$4,950	\$5,099	\$5,252	\$5,409	\$5,571	\$5,738	\$5,911	\$6,088	\$6,271	\$6,459	\$6,652	\$6,852	\$7,058	\$7,269	\$7,487	\$7,712	\$7,943	
SC Building #13 - Salt Storage	2011	3500	50	Replace	\$ 70,000	46	\$ 1,400	\$1,400	\$1,442	\$1,485	\$1,530	\$1,576	\$1,623	\$1,672	\$1,722	\$1,773	\$1,827	\$1,881	\$1,938	\$1,996	\$2,056	\$2,118	\$2,181	\$2,247	\$2,314	\$2,383	\$2,455	
Malley Senior Center	1977	25732	50	Remodel	\$ 5,146,400	12	\$ 102,928	\$102,928	\$106,016	\$109,196	\$112,472	\$115,846	\$119,322	\$122,901	\$126,588	\$130,386	\$134,298	\$138,327	\$142,476	\$146,751	\$151,153	\$151,153	\$155,688	\$155,688	\$160,358	\$160,358	\$165,169	
Fox Annex	1987	6600	50	Remodel	\$ 1,320,000	22	\$ 26,400	\$26,400	\$27,192	\$27,192	\$28,008	\$28,008	\$28,848	\$28,848	\$29,713	\$29,713	\$30,605	\$30,605	\$31,523	\$31,523	\$32,469	\$32,469	\$33,443	\$33,443	\$34,446	\$34,446	\$35,479	
Miller Building	1949	6814	50	Replace	\$ 681,400	-16	\$ 13,628	\$13,628	\$14,037	\$14,037	\$14,458	\$14,458	\$14,892	\$14,892	\$15,338	\$15,338	\$15,799	\$15,799	\$16,273	\$16,273	\$16,761	\$16,761	\$17,264	\$17,264	\$17,781	\$17,781	\$18,315	
Acoma Fire	1981	4851	50	Replace	\$ 1,212,750	16	\$ 24,255	\$24,255	\$24,983	\$25,732	\$26,504	\$27,299	\$28,118	\$28,962	\$29,831	\$30,726	\$31,647	\$32,597	\$33,575	\$34,582	\$35,619	\$36,688	\$37,788	\$38,922	\$40,090	\$41,293	\$42,531	
Tejon Fire	1976	4630	70	Replace	\$ 1,157,500	31	\$ 23,150	\$23,150	\$23,845	\$24,560	\$25,297	\$26,056	\$26,837	\$27,642	\$28,472	\$29,326	\$30,205	\$31,112	\$32,045	\$33,006	\$33,997	\$35,016	\$36,067	\$37,149	\$38,263	\$39,411	\$40,594	
Golf Course Clubhouse	1981	15009	49	Remodel	\$ 2,251,350	15	\$ 45,027	\$45,027	\$46,378	\$47,769	\$49,202	\$50,678	\$52,199	\$53,765	\$55,378	\$57,039	\$58,750	\$60,513	\$62,328	\$64,198	\$66,124	\$68,107	\$70,151	\$72,255	\$74,423	\$76,655	\$78,955	
Golf Course Maintenance Building	1995	5000	50	Remodel	\$ 750,000	30	\$ 15,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572	\$20,159	\$20,764	\$21,386	\$22,028	\$22,689	\$23,370	\$24,071	\$24,793	\$25,536	\$26,303	
Totals		361732			\$ 66,074,975		\$ 1,321,500	\$ 1,321,500	\$ 1,354,346	\$ 1,274,809	\$ 1,442,554	\$ 1,484,557	\$ 1,529,094	\$ 1,573,654	\$ 1,620,864	\$ 1,668,138	\$ 1,718,182	\$ 1,838,400	\$ 1,821,328	\$ 1,874,534	\$ 1,930,770	\$ 1,982,681	\$ 2,042,162	\$ 2,097,235	\$ 2,160,152	\$ 2,218,579	\$ 2,458,823	
								Fund Balance	1,321,500	2,675,846	3,950,655	5,393,209	256,452	1,785,545	3,359,199	4,590,663	6,258,801	7,976,983	9,510,584	11,144,061	9,596,239	7,497,601	9,480,282	9,923,985	12,021,220	12,386,501	14,605,080	16,999,223
								Remodel / Replacement	0	0	0	6,621,314	0	0	389,400	0	304,800	187,850	3,422,356	4,029,408	0	1,598,459	0	1,794,870	0	64,680	9,303,100	
								Year End Fund Balance	1,321,500	2,675,846	3,950,655	1,228,105	256,452	1,785,545	2,969,799	4,590,663	6,258,801	7,672,183	9,322,734	7,721,705	5,566,831	7,497,601	7,881,823	9,923,985	10,226,350	12,386,501	14,540,400	7,696,123

CPI 1.03 1.06 1.09 1.12 1.15 1.18 1.21 1.24 1.27 1.3 1.33 1.36 1.39 1.42 1.45 1.48 1.51 1.54 1.57

Yearly Maintenance Costs	Sq. Ft.	Maintenance \$2.00/Foot	Custodial \$1.50/Foot	Utilities \$1.35/Foot
Civic Center	139,836.00	\$ 279,672.00	\$ 209,754.00	\$ 188,778.60
Saftey Services	30,373.00	\$ 60,746.00	\$ 45,559.50	\$ 41,003.55
Fox Annex	6,600.00	\$ 13,200.00	\$ 9,900.00	\$ 8,910.00
Jefferson Station	8,950.00	\$ 17,900.00	\$ 13,425.00	\$ 12,082.50
Acoma Station	4,851.00	\$ 9,702.00	\$ 7,276.50	\$ 6,548.85
Tejon Staton	4,630.00	\$ 9,260.00	\$ 6,945.00	\$ 6,250.50
Miller Building	6,814.00	\$ 13,628.00	\$ 10,221.00	\$ 9,198.90
Recreation Center	60,170.00	\$ 120,340.00	\$ 90,255.00	\$ 81,229.50
Malley Center	24,255.00	\$ 48,510.00	\$ 36,382.50	\$ 32,744.25
Pirates Cove	7,699.00	\$ 15,398.00	\$ 11,548.50	\$ 10,393.65
Golf Course	8,000.00	\$ 16,000.00	\$ 12,000.00	\$ 10,800.00
ServieCenter	43,785.00	\$ 87,570.00	\$ 65,677.50	\$ 59,109.75
Totals	345,963.00	\$ 691,926.00	\$ 518,944.50	\$ 467,050.05

Grand Total \$ 1,677,920.55

Memorandum

To: Mayor Randy Penn and City Council
Through: Eric A. Keck, City Manager
From: Frank Gryglewicz, Director of Finance and Administrative Services
Date: March 10, 2015
Re: March 23, 2015 Study Session - Ban Additional Marijuana Establishments

Due to increased citizen awareness and opposition to marijuana establishments in the City, I propose banning any additional marijuana establishments in the City limits as soon as possible.

Currently, marijuana related businesses in the City include:

- Grow Facility (no retail sales)
- Medical Marijuana Center and Grow Facility
- Medical Marijuana Center
- Medical Marijuana Center pending State Licensing

There are no retail recreational establishments in the City. There are numerous options just north of the City limits to serve recreational customers' needs.

City staff believes the existing facilities are adequate to meet the needs of medical marijuana patients.

Staff doubts additional licenses will be granted, as citizen awareness and opposition will make it impossible for any proposed establishment to be approved by the Liquor and Medical Marijuana Licensing Authority.

In the interest of saving potential applicants, staff, citizens, Council and the Liquor and Medical Marijuana Authority the time, effort and cost to applicants (non-refundable fees) to prepare documents, send notices, post premises, hold hearings, etc. only to meet with overwhelming citizen opposition and a most likely denial of license, it is staff's believe that a permanent ban on additional marijuana-related licenses is in the best interest of the City.

I have attached a map indicating where existing medical marijuana businesses are located, areas zoned for possible new businesses and other related information. Also a list of currently licensed marijuana establishments is attached for Council's reference.

If you need further information or clarification, please call me at 303-762-2401.

Attachments

Medical Marijuana Establishments

City of Englewood 2015

Buddies Wellness dba La Bodega

GROW

4695 S. Windermere St.

Natures Kiss

CENTER & GROW

4332 S. Broadway

ADG Herbal Medicine dba Frosted Leaf

CENTER

11 W. Hampden Ave. Suite 102

TDM, LLC dba Trees

CENTER

5005 S. Federal Blvd.

Linda Olson, Englewood City Council Member Conference Report

NLC March 7-11, 2015, D.C.

1) Pre-Conference Session—NLCU01 Innovation and Economic Development/Mar 7, 2015 9am -5 pm

- a. Presenter/Contact Info: Anatolio Ubalde, Mark Hays, Russ Riblett
- b. Notes: Major points, counter points: PowerPoint site:
<https://gisplanning.app.box.com/s/3hl6nt6xu2ynh8tybgf47n6elpv0xhfrf>

Anatolio Ubalde—Intro: Every lie is two lies—the lie we tell others and the lie we tell ourselves

Econ Development vs. Elected Officials is a bad space to get into—work together

Prologue: Roast beef story of why a family has a tradition of cutting off the ends of the roast to make it taste better; everyone believes that the ends cut off makes it taste better; turns out the only reason they have cut off the ends is because the pan was too small and that it the only way to get it in.

Economic Dev. Rule #1: Never be #2

Economic Dev. Rule #2: See #1

Revealing your real advantages: Don't try to trick with promises you can't deliver;

What would cause a crowd of businesses to beat a path to your community? Do we have it? How will we get it? What are we best at? Focus on this, not something you are not

****What is our community the (leader, best, known for, etc) _____ of? What are we exceptional at? Ask, What are companies punished for doing business in your community? How can you fix that?

FDI: Federal Direct Investment—US is a huge market and we should take notice; Location determinants R&D—if you don't have people with the right skills you will not match up

SBDC—We should use them from Metro Denver to do training for our businesses

Are we throwing money up in the air and just seeing where it lands? Assess our past use of incentives. ED marketing challenges:

Must communicate community benefits

Changing communication alters how businesses communicate and research

Check out Economic Development Marketing book by Ubalde (presenter)

****Most effective Marketing for Econ Dev are those who have the best budgets/resources:: Median marketing budgets are 10% of Econ Dev Org/Office—what is Englewood's?

The largest budget allocation was to Website which is the best use, then trade shows and conferences, and then out of town meetings—all in the top 3 and need strong budgeting

Internet is the strongest factor in successful marketing; before you even know they are looking at your city for a site location, you can win or lose them from your website info or lack of follow-up/contact

Need interactive maps, site selection analysis assistance (GIS), and interactive demographic Look at Indiana's state site selection site as it is considered top in the nation

****Questions: Are we measuring the right things? Do we measure Jobs and how they add to our development?

What community brands are top for of your mind for you? Think of those. Don't do the same thing such as Live. Work. Play. Everyone wants that.

*****Problem with branding is that they think it is about a logo or slogan. So that's what they spend their money on it. And then they say, "We're rebranding our city." And it doesn't work.

What do those who are getting killed in Economic Development have in common? Obsoletes

*****Today's Moneyball rules can be helpful: USE DATA, What kind of data does Englewood have?

[Very negative view of branding and logo changes. Basically suggested it is all a waste and not data to show that it changed anything. It had no impact on economic development.]

*****LinkedIn: Does our Economic Development dept/Darrin use LinkedIn? To what extent?

What kind of data are we providing for our businesses about Englewood? Who helps with that? Who can help develop that further?

America can not win on cost, we have to win on talent. There will always be a cheaper place. But there will not always be a place with the best talent. If our strategy is to be low cost, we have already lost.

Focus on today's leaders: Job first, location second VS tomorrow's leaders: Location first, job 2nd. Making cool communities is a competitive advantage to attract the next generation and foster

*****750,000 businesses need new sites every year. Way more than we think about and we need to find out what they want and if we have it. Start with what we have and market that. Don't market something you are not or cannot deliver.

2) Pre-Conference Session—NLCU09: National Service and Impact Volunteering; Sun. March 8, 9 a.m.-12 p.m.

A. Presenter/Contacts---Intros of panelists: Bill Basi, Erwin Tan (look for his articles on health benefits of volunteering), Marcia Hope Goodwin, Rachel Greenberg (CofS program coor)

Americorps, Senior Corps, and Social Innovation Fund all have funding available for work on the local level to engage citizens in important work; Discussed Mayors Challenge to end veteran homelessness

B. Notes/Main points-

Cities of Service: Rachel gave the background of CofS; 17 mayors banded together to create the org (2009); January 2014 it spun off as it's own to create best practices; 198 cities are members at this point; Impact volunteering: city led impact volunteering to organize service around the most pressing needs of the city with its citizens; How do they work: Webinars, trainings to help cities organize; step-by-step program books to help; Love your Block—7 cities identified for \$30,000 along with AmeriCorps volunteers;

*****Orlando, FL- History of their Cities of Service work: literacy, youth, community safety-Check their site out

National Service Resources: Vista's & Public Allies—helped design and develop programs; recruited, trained placed and coordinated volunteers; researched and recruited partners; secured and engaged partners and other community resources; tracked and reported outcomes; facilitated volunteer recognition.

Path Finders' Impact-an initiative out of Orlando, FL's CoS to help middle schoolers pathway into career ideas; they measured the GPA of the students engaged in the afterschool program and found 90% had a GPA of 2.5 or higher. Before that, the average was 78% of 2.5

Third Grade Reads powered by Read2Succeed- used to initiate a volunteer program of 90+ adult volunteers engaged; Could Englewood do this and use Reading Partners to do this?

The Garden- 640 of middle school students served with 280 adult volunteers engaged; 95% of children learned of the importance of vegetables in daily diet;

Why impact volunteering: Moves the needle on issues we care about; citizens see their point; youth gain skills, character and perseverance in youth is enhanced

University partnerships can make a huge difference in organizing and creating a strategy and clear impact through volunteerism

National Service.gov: nationalservice.gov—look for state and then office overseeing

Senior Corps: Erwin Tan—

Social Innovation Fund:

a. Considerations for Englewood:

- i. Who are our 13 participants in Americorps in Englewood?
- ii. We have 2 Foster Grandparent sites and 1 senior companion program site;
- iii. How do we celebrate this and leverage for more?
- iv. Map our current volunteering activities, especially the police dept volunteering, to show the impact areas we are addressing (graffiti wipe out would be a good example of Love your Block activities)
- v. Meet with State office on service through CNCS (sent email already)
- vi. Consider local university partnerships to provide AmeriCorp oversight of program
- vii. Consider a citizen board to keep the CofS initiative going

3) Opening General Session Monday, March 9

- a. Presenter/Contact Info: Board of NLC introduced; Commissioner Clyburn from FCC spoke; John Harris from Politico spoke; President Obama final guest
- b. Notes: Major points, counter points:
 - i. Clyburn-Important to see the NetNeutrality supported to protect our cities' and citizens access to internet
 - ii. Harris- Talked about the polarization in Congress and his musings on both sides of parties politics; I found this talk least helpful as it was just not a great topic area for cities and what NLC is about.
 - iii. NLC President from Utah, Mayor Becker was wonderful. He pulled together some important issues that all cities are dealing with: infrastructure, net services and economic development
 - iv. President Obama: Unveiled his new TechHire Initiative.
- c. Considerations for Englewood: How can we get on board with TechHire and possible innovation spaces/education?

4) Women in Government Luncheon

- a. Session Title: Presenter/Contact Info: Mayor Mary McComber of Oak Park Heights, Minnesota
- b. Notes: Major points, counter points: Presentation of the Chief of Police for Washington DC. She is one dynamo; very unique style of working on community policing and finding innovative ways to solve crime with community members; had a very can-do, will try almost anything approach; Very impressive slides of how DC has brought the crime level down.
- c. *****Considerations for Englewood: How are our women doing? And how are they contributing to the overall community relationship building for policing beyond Tony Arnoldy's position?
- d. Left half way because there was nothing more planned after the speaker; would not go to this again actually

5) Cities and Universities Meeting- March 9, 2015

- a. Session Title: Presenter/Contact Info: Came late to a discussion of what cities are doing to more than "manage" their university/city relationships.
- b. Notes: Major points, counter points: Major plus of this session was the Brookings Institute report on Innovation Spaces the emerging "Innovation Districts" work in cities close to universities. It might be worth checking out the website below to learn from the Brookings research; Check out Chattanooga's work on this as well <http://www.chattanooga.com/2015/1/13/291936/Chattanooga-Is-First-Mid-Size-City-To.aspx>
- c. *****Considerations for Englewood-we should take a look at this site/info to thinking through an Innovation District concepts and placement:
<http://www.brookings.edu/about/programs/metro/innovation-districts>

6) March 9, Afternoon General Session

- a. Presenters and Main Points by speaker:
 - i. **Jeh Johnson, US Secretary of Homeland Security—Best line was that "homeland security has to mean hometown security"; how do we do that?**
 - ii. Panel of Peter Rogoff (transportation), Dr. Muniz (energy), McCarthy (epa)—discussion of cities and large issues of these sectors—importance of staying informed of the resources available; I was impressed with the admission of several, especially EPA of needing to work with local officials to create the best standards that are right/fitting, rather than one-size-fits-all
 - iii. ***Sally Jewell (secretary of Interior): Former REI CEO—great talk about the way the outdoors has helped us all grow up and the tragedy of current young people's disconnection from the out-of-doors; need to help children play and to use our environment to allow for this; Let kids play, let kids play in outdoors, and let kids serve; play, learn, serve, work; 40% of her workforce is going to retire in next 5 years...who will take their jobs? She announced a 50 Cities Campaign to get our kids out into parks—great presentation showing how the human dimension CAN be a part of our land/interiors; She was inspiring with the connections to young people;
- b. *******Considerations for Englewood:** How can we tap into what Secy Jewell and Interior is doing? There may be grants here that we should take a closer look at for our kids; Can our P&R team up with schools especially around the 4th grade National Parks pass to encourage use? Family outings?

7) Tuesday March 10: Innovative, Affordable, and Fair Housing session

- a. Speakers: Ehtan Handelman, Janet Hostetler, Mike Wojcik (Most helpful!), Rolf Pendall
- b. Notes: Major points, counter points:

- i. HUD has not served us all well these past many years as thoughtful community based policies have not been initiated. The new AFHA is meant to start that dialogue and create stronger discussions and best practices
- ii. Our communities are stronger when we are living close to work, school, play and not when segmented by race, class, and other separating characteristics. What are we doing to make sure that our neighborhoods are being formed around the best reasons to be living together?
- iii. Tools: Center for Housing Policy and National Housing Conference (which isn't a conference but an org of
- iv. Janet Hostetler: HUD's AFFH does this: The AFH focuses program participants' analysis on four primary goals: improving integrated living patterns and overcoming historic patterns of segregation; reducing racial and ethnic concentrations of poverty; reducing disparities by race, color, religion, sex, familial status, national origin, or disability in access to community assets such as education, transit access, and employment, as well as exposure to environmental health hazards and other stressors that harm a person's quality of life; and responding to disproportionate housing needs by protected class.
- v. Ethan Handelman Center for Housing Policy and NHC.org: <http://nhc.org/about/NHC-Mission-Goals.html> NHC is trying to convene ideas to help with affordable housing throughout the US and how civic leaders can learn from what actions shape fair housing and affordable housing issues. We have to be honest about how we have influenced any crisis we are in
- vi. Q and A: Best ideas-Handelman: convince a strong center of citizens and council members on what affordable housing really is; you cannot convince everyone of what the issues are, but you certainly can get a core to see this as a community issue; Connect with baseline values of "can your kids afford housing after high school? Where is it?"
- vii. Hostetler: Myth busting; when you put in affordable housing data has shown it does NOT cause crime, it does the opposite; we have seen that the more diverse the neighborhood, the more resilient the neighborhood actually is; neighborhoods that are homogeneous in any particular measure are often the worst hit in economic hard times;
- viii. Rolf Pendall: Low vacancy rates in housing now and no way for millennials to get into them; as long as the housing supply is prescribed, with scarce federal dollars, we are going to hit a major crisis of availability; keep eye on land supply and ability for rental development; it doesn't have to be low or affordable all the time either because if all of you middle income people are taking lower income housing then you are in a pickle too; follow the money and make allies with developers (be aware that they are going to fight you tooth or nail on any regulations on it); find out what you are constrained to do by state and federal levels and give feedback; you hold the keys to your land development and you create the problems you are either in now or will be in the future; you need to set up rules/criteria that can help you develop in smart ways; we have not done this kind of thoughtful work in the past; Work together with state/region to support the kind of housing markets that are needed, otherwise we will repeat the same mistakes of segmenting our societies and over-building and pushing people
- ix. ***** **BEST RESOURCE EVER!!! Mike Wojcik: Check out his blogs and writing but also the Minnesota Housing Finance Agency Discussion/Workbook:** <https://drive.google.com/file/d/0BxMKqsc4J7x0OVZabUdfcDVmbTA/edit>
- x. Section 8 was intended to be a civil rights move to make affordability possible for all citizens, but unfortunately it has not been effective as that;

- xi. If your community is hosting a tax credit funded affordable housing development you should be meeting with the state authorities that are giving the credits and make sure the accountability is clear and that the benefits are being fully gained; many communities treat these decision making housing authority groups as anonymous, but we should get to know them.
- c. *****Considerations for Englewood: Do we know the state agency decision makers for our affordable housing tax credit initiatives going before them every year? How can we better understand what they are looking for and the state-wide policy/approaches? We need to better understand affordability in housing, as we could become the hottest market when comparing to Denver and other attractive suburbs. We can position ourselves well.

8) Closing Luncheon, Tue March 10, 2015

- a. **Presenter Perez:** “The economy that works for only a few does not work for our values” Secretary of Labor, Perez;
 - i. Notes: 5 million job openings are sitting unfilled today. That is a sign of a prospering economy; he has an unbridled sense of optimism; “Best way to reduce recidivism in prisons is to provide education/job training/innovation to make sure that those inside get outside with an employable skills; <http://www.doleta.gov/wioa/>
 - ii. How can we implode stove-pipes (siloed)? Perez is trying to implode them all over the place; they have established a job development worksite; People don’t have a HUD issue or a Tannif issue, they have a job issue! That is what their skills based programs are trying to get at; “The best dignity we can give people as a nation is the dignity of a job” Perez; Zipcode should never determine destiny.
- b. **Presenter Juan Williams (Fox News) moderator of discussion with Donna Brazile (DNC) and Ed Gillespie (RNC)**
 - i. Ed Gillespie—“The government that governs closely to the people is the most effective”
 - ii. Good moderator question about the fiscal cliff’s we keep running into and what can local folks like us do? Ed: The highway trust fund can be one area we get on the bandwagon with; we have to have some certainty and so local folks should pressure for that; voters like divided government and this seems to be in the system and the electorate continues to support it because neither party is trusted so it is a citizen chosen division
 - iii. Brazile: we are at a moment when we are focused on the news of the day such as ISIS, Ebola, etc. so that the economy and jobs, sustainability of cities, the new workforce and skills needed....so many things that need to be on the front burner but then are pushed out by other hot topics of the day;
- c. Considerations for Englewood: We need to laugh more at ourselves!

9) Panel discussions on Race, Equity and Leadership Session—

Panel 1—Building Civic Trust in Local Government Moderator: Juan Williams, Political Analyst, Fox News;

Panelists: Cedric Alexander, President, National Organization of Black Law Enforcement (NOBLE), and member, President’s Task Force on 21st Century Policing; Mayor Michael A. Nutter, Philadelphia, PA; Mayor Karen Freeman Wilson, Gary, IN; Matt Zone, Commissioner, Cleveland, OH (NLC 2nd Vice-President)

- a. Moderator Question: What are you doing in your cities for Black men and boys? Comments: We have to talk about it with confidence; cannot only talk about it with Black people; can’t only talk about it on Sunday morning; education, poverty and violence as relates to Black men and boys has to be talked about in the local context...where you are...where we are...it cannot be just a national headline

- conversation, it has to be a real conversation in the local area; needs to involve police, educators, economic developers, city officials;
- b. Nutter on Marijuana de-criminalization: more Black men/ boys in jail due to this; but do we want to decriminalize just to keep from hassling people? We cannot do this without a whole host of other things that helps young people get skills, get jobs, be clean of drugs...that is what will change the lives of young Black people;
 - c. Zone: Told the story of Tamir Rice and the impact of his loss of life in their community and dialogue; there are tools for this but what they did was host non-stop community listening sessions with city council leading many across the community;
 - d. Nutter: Citizens United is an effort of 60+ mayors across the U.S. and along with My Brothers Keepers, and it is not just window-dressing; My Brothers Keeper (MBK: <http://www.whitehouse.gov/my-brothers-keeper>) Opportunities for thoughtful conversations to create informed
 - e. Alexander on policing: We have an opportunity now given all of the tragedy we have accumulated so far in order to change policing and criminal justice issues related to race; this has got to happen at this critical point if we are going to make any difference going forward; The problem is that we have been talking too long, we need to now make things actionable; we need to download the interim report of the President's task force with 57 recommendations for changes we need to make
*****http://www.cops.usdoj.gov/pdf/taskforce/Interim_TF_Report.pdf
 - f. Williams to Alexander: What are 3 of the recommendations: 1. Building trust and legitimacy between police and community---if it has never existed, you will never make a difference. 2. training---against implicit bias; 3. Increase use of technology especially body cameras; Your police dept is only as strong as you are in it (meaning elected officials and community);

10) Panel 2 on REAL Community Engagement-- Moderator: Clarence Anthony, Executive Director, National League of Cities

- 1) Suzanne Chan, Vice Mayor, City of Fremont, CA (APAMO President)-uses citizen board in her community
 - 2) Daniel Guerrero, Mayor, San Marcos, Texas (HELO Board Member)- uses community boards also in overseeing issues of race and inequities; policing
 - 3) Julie Nelson, Director, Local and Regional Government Alliance for Race and Equity (<http://www.racialequityalliance.org/project/>)—Unbelievably articulate and gave some of the best background on issues related to race and equity and implications for cities. Suggested we look at the clear data that shows public health indicators based on race as just one way to begin to understand the institutionalized racism that do not allow all citizens to prosper and live long contributing lives in our communities; Barriers she needs : Elected officials have to normalize conversations of race; we have got to get beyond the tension; talking about individual and structural racism; the disparate outcomes HAVE to be acknowledged; #2) operationalize new policies and ways of working 3) Organize—community organizing for sure has to be at the core; it cannot just be the govt officials or elected officials; we all have to work on racial equity. We have normalized racial inequity because we have not put our feet down and said this is not acceptable; we need to create urgency on this; we cannot be complacent or nothing will change
 - 4) Hanifa Shabazz, Councilmember, Wilmington, Delaware (NBC-LEO Vice-President)-Disparity assessments need to be done to find out where we need to focus; each community should do its own self-study to understand its underlying foundations for social inequities as well as assets for solving inequities
- g. *******Considerations for Englewood:** What are our sore spots for discussing race and inequities? What would we do if we had a racially heightened tragedy? Who would be our experts? What data do we have on inequities (or not) related to class/race/ethnicity? What training is being done? Are we

ready for changing demographics of Englewood and metro area? (Will become a majority minority city)



Memorandum

City Manager's Office

TO: Mayor Penn and Members of City Council
THROUGH: Eric A. Keck, City Manager
FROM: Lindsay von Colditz, Executive Assistant
DATE: March 19, 2015
SUBJECT: Colorado Municipal League Annual Conference, June 16-19, 2015

The Colorado Municipal League Annual Conference held in Breckenridge is scheduled from June 16-19, 2015. Approval for travel must be made at a regular City Council meeting prior to the conference.

The early registration cost is \$215. After May 15, 2015, the registration cost increases to \$325.

Hotel costs could average between \$172 and \$214 per night with the hotel total cost between \$716 and \$820.

Mileage and meals could range between \$225 and \$325.

Total estimated conference costs are **\$1,258** per Council Member.

City Council's travel budget for 2015 is \$19,500 for travel and \$6,500 for registrations.

If you would like to attend, please let me know as soon as possible.

COLORADO CITIES AND TOWNS: SHARING IDEAS



93RD CML ANNUAL CONFERENCE

Breckenridge • June 16–19, 2015

PRELIMINARY PROGRAM

The Colorado Municipal League (CML) continues its tradition of advocacy, information, and training to build stronger Colorado cities and towns with its 93rd CML Annual Conference, offering the latest information for you to make a positive impact in your city or town.

Through the hard work of the CML Executive Board, staff, professional sections, and suggestions from our members, CML has developed a dynamic program of accessible information that draws upon the common themes of municipal government that will renew your passion for public service.

We look forward to seeing you in June!

EDUCATION

The CML annual conference offers more than 40 educational sessions focusing on municipal issues in Colorado. From the Colorado Open Records Act to marijuana, 2015 legislative issues to emergency preparedness, the conference offers many learning opportunities. Plan ahead and discuss with colleagues which sessions each should attend to gain as much collective knowledge as possible, and let us know your choice on the registration form (page 13) or when registering online (www.cml.org/annual-conference).

OPPORTUNITY

The opportunity to share ideas, exchange resources, and solve problems collectively with other municipal officials from across Colorado is extremely valuable. Connecting with colleagues who have similar challenges is one of the best ways to discover effective solutions.

The conference also offers the opportunity to meet subject matter experts in the Exhibit Areas. If you know of an organization or company that may be interested in sponsoring the conference, visit www.cml.org/annual-conference for sponsorship information.

VALUE

CML works hard to provide the best conference at the best value for its attendees. Early conference registration for CML members is a bargain, starting at \$215 for four days of training and networking!

RECOGNITION

CML believes that municipal elected officials should be recognized for investing time and resources to participate in educational events to increase their knowledge of municipal government and enhance their capacity to lead. For this reason, CML created an elected officials leadership training program, now known as CML MUNiversity. Elected officials are recognized at three different levels of achievement: Fundamental (30 credits), Leadership (60 credits), and Graduate (100 credits).

All elected officials from member municipalities are enrolled automatically in the program. For those attending the conference, a link to a survey will be provided to indicate the conference sessions attended. For more information about MUNiversity, visit www.cml.org/muniversity.

ABOUT CML

MISSION STATEMENT

Founded in 1923, the Colorado Municipal League is a nonprofit, nonpartisan organization providing services and resources to assist municipal officials in managing their governments and serving the cities and towns of Colorado.

VISION STATEMENT

The Colorado Municipal League is the leading nonpartisan resource for municipal officials in Colorado. CML is dedicated to supporting municipal leadership and development through a variety of relationships and partnerships. CML provides high quality resources and services that empower municipal governments to sustain strong, healthy, and vibrant cities and towns.

CML represents Colorado cities and towns collectively through its advocacy, membership services, training, and research efforts. CML strives to continuously improve and seeks to identify additional resources, programs, and outreach efforts for its membership.

EXECUTIVE BOARD

President Charles Bayley, Bennett mayor pro tem
 Vice President Christina Rinderle, Durango councilmember
 Secretary-Treasurer William Bell, Montrose city manager
 Immediate Past President Marc Williams, Arvada mayor
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 Christine Taniguchi, communications coordinator
 Lisa White, membership services manager
 Geoff Wilson, general counsel
 Allison Wright, finance & administration manager

REGISTRATION

Everyone attending the 93rd CML Annual Conference must be registered; no exceptions. This includes municipal officials, their families, guests, speakers, sponsors, and representatives of the news media. All registered attendees must wear their badges at all times; **no one will be admitted to any function without a badge. To register, complete the registration form on page 13 and send to CML or register online at www.cml.org.**

NO REGISTRATION WILL BE ACCEPTED BY TELEPHONE OR PROCESSED WITHOUT PAYMENT. The registration fee includes admission to everything except ticketed events (ticketed luncheons, Tuesday preconference sessions, and Thursday’s Fun Run/Walk have additional fees).

PERSONAL GUEST REGISTRATION

Guest registration is required for guests (only spouses/significant others and child(ren) qualify) who attend conference educational sessions or the Exhibit Areas and its refreshments with the registered attendee. Guest registrants receive a name badge, lanyard, tote bag, and two drink tickets to the Wednesday night reception and are welcome to attend any non-ticketed conference educational sessions, as well as the Exhibit Areas and its refreshments.

PAYMENT

- Payment to CML must accompany your registration form.
- Lodging payment and deposits are made directly to the hotel.

DEADLINES

Friday, May 15

Early-bird conference registration ends.

Friday, June 5

Registration closes. Only on-site registrations are available after this date.

Last day to purchase meals and events tickets, if available. There are no on-site ticket sales for meals and events.

HOST HOTEL: BEAVER RUN RESORT & CONFERENCE CENTER

For reservations, call 800-525-2253 and identify yourself as part of the 2015 CML conference group or visit www.beaverrun.com and enter group code 50A7MI. The group discount will apply to all reservations made on or before **May 15**. There is a resort fee of 5.5 percent per night and tax of 11.76 percent per night.

Hotel room	\$148 per night
Deluxe studio (Bldg. 4)	\$172 per night
Breckenridge suite (Bldg. 4)	\$178 per night
Colorado suite (Bldg. 4)	\$182 per night
Summit suite (Bldg. 4)	\$186 per night
One-bedroom suite	\$186 per night
One-bedroom suite (Bldg. 4)	\$214 per night
Two-bedroom suite	\$286 per night
Two-bedroom suite (Bldg. 4)	\$286 per night

THE DOUBLETREE BY HILTON BRECKENRIDGE

For reservations, call 866-486-4162 or visit www.breckenridge.doubletree.com, click on “Add Special Rate Code” and enter CML group code “C15.” There is a resort fee of \$10 per night and tax of 11.76 percent per night.

Single/double room	\$145 per night
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EXHIBITS AND BREAKS

Make plans to visit conference exhibitors this year in Beaver Run Resort & Conference Center Coppertops II and III, and Colorado Ballroom South Foyer. Exhibit Areas provide exhibitors and attendees a great networking opportunity.

New! An Exhibitors Showcase Hour has been added on Wednesday, **June 17, 2:15–3:15 p.m.** CML registration badge is required for admission.

THANK YOU

CML thanks its host community, the Town of Breckenridge, for its financial support.

CML also thanks all of its sponsors, who help to make this conference possible. (See the back cover of this preliminary program for a list of conference sponsors to date.)

IMPORTANT DETAILS

CONFERENCE CANCELLATIONS

Only written conference cancellations will be accepted. Refunds will be made if cancellations are received by CML on or before **June 5** and will be subject to a \$50 per person handling charge. No refunds for no-shows. Cancellations or changes in the number of meal tickets will be honored through **June 5**. Unused meal tickets are nonrefundable. Attendee substitutions can be made. Fun run/walk cancellations must be made by **May 15**. If cancelling your conference registration, be sure to cancel your room reservation with your hotel.

LODGING DEPOSITS/CANCELLATIONS

A one night deposit for each reservation is required at time of booking. Cancellations made outside of 60 days will incur a \$50 cancellation fee per room/reservation. Cancellations made within 60 days will forfeit the one-night deposit for each room cancellation. Early departures, no shows, and late arrivals will forfeit the one-night deposit.

SALES TAX EXEMPTIONS

To qualify for sales tax exemptions, the purchase must be made with a prescribed government form or purchase order and paid for directly to the seller by warrant or check drawn on government funds or by credit card in the name of the exempt government agency with verification that the purchase is for governmental purposes and will be paid for directly by the governmental agency. If payment is made by the individual by personal check, cash or personal credit card, the exemption does not apply. [Reg. 36-26-114.1(a)(l)]. Whenever a vendor or buyer disagree as to whether a given sale is tax exempt, the vendor is to collect and the buyer is to pay the tax. The vendor shall give the buyer a receipt to show the tax was paid. The buyer may then apply to the Colorado Department of Revenue for a refund.

CML USE OF PHOTOGRAPHIC IMAGES

Registration and attendance at, or participation in, CML meetings and events constitutes an agreement by the registrant to the use and distribution of the registrant or attendee’s image in photographs, videotapes, and electronic reproductions of such events and activities by CML.

QUESTIONS? SPECIAL NEEDS?

Contact conference@cml.org, 303-831-6411, or 866-578-0936.



1:00–5:00 P.M.

REGISTRATIONLanyards courtesy of  **COMCAST****WORK ZONE**

Need to print work documents or conference materials? Want to check Facebook or update your CML member login profile by adding your photo? No problem! Head to the Work Zone, where you will find computers and a printer. *Equipment is intended for use only by CML conference registrants with badges.*

2:30–4:30 P.M.

SESSIONS

(Each session = 2
MUNiversity credits)

PRECONFERENCE SESSION:**MUNICIPAL FINANCE TRENDS IN COLORADO — AN ONGOING ANALYSIS**

Explore the League's continuing partnership with the Colorado Department of Local Affairs and the University of Colorado Denver School of Public Affairs.

Presenter: Dr. Benoy Jacob, University of Colorado School of Public Affairs Buechner Institute Center for Local Government Research and Training director

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Fee: \$45

PRECONFERENCE SESSION:**RESOURCES & SKILLS FOR ELECTED OFFICIALS**

Attend this condensed version of CML's popular all-day Resources & Skills for Elected Officials Workshop. Get the basics on open meetings, public official liability, ethics, and conflicts of interest.

Presenters: Tami Tanoue, CIRSA general counsel/claims manager; Geoff Wilson, CML general counsel

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Fee: \$45

3:00–4:00 P.M.

AFTERNOON STROLL

Join LiveWell Colorado's HEAL (Healthy Eating and Active Living) Cities & Towns Campaign for a re-energizing and fun walk around the Town of Breckenridge. This friendly walk will last approximately 30 minutes.

No charge, but advance registration required by June 5.

7:00–7:45 A.M.

MORNING WELLNESS ZUMBA*Arranged by the Colorado Women in Government*

Get your conference experience off to a healthy start! All registered conference attendees are invited to refresh and renew with this morning wellness program offered by the Colorado Women in Government. Wear comfortable clothing. Attendees will be required to sign a waiver prior to participation. Registered guests under 18 years of age must be accompanied by a registered adult.

No charge, but advance registration required by June 5.

7:30 A.M.–5:00 P.M.

EXHIBITS

This year's exhibitors will be located at Beaver Run Resort & Conference Center, the host hotel for the conference. Please plan to spend time visiting with all of our great exhibitors!

7:30 A.M.–5:30 P.M.

REGISTRATION**WORK ZONE**

Need to print work documents or conference materials? Want to check Facebook or update your CML member login profile by adding your photo? No problem! Head to the Work Zone, where you will find computers and a printer. *Equipment is intended for use only by CML conference registrants with badges.*

7:30–9:30 A.M.

EXHIBITS & EATS

The perfect opportunity for registered attendees to enjoy coffee and refreshments, visit with sponsors, use the phone/tablet charging station, and network with colleagues.

8:30–9:45 A.M.

MAYORS MINGLE

Get to know fellow mayors in this informal setting with a facilitated discussion with CML Executive Director Sam Mamet. Meet and greet over coffee and refreshments.

9:00–9:45 A.M.

CML CONFERENCE OVERVIEW

Is it your first time at the annual conference? Plan on attending this event! This overview is designed to give attendees a chance to learn about the conference and the League. Gain helpful tips to have a great conference experience and a better idea of League services. Hear from returning conference participants who will share their best tips for getting the most value while attending the CML annual conference.

9:00–9:45 A.M.

*(Session = 0.5**MUNiversity credit)***WHAT'S NEW AT THE DEPARTMENT OF LOCAL AFFAIRS?**

The Colorado Department of Local Affairs (DOLA) leadership and regional managers will discuss recent developments in funding programs, strategic services provision, and recent policy initiatives. The basics of DOLA structure and function, how to access resources, and collaborative opportunities with local governments will be addressed.

Presenters: Chantal Unfug, DOLA Division of Local Government director; Charlie Unseld, DOLA Division of Local Government deputy director; DOLA regional managers

10:00–11:20 A.M.

**OPENING CEREMONIES AND GENERAL SESSION:
CLEARED HOT! YOU HAVE PERMISSION TO ENGAGE**

The 93rd CML Annual Conference will begin with opening remarks from CML Executive Board President and Bennett Mayor Pro Tem Charles Bayley and Breckenridge Mayor John Warner. CML will honor and present the MUNiversity Training Program Awards to the recipients who have reached the Fundamental, Leadership, and Graduate Levels.



Are you ready for employee engagement, citizen engagement, team engagement, and personal engagement? No matter what area an organization is strategically trying to improve, individuals have to be engaged to execute the plan. The key is giving the permission to engage from the inside out. Once that happens, your organization will be *cleared hot!* There is no secret — a solid flight plan is the key.

Former U.S. Marine Corps Captain and first African-American female combat pilot Vernice "FlyGirl" Armour will share with attendees how to harness the power of a "breakthrough mentality," lead through mentorship, and leverage functional and individual diversity as a strategic advantage. Vernice will tell you how to create breakthroughs for your team with five simple steps. Strap yourself in for this engaging and fast-paced session!

Sponsored by 

11:30 A.M.–12:50 P.M.

MEETING OF THE MINDS LUNCHEON: COLORADO LEADERS THROUGH THE AGES

Hear from well-known Colorado historian, *Denver Post* columnist, and University of Colorado Denver History Professor Tom “Dr. Colorado” Noel. He will introduce attendees to some great Colorado leaders of the past, so that today’s municipal leaders can learn from their trials and tribulations.

Facilitator: CML Executive Director Sam Mamet

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited.

Fee: \$35

11:45 A.M.–2:15 P.M.

CIRSA GENERAL MEMBERSHIP MEETING

CIRSA’s annual business meeting and luncheon will be held in the DoubleTree by Hilton Breckenridge Columbine Ballroom and is free of charge for all CIRSA members. The CIRSA Safety Committee Meeting will immediately follow.

Separate advanced registration required through CIRSA. Register online at www.cirsa.org or call 800-228-7136.

1:00–2:15 P.M.

SESSIONS

*(Each session = 1
MUNiversity credit)*

BETTER LOCAL BROADBAND: GROWING YOUR OWN IN COLORADO

Adequate broadband speeds for local communities are a central economic development and quality of life issue for communities across Colorado and the nation. Improving service has been a focus of federal, state, and local activity. Hear how two Colorado communities took concrete steps to address their broadband needs and about an exciting Colorado Department of Local Affairs program that can really “change the math” in terms of local broadband improvement projects.

Presenters: William Bell, Montrose city manager and CML Executive Board secretary-treasurer; Eric Eddy, Centennial assistant city manager; Chantal Unfug, Colorado Department of Local Affairs Division of Local Government director

EMPLOYER HEALTH CENTERS

With the costs of health care continuing to affect employers, there has been an emergence of employer-sponsored health centers. Hear a success story in the making for a large municipal employer, as well as another model that may be a good solution for municipal employers of varying sizes.

Presenters: Mark Deven, Arvada city manager; Jim Hermann, Willis of Colorado (Colorado Employee Benefits Trust) senior vice president; Karen Hjerleid, Paladina Health national business development vice president

OVERCOME YOUR FEARS MEDIA TRAINING

Arranged by the Public Information Officers Section

Join Emmy award-winning journalist Ed Sardella and public relations professional Pete Webb for this rare opportunity to build your confidence and learn new skills when working with the media. Improve your understanding of how a reporter thinks and works, and learn how to win an interview and get your point effectively communicated and published. Sardella will share time-tested techniques gleaned from a 30-year career at 9NEWS.

Presenters: Ed Sardella, Webb Strategic Communications media prep senior consultant and former KUSA-TV 9NEWS anchor; Pete Webb, Webb Strategic Communications principal

WHAT MUNICIPALITIES CAN DO TO END THE CYCLE OF HOMELESSNESS

Homelessness affects municipalities across Colorado. This session will discuss the homelessness problem in the state and provide programs and opportunities to help municipal leaders end the cycle of homelessness in their communities.

Presenters: Aimee Cox, Colorado Springs Housing & Community Initiatives manager; Kaye Hotsenpiller, Hilltop Community Resources regional services director; Gary Sanford, Metro Denver Homelessness Initiative executive director

NEGOTIATING AND REGULATING THE DEVELOPMENT OPPORTUNITY (Advanced session)

Arranged by the Attorneys Section

The Town of Timnath celebrated the grand opening of Costco in October 2014. Hear how the Town moved the project through entitlement approval, annexation, and agreement stages from green light in August 2013 to opening in October 2014.

Presenters: April Getchius, Timnath town manager; Robert Rogers, White Bear Ankele Tanaka & Waldron; Brian Williamson, Timnath planner and TST Inc. landscape architect.

CLE credits have been applied for.

2:15–3:15 P.M.

EXHIBITOR SHOWCASE HOUR

This exclusive one-hour event is an opportunity for conference attendees to visit with exhibitors while enjoying some mid-afternoon refreshments. Our conference exhibitors are subject matter experts in municipal products and services and would like to share their knowledge and how they can be of service to your municipality. CML truly appreciates all of our sponsors and thanks them for their support — their participation in the conference makes it extra special for attendees. Visit the Exhibit Areas to learn more about our sponsors, and to thank them for being a part of the conference!

3:15–4:15 P.M.

SESSIONS

(Each session = 1
MUNiversity credit)

DOWNTOWN, REGIONALISM, AND A VIABLE ECONOMY

Arranged by Downtown Colorado Inc.

As public–private partnerships and the shared economy become the norm, governing is no longer the exclusive domain of government. Local governments and quasigovernmental organizations, large and small, are not merely units of government, but are networks housing resources, ideas, and innovation. In Colorado communities, nongovernmental actors embrace their roles of community and economic developers, and local government leadership looks for new ways to link networks, connecting grassroots movements to regional initiatives to enhance access to resources and problem solving tools and ideas. Join Downtown Colorado Inc. as it showcases projects linking local needs and innovation to larger regional and state programs to use the commercial core to drive the larger economy.

Presenters: Dr. John R. Batey, AICP, Pueblo Urban Renewal Authority executive director; DiAnn Butler, Grand County Economic Development economic developer; Katherine Correll, Downtown Colorado Inc. executive director; Tara Marshall, Trinidad assistant city manager

MAKING MUNICIPAL BROADBAND A REALITY

Arranged by the Communications Managers Section

Perhaps your city or town is finding that the broadband service for your residents, schools, and businesses is not meeting quantity or quality demands. What is the next step? Overcoming hurdles at the state level are one issue, but how do you move toward creating a business plan and implementing it to meet your community's needs? We have the answers!

Presenters: Todd Barnes, Colorado Communications and Utility Alliance president and Thornton communications director; Ken Fellman, Kissinger & Fellman; Joanne Hovis, Columbia Telecommunications Corp. president

TIPS FOR ELECTED OFFICIALS WHEN REVIEWING BUDGETS AND CAFRS

Arranged by the Colorado Government Finance Officers Association

Elected officials understand the importance of financial information contained in the comprehensive annual financial report (CAFR) and budget documents. The budget is arguably the most important policy making document, yet many are uncertain of what to do with the financial information received. Discuss what to look for and how to use financial information for decision-making and policy implementation.

Presenters: Catrina Asher, Boulder County financial compliance manager; Jeff Hansen, Golden finance director; John Lewis, Eagle County finance director

VIDEO STREAMING AND ARCHIVING FOR TRANSPARENCY AND ACCESSIBILITY

The Open Media Foundation (OMF) is helping state and local governments across Colorado expand transparency and accessibility through innovative, affordable video streaming and archiving solutions. OMF will present its Open Media Project for Government service, along with case studies including the Colorado state legislature and Colorado Supreme Court, as well as city councils and planning commissions from Thornton to Louisville. With free and open-source solutions, video streaming and archiving is within reach for even the smallest town.

Presenters: Gavin Dahl, Open Media Project for Government account executive; Tony Shawcross, Open Media Foundation executive director; Brandon Stiller, The Colorado Channel manager

2015 LEGISLATIVE UPDATE (Advanced session)

Co-arranged by the Attorneys Section

This annual analysis of the legislative session reveals how Colorado municipalities fared in 2015 on the issues affecting them. Any November 2015 ballot issues that may impact municipalities also will be discussed, as will emerging trends in state–municipal relations, with an eye toward issues that may come up in 2016.

Presenters: CML advocacy team

CLE credits have been applied for.

4:15–4:30 P.M.

BREAK TO NETWORK WITH EXHIBITORS

4:30–5:15 P.M.

MEET THE CANDIDATES

This is a great opportunity to get to know who is running for the CML Executive Board.

5:30–7:00 P.M.

DELEGATES RECEPTION

This wonderful event is underwritten by our generous sponsors and is open to all registered attendees and registered guests. Plan to visit and network with sponsors and colleagues.

7:00 A.M.

5K FUN RUN/WALK

Run (or walk) for local government! Wake up early, stretch, and join in on the 24th CML Annual 5K Fun Run/Walk. Route and start location details to follow in final program.

Advanced registration required. Register by May 15 to receive a T-shirt at the conference.

Fee: \$25

8:00 A.M.–12:00 P.M.

EXHIBITS

This will be your last opportunity to visit with our exhibitors at the conference. Be sure to stop by and thank them for their support of this year's event!

8:00 A.M.–5:00 P.M.

REGISTRATION**WORK ZONE**

Need to print work documents or conference materials? Want to check Facebook or update your CML member login profile by adding your photo? No problem! Head to the Work Zone where you will find computers and a printer. *Equipment is intended for use only by CML conference registrants with badges.*

8:00–9:30 A.M.

EXHIBITS & EATS

The perfect opportunity for registered attendees to enjoy coffee and refreshments, visit with sponsors, use the phone/tablet charging station, and network with colleagues.

8:30–9:45 A.M.

SESSIONS

(Each session = 1
MUNiversity credit)

COMMUNITY ENGAGEMENT: MAXIMIZE ACCESS TO HEALTHY LIVING

Arranged by LiveWell Colorado

Hearing the voice of the community is an important part of planning for the future. Learn how Colorado Springs and Lamar have used community engagement to help create healthy environments for their residents. By utilizing the community's voice, both cities are ensuring that their investment in infrastructure achieves its highest potential, meeting the needs of the city and residents alike.

Presenters: Rick Akers, Lamar parks and recreation director; Julie George, HEAL Cities & Towns Campaign director; Tim Roberts, Colorado Springs senior transportation planner

ECONOMIC DEVELOPMENT FOR SMALL COMMUNITIES

Learn how small- to medium-sized Colorado municipalities can excel at economic development. This session will focus on urban renewal, strategic planning and vision, marketing and leveraging resources, and utilizing existing opportunities as a starting point.

Presenters: Richard Sales, Palisade town administrator; Monty Torres, Brush! town administrator; Sheryl Trent, Evans economic development director

ECONOMIC RETAIL DEVELOPMENT FOR LARGE CITIES: TRENDS AND FUTURE PLANNING

What is the private sector looking for to locate retail development? Hear about trends in the shopping center industry and public-private partnerships that are working in today's climate.

Presenters: Erin Goff, Axiom Strategies general counsel; John Hall, Parker economic development director; Grant Nelson, Public Investment Group partner

LAW SCHOOL FOR NON-LAWYERS: INTRODUCTION TO THE TABOR AMENDMENT

Back by popular demand! This always well-attended session has a simple goal: Explain important (and sometimes complicated) legal topics to municipal officials in plain, understandable English. This year's session features an overview of the multifaceted Taxpayer's Bill of Rights (TABOR) Amendment in the Colorado Constitution. Hear a TABOR expert explain this important law that limits how your government conducts elections, levies taxes, spends money, and borrows money — all in comprehensible terms!

Presenter: Matt Hogan, Sherman and Howard

THE AMERICANS WITH DISABILITIES ACT AND YOUR MUNICIPALITY (Advanced session)

Arranged by the Attorneys Section

Failure to provide an ounce of Americans with Disabilities Act (ADA) compliance is worth a pounding by the U.S. Department of Justice (DOJ). The ADA is a law of many requirements for local government — curb cuts, appropriate signage, accessible messaging, water fountain height, and much more. It has become a focus of lawsuits across the country, targeting local and state governments, as well as businesses. The DOJ has been very active in enforcing ADA compliance and recently, monitored an election to evaluate polling place accessibility for disabled voters. DOJ's ADA compliance enforcement is now under new management. Learn how to prioritize items for ADA compliance attention, understand the hot topics in the courts, and learn DOJ's possible next moves.

Presenter: Bruce Adelson, Federal Compliance Consulting LLC CEO

CLE credits have been applied for.

9:45–10:15 A.M.

BREAK TO NETWORK WITH EXHIBITORS

10:15–11:30 A.M.

SESSIONS*(Each session = 1
MUNiversity credit)***DEALING WITH HIGH-LEVEL PERSONNEL MATTERS**

Human resources administration has become a complex, technical, and high-risk endeavor. When is it appropriate for elected officials and governing bodies to involve themselves in this arena? When is involvement in a personnel matter inappropriate, and what are the consequences? Explore some of the personnel issues commonly faced by elected officials, the boundaries of appropriate and inappropriate involvement, and best practices for fostering a positive and productive work environment.

Presenter: Tami Tanoue, CIRSA general counsel/claims manager

EMERGING ISSUES

Hear about the late-breaking issues that affect Colorado municipalities. Be ahead of the curve and impress your colleagues with knowledge of prominent emerging issues.

Presenter(s): TBA

FIRSTNET COLORADO: 21ST CENTURY CUTTING-EDGE TECHNOLOGY FOR PUBLIC SAFETY

FirstNet is being designed as the first high-speed wireless, broadband, data, and cellular voice network dedicated to public safety that will improve and enhance data and cellular voice communications among local, state, regional, tribal, and national emergency services personnel. This session will focus on where Colorado is at in the state consultation process and the work that is being done in each municipality across the state. Discuss how bringing a dedicated wireless network with innovative 21st century technology to public safety will keep our communities and responders safer.

Presenters: Bob Fifer, Arvada councilmember; Kim Coleman Madsen, Governor's Office of Information Technology (OIT) FirstNet public safety broadband manager; Ed Mills, OIT FirstNet outreach & education manager; Brian Shepherd, OIT broadband program manager; Eric Tade, Denver fire chief

THE FLIP: BRING POSITIVE GOVERNING INTO YOUR INTERACTION WITH CONSTITUENTS

Ready to focus on a bright future instead of constantly spending energy listening to complaints? Learn the skills of positive governing and create positive change within your organization and community. You will learn "the flip" and other practical techniques for bringing strength-based approaches into your work and gain hands-on experience with Appreciative Inquiry, a positive-based community management tool.

Presenters: Barbara Lewis, Rocky Mountain Center for Positive Change principal; Sandra Seader, Longmont assistant city manager

PRIVILEGES UNDER THE COLORADO OPEN RECORDS ACT (Advanced session)

Arranged by the Attorneys Section

Municipalities routinely receive requests for records that may be protected by a privilege, such as the work product, deliberative process, or attorney–client privilege. Sometimes the records are marked as "confidential," "trade secret," or "proprietary." Join veteran municipal attorneys as they discuss privileges and trade secrets under the Colorado Open Records Act.

Presenters: Kendra Carberry, Hayes Phillips Hoffmann Parker Wilson & Carberry PC; Kathleen Kelly, Light Kelly PC; Geoff Wilson, CML general counsel

CLE credits have been applied for.

NOON–1:30 P.M.

GENERAL LUNCHEON

Visit with colleagues at this popular luncheon. Gov. John Hickenlooper has been invited to present his views on local and state government, and the winners of the CML Municipal Hero Award contest will be recognized.

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited; tickets tend to sell out quickly. CML asks that you limit your purchase of tickets for this event to two so as to accommodate others.

Fee: \$37

1:45–3:00 P.M.

CML ANNUAL BUSINESS MEETING

Ballots and voting cards may be picked up starting at 1:45 p.m. at the site of the business meeting. The collection of ballots and voting cards will end at **2:15 p.m. sharp!** The annual business meeting is scheduled to begin promptly at 2:15 p.m. Conference delegates will elect CML Executive Board members, adopt the League's 2015–2016 Policy Statement, and consider other League business. Delegates must be present to vote; no proxy voting will be allowed.

1:45–3:00 P.M.

SESSIONS*(Each session = 1
MUNiversity credit)***CREATING SYNERGY WITH COMMUNITY PARTNERS TO IMPACT COMMUNITY HEALTH** *(Advanced session)**Arranged by the Colorado Parks and Recreation Association*

There have been great Colorado success stories as municipalities are engaging with community partners to address community health. Benefits for municipalities include a boost in economic development, creation of safer and more park spaces, and improvement in the overall community livability index. This session has three objectives: To communicate the importance of partnerships to create a healthy community, to address the barriers that exist in the development of community partners, and to describe strategies and success stories to address those barriers.

Presenter: Barb Parnell, Ph.D., LiveWell Northwest Colorado community coordinator

DON'T JUDGE A BOOK BY ITS COVER: LIBRARIES IN THE 21ST CENTURY*Arranged by the Librarians Section*

With the advent of online research, e-books, digital data storage, and screen-based publications, libraries continue to fill their traditional role as repositories of printed material of all kinds but also are challenged to adapt to 21st century lifestyles. As community centers, collaborative partners, and portals to the Internet, libraries are evolving. Learn what libraries have been doing around the state and what they can do (but may not currently be doing) in your city or town.

Presenters: Gloria Rubio-Cortez, National Civic League president and Denver Public Library commissioner; Elizabeth Kelsen Huber, Colorado Library Consortium assistant director; Jacqueline Murphy, Public Libraries and Community Development senior consultant; Pam Sandlian Smith, Adams County Anythink Libraries director

TRAVELING SCENIC BYWAYS: MAKE IT A TOURISM ASSET FOR YOUR CITY OR TOWN

There are 25 scenic and historic byways that wind their way through nearly 100 Colorado cities and towns. From Julesburg to Cortez, Holly to Dinosaur, people interested in the wonders of Colorado's scenic beauty or its rich heritage can travel the byways to guide their experience. This panel will look at how municipalities can benefit from this impressive system to improve the economic health of their communities.

Presenters: Kelly Barbelo, Colorado Office of Economic Development and International Trade tourism industry relations manager; Kelli Hepler, Delta County tourism coordinator

SIGN AND BILLBOARD REGULATION 2015 *(Advanced session)**Arranged by the Attorneys Section*

Hear about free speech and free press issues in regulation of signs and billboards, including digital signs, billboards on city land, and political signs. Discussion also will include content neutrality in light of the pending case at the U.S. Supreme Court, *Reed v. Gilbert*, as well as government speech on signs, religious images on public property, and the Highway Beautification Act. Find out the legal risks of discretion and flexibility in sign permits and variances and process models for updating the sign code.

Presenter: Randal Morrison, Sabine & Morrison

CLE credits have been applied for.

2:00–3:30 P.M.

TOUR DE BRECK: TAKE A WALK ON THE CULTURAL SIDE*Arranged by the Town of Breckenridge and hosted by Breckenridge Creative Arts (BCA) and Anderson Hallas Architects*

Tour Breckenridge's recently completed cultural facilities: Breckenridge Grand Vacations Community Center (BGVCC) & Library and the Breckenridge Arts District. The BGVCC is a renovated 1909 schoolhouse and is a large, unique redevelopment project that is a result of an innovative partnership between the Town and Summit County. It houses the South Branch Library, a local first-run movie theater, nonprofit offices, and community meeting spaces. The new multifacility arts district campus hosts year-round classes, workshops, exhibits, artists-in-residence, and other community activities in its various studio and outdoor spaces. Developed by the Town of Breckenridge, the vision for the district is to develop an area that brings together studios, galleries, performance spaces, historic landmarks, public art, and creative businesses in downtown Breckenridge, and to provide visitors and residents with hands-on creative experiences that reflect and celebrate Breckenridge culture. Participants are advised to dress appropriately for the unpredictable high alpine environment — wear footwear conducive to walking, bring water, and do not forget your sunscreen! Transportation provided by FreeRide/Transit Division.

Registered children under the age of 16 must be accompanied by a registered conference adult.

No charge, but advance registration required. Space is limited.

3:00–3:15 P.M.

BREAK TO NETWORK

3:15–4:30 P.M.

CLERKS BUSINESS MEETING

3:15–4:30 P.M.

SESSIONS*(Each session = 1
MUNiversity credit)***CYBERSECURITY FOR MUNICIPALITIES***Arranged by the Information Technology Section*

Keeping data and information secure is a priority. Hear tips on how to keep your data and information secure and learn about some of the recent attacks and threats facing local government, as well as learn how to guard against something similar occurring in your municipality.

*Presenter(s): TBA***EMERGENCY PREPAREDNESS: HAVING A PLAN AND KNOWING YOUR RESOURCES AT THE STATE AND FEDERAL LEVELS**

Every municipality needs to be prepared for the unthinkable. This session will describe the importance of having an emergency response and recovery plan, knowing your plan, and using your plan in an emergency. Experts from both the state and local levels will discuss what a municipality needs to know when working with the state and federal governments post-disaster. The goal is to inform CML members of the resources available to them should a disaster occur in their community.

*Presenters: Mike Chard, Boulder Office of Emergency Management director; Iain Hyde, Colorado Recovery Office deputy chief recovery officer; Don Sandoval, Department of Local Affairs regional manager***LEGALIZED MARIJUANA: EMERGING CHALLENGES AND LESSONS LEARNED (Advanced session)***Arranged by the Police Chiefs Section*

The legalization of both medical and recreational marijuana has resulted in a number of significant challenges for the state, local governments, and law enforcement across Colorado. As a state, we are not only treading on new territory but also developing and establishing best practices for the rest of the nation to follow in the future. The lessons learned have been significant and enlightening. Chief Marco Vasquez, the designated marijuana czar for the Colorado Association of Chiefs of Police (CACCP), will discuss and illustrate the lessons learned, emerging challenges, and the impacts they have had.

*Presenter: Marco Vasquez, Erie chief of police and CACP marijuana czar***RAPID RESPONSE QUICK CAR SERVICES: GREATER EFFICIENCY AND EFFECTIVENESS***Arranged by the Fire Chiefs Section*

Littleton Fire–Rescue has deployed two vehicles staffed by both a paramedic and an emergency medical technician to provide rapid response to 911 calls that are not life- or property-threatening. These “quick cars” are four-wheel drive vehicles that can respond to many emergencies, assess whether additional units are needed, and communicate if transport to a hospital is required. The quick cars are equipped with advanced life support equipment and supplies, cardiac monitors, gas detectors, thermal imagers, and onboard computers.

*Presenter: Chris Armstrong, Littleton Fire–Rescue fire chief***ANNEXATION UPDATE AND CASE STUDY (Advanced session)***Arranged by the Attorneys Section*

Recent interest in annexations has increased as economic conditions improve. This session will provide an overview of annexation law in Colorado, updates to the law, and a case study of a recent annexation attempt.

*Presenters: Jerry Dahl, Murray Dahl Kuechenmeister & Renaud LLP; Nathan Krob, Krob Law Office LLC***CLE credits have been applied for.**

4:00–6:00 P.M.

CAST MEETING & RECEPTION

The Colorado Association of Ski Towns will once again host its member meeting, followed by a reception at the DoubleTree by Hilton Breckenridge.

7:30–8:45 P.M.

SPECIAL PERFORMANCE: NATIONAL REPERTORY ORCHESTRA

Spend the evening shopping and dining in the Town of Breckenridge (look for the CML logo in merchants’ windows for discounts), then join conference attendees at the Riverwalk Center for an exclusive musical performance by the National Repertory Orchestra (NRO). Registered conference attendees and their registered guests are invited to enjoy complimentary desserts and coffee; a cash bar also will be available. CML thanks the Town of Breckenridge for its support.



NATIONAL REPERTORY
Orchestra

The NRO is a preeminent intensive fellowship that equips young musicians for orchestral music careers while providing the highest level of musical experience for all stakeholders. They pride themselves on “Changing Lives Through Music.”

Founded in 1960 as the Blue Jeans Symphony in Estes Park, the orchestra moved to Evergreen in 1966 and changed its name to the Colorado Philharmonic. In 1986, the orchestra relocated to Keystone Resort and changed its name to the National Repertory Orchestra (NRO) in an effort to better recognize the national/international make-up of its musicians. In 1993, the Town of Breckenridge invited the orchestra to perform in the new Riverwalk Center, now NRO’s summer residence.

No charge, but advance registration required.

7:15–8:45 A.M.

CWIG BREAKFAST: LEGENDARY LADIES*Arranged by the Colorado Women in Government (CWIG)*

This breakfast is NOT just for women! This year, CWIG has contracted with the Legendary Ladies to present a highly entertaining and informative program. Founded in 1992, Legendary Ladies share their love of history and unconventional women through performance art. Each character is researched thoroughly and presented in full costume. Attendees will get to “meet” several women who made an impact in their time. Come and be enchanted by the stories of several wonderful women who had an impact on our history. This will also be a wonderful opportunity for you to meet and network with many of Colorado’s current unconventional women who are leading their communities in the 21st century.

Presenters: Susie “Doc” Anderson, frontier doctor; Harriet Fish Backus, tomboy bride; Mother Cabrini, first sainted American; Captain Jack, miner; Polly Pry, reporter; Lillian Russell, light opera star; Rosamond Underwood, teacher

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited.

Fee: \$30

7:30–9:00 A.M.

CONTINENTAL BREAKFAST

7:45–8:45 A.M.

*(Session = 0.5**MUNiversity credit)***EARLY BIRD: RESOURCES U NEED**

New! Resources U Need (RUN) will feature state and federal agencies, educational institutions, nonprofits, and other organizations that will share information about programs that are available to cities and towns. While we encourage you to walk (not RUN) to this quick-moving session, be sure to attend and learn about all the resources that are out there just waiting for you!

8:00–10:30 A.M.

REGISTRATION**WORK ZONE**

This is your last chance to print conference materials, check Facebook, or update your CML member login profile before heading home! *Equipment is intended for use only by CML conference registrants with badges.*

9:00–10:15 A.M.

SESSIONS*(Each session = 1**MUNiversity credit)***ACHIEVING FISCAL HEALTH AND WELLNESS THROUGH PRIORITY-BASED BUDGETING***Arranged by the Colorado City & County Management Association*

Achieving fiscal health and wellness through priority-based budgeting is a unique and innovative holistic approach that matches available resources with community priorities, provides information to elected officials for better informed decision-making, and provides a framework that escapes the traditional “across the board” approach when determining how budget reductions (or increases) should be identified. Hear about new ways to understand and communicate your organization’s picture of fiscal health, discuss how to engage elected officials in more meaningful discussions about finances and their vision of budget priorities, learn how the role of the elected official can be focused on policy rather than “line-item” discussions (on strategic vision rather than day-to-day operations), and more.

Presenters: Chris Fabian, Center for Priority Based Budgeting co-founder; Jon Johnson, Center for Priority Based Budgeting co-founder

GROWING PRIMARY JOBS IN YOUR ECONOMY

Primary jobs in manufacturing, tourism, and homegrown businesses bring new dollars into the community that benefit the entire local economy. Learn what businesses are looking for from municipalities and what you can do to be prepared.

Presenter(s): Economic Development Council of Colorado

THE COLORADO WATER PLAN: FROM DRAFT TO REALITY

Last December, a draft of the Colorado Water Plan was presented to Gov. John Hickenlooper by the Colorado Water Conservation Board. How it will be finalized and implemented is up to all of us. Hear about the progress of finalizing the plan through the first half of 2015 and the opportunities and challenges that lie ahead.

Presenter: James Eklund, Colorado Water Conservation Board director

ENLISTING HIGH SCHOOL STUDENTS IN LOCAL POLICY ANALYSIS

Learn about a template for engaging high school students in the analysis of local policy issues. Hear about Democracy Day events held annually in Longmont over the past six years involving St. Vrain Valley School District high school students and public and local elected officials within the district. Each year, students tackle local issues, arriving at policy solutions that are voted on by the local officials and students. The policy analyses and proposed solutions have, on numerous occasions, proved useful in subsequent policy debates of these local communities. Participants will depart the session equipped to involve students in their own policy processes.

Presenters: Ken Bickers, University of Colorado Boulder Political Science professor; Kent Willmann, University of Colorado Boulder School of Education instructor

9:00–10:15 A.M.

SESSIONS*(Each session = 1
MUNiversity credit)***THE SHARING ECONOMY: UBER, LYFT, AIRBNB, AND YOUR MUNICIPALITY** *(Advanced session)**Arranged by the Attorneys Section*

The rising popularity of services such as Uber, Lyft, and Airbnb for car service and lodging have created questions about the role of local government in this sharing economy. Hear what regulations have been passed by cities and towns as well as the issues relating to nonconforming uses in the context of short-term vacation rentals.

Presenters: Maureen Juran, Widner Michow & Cox LLP; Linda Michow, Widner Michow & Cox LLP; Mary Beth Susman, Denver City Council president

CLE credits have been applied for.

10:15–10:30 A.M.

NETWORKING BREAK

10:30–11:45 A.M.

CLOSING GENERAL SESSION: MEMORY MAGIC

In today's fiercely competitive world, the edge goes to the person with the best memory. In this fun and energetic program you will learn the five keys for recalling names and faces, how to beat absent-mindedness, and how to deliver a speech unburdened by notes. Don't "forget" to attend — this session will show you how to improve your memory.

Presenter: Paul Mellor, author and professional speaker

Paul Mellor was a finalist in the USA Memory Championship where he remembered the names of more than 90 people in less than 15 minutes, recalled more than 100 single-digit numbers in less than five minutes, and successfully remembered the exact order of a shuffled deck of playing cards after less than a three-and-a-half minute review. Mellor, author of MEMORY! How to Remember Anything, is a frequent speaker throughout America, including presentations at the Idaho Association of Cities, Virginia Municipal League, and the Oregon Mayors Association.

ETHICS AND PUBLIC SERVICE: DO THE RIGHT THING *(Advanced session)**Arranged by the Attorneys Section*

Discuss thinking beyond the legal restrictions imposed on public officials. We incorporate the notion of public perception and its effect on public service ethics. The vehicle used is a discussion of six universally accepted ethical values as they are applied to public service.

Presenter: Randy Van Vleck, New Mexico Municipal League general counsel

CLE credits have been applied for.

NOON–1:30 P.M.

ELECTED OFFICIALS LUNCHEON

St. Paul, Minn., Mayor and National League of Cities Immediate Past President Chris Coleman will speak on federal issues important to Colorado officials.

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited.

Fee: \$35

Sponsored by **MOBILIZING
YOUR
WORLD™** 

MANAGERS LUNCHEON

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited.

Fee: \$35

ATTORNEYS LUNCHEON: MARIJUANA IN THE WORKPLACE *(Advanced session)**Arranged by the Attorneys Section*

Whether your municipality licenses or prohibits marijuana establishments, it still has to address the personal use of marijuana by its employees. This session will provide an overview of dos, don'ts, and considerations in addressing marijuana use by city and town staff.

Presenters: Rachel Allen, CML staff attorney; Curtis Graves, Mountain States Employers Council attorney

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Space is limited.

Fee: \$35

CLE credits have been applied for.

CLE ACCREDITED SESSIONS

WEDNESDAY

1:00–2:15 P.M.

NEGOTIATING AND REGULATING THE DEVELOPMENT OPPORTUNITY (*Advanced session*)

The Town of Timnath celebrated the grand opening of Costco in October 2014. Hear how the Town moved the project through entitlement approval, annexation, and agreement stages from green light in August 2013 to opening in October 2014.

Presenters: April Getchius, Timnath town manager; Robert Rogers, White Bear Ankele Tanaka & Waldron; Brian Williamson, Timnath planner and TST Inc. landscape architect.

WEDNESDAY

3:15–4:15 P.M.

2015 LEGISLATIVE UPDATE (*Advanced session*)

This annual analysis of the legislative session reveals how Colorado municipalities fared in 2015 on the issues affecting them. Any November 2015 ballot issues that may impact municipalities also will be discussed, as will emerging trends in state–municipal relations, with an eye toward issues that may come up in 2016.

Presenters: CML advocacy team

THURSDAY

8:30–9:45 A.M.

THE AMERICANS WITH DISABILITIES ACT AND YOUR MUNICIPALITY (*Advanced session*)

Failure to provide an ounce of Americans with Disabilities Act (ADA) compliance is worth a pounding by the U.S. Department of Justice (DOJ). The ADA is a law of many requirements for local government — curb cuts, appropriate signage, accessible messaging, water fountain height, and much more. It has become a focus of lawsuits across the country, targeting local and state governments, as well as businesses. The DOJ has been very active in enforcing ADA compliance and recently, monitored an election to evaluate polling place accessibility for disabled voters. DOJ's ADA compliance enforcement is now under new management. Learn how to prioritize items for ADA compliance attention, understand the hot topics in the courts, and learn DOJ's possible next moves.

Presenter: Bruce Adelson, Federal Compliance Consulting LLC CEO

THURSDAY

10:15–11:30 A.M.

PRIVILEGES UNDER THE COLORADO OPEN RECORDS ACT (*Advanced session*)

Municipalities routinely receive requests for records that may be protected by a privilege, such as the work product, deliberative process, or attorney–client privilege. Sometimes the records are marked as “confidential,” “trade secret,” or “proprietary.” Join veteran municipal attorneys as they discuss privileges and trade secrets under the Colorado Open Records Act.

Presenters: Kendra Carberry, Hayes Phillips Hoffmann Parker Wilson & Carberry PC; Kathleen Kelly, Light Kelly PC; Geoff Wilson, CML general counsel

THURSDAY

1:45–3:00 P.M.

SIGN & BILLBOARD REGULATION (*Advanced session*)

Hear about free speech and free press issues in regulation of signs and billboards, including digital signs, billboards on city land, and political signs. Discussion also will include content neutrality in light of the pending case at the U.S. Supreme Court, *Reed v. Gilbert*, as well as government speech on signs, religious images on public property, and the Highway Beautification Act. Find out the legal risks of discretion and flexibility in sign permits and variances and process models for updating the sign code.

Presenter: Randal Morrison, Sabine & Morrison

THURSDAY

3:15–4:30 P.M.

ANNEXATION UPDATE AND CASE STUDY (*Advanced session*)

Recent interest in annexations has increased as economic conditions improve. This session will provide an overview of annexation law in Colorado, updates to the law, and a case study of a recent annexation attempt.

Presenters: Jerry Dahl, Murray Dahl Kuechenmeister & Renaud LLP; Nathan Krob, Krob Law Office LLC

FRIDAY

9:00–10:15 A.M.

THE SHARING ECONOMY: UBER, LYFT, AIRBNB, AND YOUR MUNICIPALITY (*Advanced session*)

The rising popularity of services such as Uber, Lyft, and Airbnb for car service and lodging have created questions about the role of local government in this sharing economy. Hear what regulations have passed by other cities and towns as well as the issues relating to nonconforming uses in the context of short term vacation rentals.

Presenters: Maureen Juran, Widner Michow & Cox LLP; Linda Michow, Widner Michow & Cox LLP; Mary Beth Susman, Denver City Council president

FRIDAY

10:30–11:45 A.M.

ETHICS AND PUBLIC SERVICE: DO THE RIGHT THING (*Advanced session*)

Discuss thinking beyond the legal restrictions imposed on public officials. We incorporate the notion of public perception and its effect on public service ethics. The vehicle used is a discussion of six universally accepted ethical values as they are applied to public service.

Presenter: Randy Van Vleck, New Mexico Municipal League general counsel

FRIDAY

NOON–1:30 P.M.

ATTORNEYS LUNCHEON: FIRST AMENDMENT DISCUSSION (*Advanced session*)

Whether your municipality licenses or prohibits marijuana establishments, the municipality still has to address the personal use of marijuana by its employees. This session will provide an overview of dos, don'ts, and considerations in addressing marijuana use by city and town staff.

Presenters: Rachel Allen, CML staff attorney; Curtis Graves, Mountain States Employers Council attorney

Advance registration and ticket required. No on-site sales. Tickets must be ordered by June 5.

Fee: \$35

NOTE: CLE accredited sessions are arranged by the Attorneys Section. CML has applied for CLE credits. You must be registered to receive credits. Attorney handbooks for CLE accredited sessions will not be printed. CML understands the value of having these materials available during the conference and for future reference, so all materials received for CLE accredited sessions, including speaker bios, will be available online prior to the conference. Materials will be presented online in a way that they may be printed easily and assembled into a handbook for your use at the conference and as a resource for your law office.

Name _____ Nickname for badge (optional) _____

Title _____ Municipality/organization _____

Address, City, State, ZIP _____

Email (required) _____ Phone _____

Luncheon accommodations, if any (no on-site requests) Gluten-free Vegetarian

REGISTRATION, LUNCHEON, AND EVENT FEES

All tickets must be ordered by **June 5**, no exceptions; no on-site ticket sales. Luncheons sell out quickly, so purchase tickets early. Luncheon tickets are intended for registered attendees and registered guests.

Date	Registration, Meal, and Event Fees	Qty	Cost	Total
Member Registration (by May 15 / after May 15)			\$215 / \$325	\$
Nonmember Registration (by May 15 / after May 15)			\$330 / \$450	\$
Guest Registration			\$50	\$
6/16	Preconference Session: Municipal Finance Trends in Colorado — An Ongoing Analysis		\$45	\$
6/16	Preconference Session: Resources & Skills for Elected Officials		\$45	\$
6/16	Afternoon Stroll		Free	\$ 0
6/17	Morning Wellness Zumba		Free	\$ 0
6/17	Meeting of the Minds Luncheon		\$35	\$
6/18	General Luncheon		\$37	\$
6/18	5K Fun Run/Walk		\$25	\$
6/18	Tour de Breck		Free	\$ 0
6/18	Special Performance: National Repertory Orchestra		Free	\$ 0
6/19	CWIG Breakfast		\$30	\$
6/19	Elected Officials Luncheon		\$35	\$
6/19	Managers Luncheon		\$35	\$
6/19	Attorneys Luncheon		\$35	\$
Total			\$	

HELP US PLAN OUR MEETING ROOMS!

Check the sessions you plan to attend. You are not obligated to attend the selected sessions. Only concurrent sessions are listed.

Wed, June 17 • 9–9:45 a.m.

- CML conference overview
- What's new at the Department of Local Affairs?

Wed, June 17 • 1–2:15 p.m.

- Better local broadband: Growing your own in Colorado
- Employer health centers
- Overcome your fears media training
- What municipalities can do to end the cycle of homelessness
- Negotiating and regulating the development opportunity

Wed, June 17 • 3:15–4:15 p.m.

- Downtown, regionalism, and a viable economy
- Making municipal broadband a reality
- Tips for elected officials when reviewing budgets and CAFRs
- Video streaming and archiving for transparency and accessibility
- 2015 legislative update

Thurs, June 18 • 8:30–9:45 a.m.

- Community engagement: Maximize access to healthy living
- Economic development for small communities
- Economic retail development for large cities
- Law school for non-lawyers: Introduction to the TABOR Amendment
- The Americans with Disabilities Act and your municipality

Thurs, June 18 • 10:15–11:30 a.m.

- Dealing with high-level personnel matters
- Emerging issues
- FirstNet Colorado: 21st century cutting-edge technology for public safety
- The flip: Bring positive governing into your interaction with constituents
- Privileges under the Colorado Open Records Act

Thurs, June 18 • 1:45–3 p.m.

- CML annual business meeting
- Creating synergy with community partners to impact community health
- Don't judge a book by its cover: Libraries in the 21st century
- Traveling scenic byways
- Sign and billboard regulation 2015

Thurs, June 18 • 3:15–4:30 p.m.

- Cybersecurity for municipalities
- Emergency preparedness
- Legalized marijuana: Emerging challenges and lessons learned
- Rapid response quick car services
- Annexation update and case study

Fri, June 19 • 9–10:15 a.m.

- Achieving fiscal health and wellness through priority-based budgeting
- Growing primary jobs in your economy
- The Colorado Water Plan: From draft to reality
- Enlisting high school students in local policy analysis
- The sharing economy: Uber, Lyft, Airbnb, and your municipality

Fri, June 19 • 10:30–11:45 a.m.

- Closing general session: Memory magic
- Ethics and public service: Do the right thing

GUEST REGISTRATION INFORMATION

Guest registration allows a spouse/significant other and child(ren) to attend nonticketed conference sessions and gain access to the Exhibit Areas and refreshments. Registered guests receive a name badge, lanyard, tote bag, and two Wednesday night reception drink tickets. For more than one guest, use separate sheet of paper or copy this form.

Enter guest registration amount under Fees.

Name _____ Relation _____

Luncheon accommodations, if any (no on-site requests) Gluten-free Vegetarian

5K FUN RUN/WALK T-SHIRT INFORMATION

Register by **May 15** to receive T-shirt. Complete all information below. If more than two participants, use separate sheet of paper or copy this form. **Enter 5K Fun Run/Walk registration amount under Fees.**

Name 1 _____ M F

T-shirt size: S M L XL

Name 2 _____ M F

T-shirt size: S M L XL

PAYMENT INFORMATION

Payment amount \$ _____ Check Visa MasterCard

Visa/MC # _____ Exp. date _____

Name on card _____

Organization name on card (if any) _____

Signature _____

Cancellations: Only written conference registration cancellations will be accepted. Refunds will be made if cancellations are received by CML on or by June 5. Refunds are subject to a \$50 per person handling charge. No refunds for no-shows. Cancellations or changes in the number of tickets will be honored through June 5. Unused tickets are nonrefundable. Attendee substitutions can be made. Cancellations for the Fun Run/Walk must be made by **May 15**.



Register now!

Early-bird rate ends Friday, May 15.

COLORADO CITIES AND TOWNS: SHARING IDEAS

93RD CML ANNUAL CONFERENCE

Breckenridge • June 16–19, 2015

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