

**AGENDA FOR THE
ENGLEWOOD CITY COUNCIL
Study Session
MONDAY, August 10, 2015
COMMUNITY ROOM
6:00 P.M.**

- I. Reed vs. Gilbert – Sign Regulations 6:00 – 6:15 p.m.**
City Attorney Dan Brotzman , Deputy City Attorney Dugan Comer, City Clerk Lou Ellis, Senior City Planner Chris Neubecker will be present to discuss a recent U.S. Supreme Court case regarding signs.

- II. 2016 Budget Proposal 6:15 p.m**
City Manager/Acting Finance Director Eric Keck, Revenue and Budget Manager Jennifer Nolan and Department Directors will be present to discuss the Proposed Budget for 2016

- III. Council Member’s Choice**

- IV. City Manager’s Choice**

- V. City Attorney’s Choice**

U.S. Supreme Court Further Restricts Municipal Sign Regulations

On June 18, the U.S. Supreme Court issued its opinion in *Reed v. Town of Gilbert* (http://www.supremecourt.gov/opinions/14pdf/13-502_90lb.pdf). The opinion follows a continuing judicial trend of limiting municipal regulations governing signs and billboards. The opinion concludes that ordinance provisions containing content-based restrictions are likely unconstitutional.

The Town of Gilbert, Arizona, enacted a sign ordinance that defined various types of signs and restricted the different types of signs in different ways. For example, the ordinance included definitions for temporary directional signs, ideological signs, and political signs. Based on the type of sign, it then limited how long the sign could be posted. (Temporary directional signs could be posted no sooner than 12 hours before an event and for one hour after the event, but ideological or political signs could be posted for much longer.)

A church in the town regularly changed the location of its services. Each week, the church used temporary directional signs to guide parishioners to the appropriate location. The signs were in place longer than allowed by the town's ordinance, and the town cited the church for the violations.

The church sued the town, arguing that the shortened time frame for temporary directional signs versus the longer time frame for ideological and other signs was a "content-based" restriction on speech that is prohibited by the First Amendment to the U.S. Constitution. The town countered that the shorter time frame for temporary directional signs was not content-based because anyone's temporary directional sign had to follow the same restrictions, not just churches.

The Court held that the ordinance's varying durations for posting based on the type of sign was based on the content of the sign because a city employee had to read the sign to enforce the ordinance. When a restriction on speech is content-based (as opposed to a reasonable time, place, or manner restriction,) it will be upheld only if a city can show that the restriction is "narrowly-tailored to meet a compelling governmental interest." That test is referred to by the courts as "strict scrutiny." A law or ordinance that is subject to strict scrutiny rarely survives a first amendment analysis.

The Court invalidated the ordinance because the town did not prove that the content-based distinction was narrowly tailored to achieve the town's interests of aesthetics and traffic safety. As support for its position, the court noted that the ordinance allowed a great number of signs to be placed for long periods of time. That fact, in-and-of-itself, refuted the town's stated interests of aesthetics and traffic safety. Moreover, the court concluded that the various exceptions in the ordinance for certain signs made the restriction of other signs insupportable.

As a practical matter, the opinion means that any provision in a sign ordinance requiring a city employee to read a sign before deciding whether it is in compliance subjects the ordinance to the strict scrutiny test. That heightened review affects every city's ability to restrict political

signs and could even affect a city's ability to restrict offsite signs, like billboards, differently than onsite signs. More troubling is that restrictions based on the commercial versus non-commercial messages on a sign could be affected.

An ordinance can arguably still prohibit all signs on city property, including city rights-of-way, and can limit the size, building materials, and other aesthetic aspects of a sign. For example, a city could still ban all billboard-sized signs, but it would have a harder time allowing some billboards and not others if a differentiation is based on the content of the billboard.

Each city should review its sign ordinance in light of this opinion. If the ordinance contains any content-based restrictions, the city should ensure that they are narrowly tailored to meet the city's compelling governmental interests. More information about the effects of *Reed* will be forthcoming as attorneys further analyze the holding. Please contact Laura Mueller in the TML legal department at laura@tml.org (<mailto:laura@tml.org>) or 512-231-7400 with questions.

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Syllabus

NOTE: Where it is feasible, a syllabus (headnote) will be released, as is being done in connection with this case, at the time the opinion is issued. The syllabus constitutes no part of the opinion of the Court but has been prepared by the Reporter of Decisions for the convenience of the reader. See *United States v. Detroit Timber & Lumber Co.*, 200 U. S. 321, 337.

SUPREME COURT OF THE UNITED STATES

Syllabus

REED ET AL. *v.* TOWN OF GILBERT, ARIZONA, ET AL.CERTIORARI TO THE UNITED STATES COURT OF APPEALS FOR
THE NINTH CIRCUIT

No. 13–502. Argued January 12, 2015—Decided June 18, 2015

Gilbert, Arizona (Town), has a comprehensive code (Sign Code or Code) that prohibits the display of outdoor signs without a permit, but exempts 23 categories of signs, including three relevant here. “Ideological Signs,” defined as signs “communicating a message or ideas” that do not fit in any other Sign Code category, may be up to 20 square feet and have no placement or time restrictions. “Political Signs,” defined as signs “designed to influence the outcome of an election,” may be up to 32 square feet and may only be displayed during an election season. “Temporary Directional Signs,” defined as signs directing the public to a church or other “qualifying event,” have even greater restrictions: No more than four of the signs, limited to six square feet, may be on a single property at any time, and signs may be displayed no more than 12 hours before the “qualifying event” and 1 hour after.

Petitioners, Good News Community Church (Church) and its pastor, Clyde Reed, whose Sunday church services are held at various temporary locations in and near the Town, posted signs early each Saturday bearing the Church name and the time and location of the next service and did not remove the signs until around midday Sunday. The Church was cited for exceeding the time limits for displaying temporary directional signs and for failing to include an event date on the signs. Unable to reach an accommodation with the Town, petitioners filed suit, claiming that the Code abridged their freedom of speech. The District Court denied their motion for a preliminary injunction, and the Ninth Circuit affirmed, ultimately concluding that the Code’s sign categories were content neutral, and that the Code satisfied the intermediate scrutiny accorded to content-neutral regulations of speech.

Held: The Sign Code’s provisions are content-based regulations of

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speech that do not survive strict scrutiny. Pp. 6–17.

(a) Because content-based laws target speech based on its communicative content, they are presumptively unconstitutional and may be justified only if the government proves that they are narrowly tailored to serve compelling state interests. *E.g.*, *R. A. V. v. St. Paul*, 505 U. S. 377, 395. Speech regulation is content based if a law applies to particular speech because of the topic discussed or the idea or message expressed. *E.g.*, *Sorrell v. IMS Health, Inc.*, 564 U. S. ____–____. And courts are required to consider whether a regulation of speech “on its face” draws distinctions based on the message a speaker conveys. *Id.*, at _____. Whether laws define regulated speech by particular subject matter or by its function or purpose, they are subject to strict scrutiny. The same is true for laws that, though facially content neutral, cannot be “justified without reference to the content of the regulated speech,” or were adopted by the government “because of disagreement with the message” conveyed. *Ward v. Rock Against Racism*, 491 U. S. 781, 791. Pp. 6–7.

(b) The Sign Code is content based on its face. It defines the categories of temporary, political, and ideological signs on the basis of their messages and then subjects each category to different restrictions. The restrictions applied thus depend entirely on the sign’s communicative content. Because the Code, on its face, is a content-based regulation of speech, there is no need to consider the government’s justifications or purposes for enacting the Code to determine whether it is subject to strict scrutiny. Pp. 7.

(c) None of the Ninth Circuit’s theories for its contrary holding is persuasive. Its conclusion that the Town’s regulation was not based on a disagreement with the message conveyed skips the crucial first step in the content-neutrality analysis: determining whether the law is content neutral on its face. A law that is content based on its face is subject to strict scrutiny regardless of the government’s benign motive, content-neutral justification, or lack of “animus toward the ideas contained” in the regulated speech. *Cincinnati v. Discovery Network, Inc.*, 507 U. S. 410, 429. Thus, an innocuous justification cannot transform a facially content-based law into one that is content neutral. A court must evaluate each question—whether a law is content based on its face and whether the purpose and justification for the law are content based—before concluding that a law is content neutral. *Ward* does not require otherwise, for its framework applies only to a content-neutral statute.

The Ninth Circuit’s conclusion that the Sign Code does not single out any idea or viewpoint for discrimination conflates two distinct but related limitations that the First Amendment places on government regulation of speech. Government discrimination among viewpoints

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is a “more blatant” and “egregious form of content discrimination,” *Rosenberger v. Rector and Visitors of Univ. of Va.*, 515 U. S. 819, 829, but “[t]he First Amendment’s hostility to content-based regulation [also] extends . . . to prohibition of public discussion of an entire topic,” *Consolidated Edison Co. of N. Y. v. Public Serv. Comm’n of N. Y.*, 447 U. S. 530, 537. The Sign Code, a paradigmatic example of content-based discrimination, singles out specific subject matter for differential treatment, even if it does not target viewpoints within that subject matter.

The Ninth Circuit also erred in concluding that the Sign Code was not content based because it made only speaker-based and event-based distinctions. The Code’s categories are not speaker-based—the restrictions for political, ideological, and temporary event signs apply equally no matter who sponsors them. And even if the sign categories were speaker based, that would not automatically render the law content neutral. Rather, “laws favoring some speakers over others demand strict scrutiny when the legislature’s speaker preference reflects a content preference.” *Turner Broadcasting System, Inc. v. FCC*, 512 U. S. 622, 658. This same analysis applies to event-based distinctions. Pp. 8–14.

(d) The Sign Code’s content-based restrictions do not survive strict scrutiny because the Town has not demonstrated that the Code’s differentiation between temporary directional signs and other types of signs furthers a compelling governmental interest and is narrowly tailored to that end. See *Arizona Free Enterprise Club’s Freedom Club PAC v. Bennett*, 564 U. S. ___, ___. Assuming that the Town has a compelling interest in preserving its aesthetic appeal and traffic safety, the Code’s distinctions are highly underinclusive. The Town cannot claim that placing strict limits on temporary directional signs is necessary to beautify the Town when other types of signs create the same problem. See *Discovery Network, supra*, at 425. Nor has it shown that temporary directional signs pose a greater threat to public safety than ideological or political signs. Pp. 14–15.

(e) This decision will not prevent governments from enacting effective sign laws. The Town has ample content-neutral options available to resolve problems with safety and aesthetics, including regulating size, building materials, lighting, moving parts, and portability. And the Town may be able to forbid postings on public property, so long as it does so in an evenhanded, content-neutral manner. See *Members of City Council of Los Angeles v. Taxpayers for Vincent*, 466 U. S. 789, 817. An ordinance narrowly tailored to the challenges of protecting the safety of pedestrians, drivers, and passengers—*e.g.*, warning signs marking hazards on private property or signs directing traffic—might also survive strict scrutiny. Pp. 16–17.

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707 F. 3d 1057, reversed and remanded.

THOMAS, J., delivered the opinion of the Court, in which ROBERTS, C. J., and SCALIA, KENNEDY, ALITO, and SOTOMAYOR, JJ., joined. ALITO, J., filed a concurring opinion, in which KENNEDY and SOTOMAYOR, JJ., joined. BREYER, J., filed an opinion concurring in the judgment. KAGAN, J., filed an opinion concurring in the judgment, in which GINSBURG and BREYER, JJ., joined

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NOTICE: This opinion is subject to formal revision before publication in the preliminary print of the United States Reports. Readers are requested to notify the Reporter of Decisions, Supreme Court of the United States, Washington, D. C. 20543, of any typographical or other formal errors, in order that corrections may be made before the preliminary print goes to press.

SUPREME COURT OF THE UNITED STATES

No. 13–502

CLYDE REED, ET AL., PETITIONERS *v.* TOWN OF
GILBERT, ARIZONA, ET AL.

ON WRIT OF CERTIORARI TO THE UNITED STATES COURT OF
APPEALS FOR THE NINTH CIRCUIT

[June 18, 2015]

JUSTICE THOMAS delivered the opinion of the Court.

The town of Gilbert, Arizona (or Town), has adopted a comprehensive code governing the manner in which people may display outdoor signs. Gilbert, Ariz., Land Development Code (Sign Code or Code), ch. 1, §4.402 (2005).¹ The Sign Code identifies various categories of signs based on the type of information they convey, then subjects each category to different restrictions. One of the categories is “Temporary Directional Signs Relating to a Qualifying Event,” loosely defined as signs directing the public to a meeting of a nonprofit group. §4.402(P). The Code imposes more stringent restrictions on these signs than it does on signs conveying other messages. We hold that these provisions are content-based regulations of speech that cannot survive strict scrutiny.

¹The Town’s Sign Code is available online at <http://www.gilbertaz.gov/departments/development-service/planning-development/land-development-code> (as visited June 16, 2015, and available in Clerk of Court’s case file).

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I
A

The Sign Code prohibits the display of outdoor signs anywhere within the Town without a permit, but it then exempts 23 categories of signs from that requirement. These exemptions include everything from bazaar signs to flying banners. Three categories of exempt signs are particularly relevant here.

The first is "Ideological Sign[s]." This category includes any "sign communicating a message or ideas for noncommercial purposes that is not a Construction Sign, Directional Sign, Temporary Directional Sign Relating to a Qualifying Event, Political Sign, Garage Sale Sign, or a sign owned or required by a governmental agency." Sign Code, Glossary of General Terms (Glossary), p. 23 (emphasis deleted). Of the three categories discussed here, the Code treats ideological signs most favorably, allowing them to be up to 20 square feet in area and to be placed in all "zoning districts" without time limits. §4.402(J).

The second category is "Political Sign[s]." This includes any "temporary sign designed to influence the outcome of an election called by a public body." Glossary 23.² The Code treats these signs less favorably than ideological signs. The Code allows the placement of political signs up to 16 square feet on residential property and up to 32 square feet on nonresidential property, undeveloped municipal property, and "rights-of-way." §4.402(I).³ These signs may be displayed up to 60 days before a primary election and up to 15 days following a general election. *Ibid.*

²A "Temporary Sign" is a "sign not permanently attached to the ground, a wall or a building, and not designed or intended for permanent display." Glossary 25.

³The Code defines "Right-of-Way" as a "strip of publicly owned land occupied by or planned for a street, utilities, landscaping, sidewalks, trails, and similar facilities." *Id.*, at 18.

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The third category is “Temporary Directional Signs Relating to a Qualifying Event.” This includes any “Temporary Sign intended to direct pedestrians, motorists, and other passersby to a ‘qualifying event.’” Glossary 25 (emphasis deleted). A “qualifying event” is defined as any “assembly, gathering, activity, or meeting sponsored, arranged, or promoted by a religious, charitable, community service, educational, or other similar non-profit organization.” *Ibid.* The Code treats temporary directional signs even less favorably than political signs.⁴ Temporary directional signs may be no larger than six square feet. §4.402(P). They may be placed on private property or on a public right-of-way, but no more than four signs may be placed on a single property at any time. *Ibid.* And, they may be displayed no more than 12 hours before the “qualifying event” and no more than 1 hour afterward. *Ibid.*

B

Petitioners Good News Community Church (Church) and its pastor, Clyde Reed, wish to advertise the time and location of their Sunday church services. The Church is a small, cash-strapped entity that owns no building, so it holds its services at elementary schools or other locations in or near the Town. In order to inform the public about its services, which are held in a variety of different loca-

⁴The Sign Code has been amended twice during the pendency of this case. When litigation began in 2007, the Code defined the signs at issue as “Religious Assembly Temporary Direction Signs.” App. 75. The Code entirely prohibited placement of those signs in the public right-of-way, and it forbade posting them in any location for more than two hours before the religious assembly or more than one hour afterward. *Id.*, at 75–76. In 2008, the Town redefined the category as “Temporary Directional Signs Related to a Qualifying Event,” and it expanded the time limit to 12 hours before and 1 hour after the “qualifying event.” *Ibid.* In 2011, the Town amended the Code to authorize placement of temporary directional signs in the public right-of-way. *Id.*, at 89.

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tions, the Church began placing 15 to 20 temporary signs around the Town, frequently in the public right-of-way abutting the street. The signs typically displayed the Church's name, along with the time and location of the upcoming service. Church members would post the signs early in the day on Saturday and then remove them around midday on Sunday. The display of these signs requires little money and manpower, and thus has proved to be an economical and effective way for the Church to let the community know where its services are being held each week.

This practice caught the attention of the Town's Sign Code compliance manager, who twice cited the Church for violating the Code. The first citation noted that the Church exceeded the time limits for displaying its temporary directional signs. The second citation referred to the same problem, along with the Church's failure to include the date of the event on the signs. Town officials even confiscated one of the Church's signs, which Reed had to retrieve from the municipal offices.

Reed contacted the Sign Code Compliance Department in an attempt to reach an accommodation. His efforts proved unsuccessful. The Town's Code compliance manager informed the Church that there would be "no leniency under the Code" and promised to punish any future violations.

Shortly thereafter, petitioners filed a complaint in the United States District Court for the District of Arizona, arguing that the Sign Code abridged their freedom of speech in violation of the First and Fourteenth Amendments. The District Court denied the petitioners' motion for a preliminary injunction. The Court of Appeals for the Ninth Circuit affirmed, holding that the Sign Code's provision regulating temporary directional signs did not regulate speech on the basis of content. 587 F. 3d 966, 979 (2009). It reasoned that, even though an enforcement

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officer would have to read the sign to determine what provisions of the Sign Code applied to it, the “kind of cursory examination” that would be necessary for an officer to classify it as a temporary directional sign was “not akin to an officer synthesizing the expressive content of the sign.” *Id.*, at 978. It then remanded for the District Court to determine in the first instance whether the Sign Code’s distinctions among temporary directional signs, political signs, and ideological signs nevertheless constituted a content-based regulation of speech.

On remand, the District Court granted summary judgment in favor of the Town. The Court of Appeals again affirmed, holding that the Code’s sign categories were content neutral. The court concluded that “the distinctions between Temporary Directional Signs, Ideological Signs, and Political Signs . . . are based on objective factors relevant to Gilbert’s creation of the specific exemption from the permit requirement and do not otherwise consider the substance of the sign.” 707 F. 3d 1057, 1069 (CA9 2013). Relying on this Court’s decision in *Hill v. Colorado*, 530 U. S. 703 (2000), the Court of Appeals concluded that the Sign Code is content neutral. 707 F. 3d, at 1071–1072. As the court explained, “Gilbert did not adopt its regulation of speech because it disagreed with the message conveyed” and its “interests in regulat[ing] temporary signs are unrelated to the content of the sign.” *Ibid.* Accordingly, the court believed that the Code was “content-neutral as that term [has been] defined by the Supreme Court.” *Id.*, at 1071. In light of that determination, it applied a lower level of scrutiny to the Sign Code and concluded that the law did not violate the First Amendment. *Id.*, at 1073–1076.

We granted certiorari, 573 U. S. ____ (2014), and now reverse.

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II

A

The First Amendment, applicable to the States through the Fourteenth Amendment, prohibits the enactment of laws “abridging the freedom of speech.” U. S. Const., Amdt. 1. Under that Clause, a government, including a municipal government vested with state authority, “has no power to restrict expression because of its message, its ideas, its subject matter, or its content.” *Police Dept. of Chicago v. Mosley*, 408 U. S. 92, 95 (1972). Content-based laws—those that target speech based on its communicative content—are presumptively unconstitutional and may be justified only if the government proves that they are narrowly tailored to serve compelling state interests. *R. A. V. v. St. Paul*, 505 U. S. 377, 395 (1992); *Simon & Schuster, Inc. v. Members of N. Y. State Crime Victims Bd.*, 502 U. S. 105, 115, 118 (1991).

Government regulation of speech is content based if a law applies to particular speech because of the topic discussed or the idea or message expressed. *E.g.*, *Sorrell v. IMS Health, Inc.*, 564 U. S. ___, ___-___ (2011) (slip op., at 8–9); *Carey v. Brown*, 447 U. S. 455, 462 (1980); *Mosley*, *supra*, at 95. This commonsense meaning of the phrase “content based” requires a court to consider whether a regulation of speech “on its face” draws distinctions based on the message a speaker conveys. *Sorrell*, *supra*, at ___ (slip op., at 8). Some facial distinctions based on a message are obvious, defining regulated speech by particular subject matter, and others are more subtle, defining regulated speech by its function or purpose. Both are distinctions drawn based on the message a speaker conveys, and, therefore, are subject to strict scrutiny.

Our precedents have also recognized a separate and additional category of laws that, though facially content neutral, will be considered content-based regulations of speech: laws that cannot be “justified without reference to

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the content of the regulated speech,” or that were adopted by the government “because of disagreement with the message [the speech] conveys,” *Ward v. Rock Against Racism*, 491 U. S. 781, 791 (1989). Those laws, like those that are content based on their face, must also satisfy strict scrutiny.

B

The Town’s Sign Code is content based on its face. It defines “Temporary Directional Signs” on the basis of whether a sign conveys the message of directing the public to church or some other “qualifying event.” Glossary 25. It defines “Political Signs” on the basis of whether a sign’s message is “designed to influence the outcome of an election.” *Id.*, at 24. And it defines “Ideological Signs” on the basis of whether a sign “communicat[es] a message or ideas” that do not fit within the Code’s other categories. *Id.*, at 23. It then subjects each of these categories to different restrictions.

The restrictions in the Sign Code that apply to any given sign thus depend entirely on the communicative content of the sign. If a sign informs its reader of the time and place a book club will discuss John Locke’s *Two Treatises of Government*, that sign will be treated differently from a sign expressing the view that one should vote for one of Locke’s followers in an upcoming election, and both signs will be treated differently from a sign expressing an ideological view rooted in Locke’s theory of government. More to the point, the Church’s signs inviting people to attend its worship services are treated differently from signs conveying other types of ideas. On its face, the Sign Code is a content-based regulation of speech. We thus have no need to consider the government’s justifications or purposes for enacting the Code to determine whether it is subject to strict scrutiny.

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C

In reaching the contrary conclusion, the Court of Appeals offered several theories to explain why the Town's Sign Code should be deemed content neutral. None is persuasive.

1

The Court of Appeals first determined that the Sign Code was content neutral because the Town “did not adopt its regulation of speech [based on] disagree[ment] with the message conveyed,” and its justifications for regulating temporary directional signs were “unrelated to the content of the sign.” 707 F. 3d, at 1071–1072. In its brief to this Court, the United States similarly contends that a sign regulation is content neutral—even if it expressly draws distinctions based on the sign’s communicative content—if those distinctions can be “justified without reference to the content of the regulated speech.” Brief for United States as *Amicus Curiae* 20, 24 (quoting *Ward, supra*, at 791; emphasis deleted).

But this analysis skips the crucial first step in the content-neutrality analysis: determining whether the law is content neutral on its face. A law that is content based on its face is subject to strict scrutiny regardless of the government’s benign motive, content-neutral justification, or lack of “animus toward the ideas contained” in the regulated speech. *Cincinnati v. Discovery Network, Inc.*, 507 U. S. 410, 429 (1993). We have thus made clear that “[i]llicit legislative intent is not the *sine qua non* of a violation of the First Amendment,” and a party opposing the government “need adduce ‘no evidence of an improper censorial motive.’” *Simon & Schuster, supra*, at 117. Although “a content-based purpose may be sufficient in certain circumstances to show that a regulation is content based, it is not necessary.” *Turner Broadcasting System, Inc. v. FCC*, 512 U. S. 622, 642 (1994). In other words, an

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innocuous justification cannot transform a facially content-based law into one that is content neutral.

That is why we have repeatedly considered whether a law is content neutral on its face *before* turning to the law's justification or purpose. See, e.g., *Sorrell, supra*, at ____–____ (slip op., at 8–9) (statute was content based “on its face,” and there was also evidence of an impermissible legislative motive); *United States v. Eichman*, 496 U. S. 310, 315 (1990) (“Although the [statute] contains no explicit content-based limitation on the scope of prohibited conduct, it is nevertheless clear that the Government’s asserted *interest* is related to the suppression of free expression” (internal quotation marks omitted)); *Members of City Council of Los Angeles v. Taxpayers for Vincent*, 466 U. S. 789, 804 (1984) (“The text of the ordinance is neutral,” and “there is not even a hint of bias or censorship in the City’s enactment or enforcement of this ordinance”); *Clark v. Community for Creative Non-Violence*, 468 U. S. 288, 293 (1984) (requiring that a facially content-neutral ban on camping must be “justified without reference to the content of the regulated speech”); *United States v. O’Brien*, 391 U. S. 367, 375, 377 (1968) (noting that the statute “on its face deals with conduct having no connection with speech,” but examining whether the “the governmental interest is unrelated to the suppression of free expression”). Because strict scrutiny applies either when a law is content based on its face or when the purpose and justification for the law are content based, a court must evaluate each question before it concludes that the law is content neutral and thus subject to a lower level of scrutiny.

The Court of Appeals and the United States misunderstand our decision in *Ward* as suggesting that a government’s purpose is relevant even when a law is content based on its face. That is incorrect. *Ward* had nothing to say about facially content-based restrictions because it involved a facially content-*neutral* ban on the use, in a

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city-owned music venue, of sound amplification systems not provided by the city. 491 U. S., at 787, and n. 2. In that context, we looked to governmental motive, including whether the government had regulated speech “because of disagreement” with its message, and whether the regulation was “justified without reference to the content of the speech.” *Id.*, at 791. But *Ward’s* framework “applies only if a statute is content neutral.” *Hill*, 530 U. S., at 766 (KENNEDY, J., dissenting). Its rules thus operate “to protect speech,” not “to restrict it.” *Id.*, at 765.

The First Amendment requires no less. Innocent motives do not eliminate the danger of censorship presented by a facially content-based statute, as future government officials may one day wield such statutes to suppress disfavored speech. That is why the First Amendment expressly targets the operation of the laws—*i.e.*, the “abridg[ement] of speech”—rather than merely the motives of those who enacted them. U. S. Const., Amdt. 1. “The vice of content-based legislation . . . is not that it is always used for invidious, thought-control purposes, but that it lends itself to use for those purposes.” *Hill, supra*, at 743 (SCALIA, J., dissenting).

For instance, in *NAACP v. Button*, 371 U. S. 415 (1963), the Court encountered a State’s attempt to use a statute prohibiting “improper solicitation” by attorneys to outlaw litigation-related speech of the National Association for the Advancement of Colored People. *Id.*, at 438. Although *Button* predated our more recent formulations of strict scrutiny, the Court rightly rejected the State’s claim that its interest in the “regulation of professional conduct” rendered the statute consistent with the First Amendment, observing that “it is no answer . . . to say . . . that the purpose of these regulations was merely to insure high professional standards and not to curtail free expression.” *Id.*, at 438–439. Likewise, one could easily imagine a Sign Code compliance manager who disliked the Church’s

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substantive teachings deploying the Sign Code to make it more difficult for the Church to inform the public of the location of its services. Accordingly, we have repeatedly “rejected the argument that ‘discriminatory . . . treatment is suspect under the First Amendment only when the legislature intends to suppress certain ideas.’” *Discovery Network*, 507 U. S., at 429. We do so again today.

2

The Court of Appeals next reasoned that the Sign Code was content neutral because it “does not mention any idea or viewpoint, let alone single one out for differential treatment.” 587 F. 3d, at 977. It reasoned that, for the purpose of the Code provisions, “[i]t makes no difference which candidate is supported, who sponsors the event, or what ideological perspective is asserted.” 707 F. 3d, at 1069.

The Town seizes on this reasoning, insisting that “content based” is a term of art that “should be applied flexibly” with the goal of protecting “viewpoints and ideas from government censorship or favoritism.” Brief for Respondents 22. In the Town’s view, a sign regulation that “does not censor or favor particular viewpoints or ideas” cannot be content based. *Ibid.* The Sign Code allegedly passes this test because its treatment of temporary directional signs does not raise any concerns that the government is “endorsing or suppressing ‘ideas or viewpoints,’” *id.*, at 27, and the provisions for political signs and ideological signs “are neutral as to particular ideas or viewpoints” within those categories. *Id.*, at 37.

This analysis conflates two distinct but related limitations that the First Amendment places on government regulation of speech. Government discrimination among viewpoints—or the regulation of speech based on “the specific motivating ideology or the opinion or perspective of the speaker”—is a “more blatant” and “egregious form of

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content discrimination.” *Rosenberger v. Rector and Visitors of Univ. of Va.*, 515 U.S. 819, 829 (1995). But it is well established that “[t]he First Amendment’s hostility to content-based regulation extends not only to restrictions on particular viewpoints, but also to prohibition of public discussion of an entire topic.” *Consolidated Edison Co. of N. Y. v. Public Serv. Comm’n of N. Y.*, 447 U.S. 530, 537 (1980).

Thus, a speech regulation targeted at specific subject matter is content based even if it does not discriminate among viewpoints within that subject matter. *Ibid.* For example, a law banning the use of sound trucks for political speech—and only political speech—would be a content-based regulation, even if it imposed no limits on the political viewpoints that could be expressed. See *Discovery Network, supra*, at 428. The Town’s Sign Code likewise singles out specific subject matter for differential treatment, even if it does not target viewpoints within that subject matter. Ideological messages are given more favorable treatment than messages concerning a political candidate, which are themselves given more favorable treatment than messages announcing an assembly of like-minded individuals. That is a paradigmatic example of content-based discrimination.

3

Finally, the Court of Appeals characterized the Sign Code’s distinctions as turning on “the content-neutral elements of who is speaking through the sign and whether and when an event is occurring.” 707 F.3d, at 1069. That analysis is mistaken on both factual and legal grounds.

To start, the Sign Code’s distinctions are not speaker based. The restrictions for political, ideological, and temporary event signs apply equally no matter who sponsors them. If a local business, for example, sought to put up

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signs advertising the Church's meetings, those signs would be subject to the same limitations as such signs placed by the Church. And if Reed had decided to display signs in support of a particular candidate, he could have made those signs far larger—and kept them up for far longer—than signs inviting people to attend his church services. If the Code's distinctions were truly speaker based, both types of signs would receive the same treatment.

In any case, the fact that a distinction is speaker based does not, as the Court of Appeals seemed to believe, automatically render the distinction content neutral. Because “[s]peech restrictions based on the identity of the speaker are all too often simply a means to control content,” *Citizens United v. Federal Election Comm’n*, 558 U. S. 310, 340 (2010), we have insisted that “laws favoring some speakers over others demand strict scrutiny when the legislature’s speaker preference reflects a content preference,” *Turner*, 512 U. S., at 658. Thus, a law limiting the content of newspapers, but only newspapers, could not evade strict scrutiny simply because it could be characterized as speaker based. Likewise, a content-based law that restricted the political speech of all corporations would not become content neutral just because it singled out corporations as a class of speakers. See *Citizens United*, *supra*, at 340–341. Characterizing a distinction as speaker based is only the beginning—not the end—of the inquiry.

Nor do the Sign Code's distinctions hinge on “whether and when an event is occurring.” The Code does not permit citizens to post signs on any topic whatsoever within a set period leading up to an election, for example. Instead, come election time, it requires Town officials to determine whether a sign is “designed to influence the outcome of an election” (and thus “political”) or merely “communicating a message or ideas for noncommercial purposes” (and thus “ideological”). Glossary 24. That obvious content-based

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inquiry does not evade strict scrutiny review simply because an event (*i.e.*, an election) is involved.

And, just as with speaker-based laws, the fact that a distinction is event based does not render it content neutral. The Court of Appeals cited no precedent from this Court supporting its novel theory of an exception from the content-neutrality requirement for event-based laws. As we have explained, a speech regulation is content based if the law applies to particular speech because of the topic discussed or the idea or message expressed. *Supra*, at 6. A regulation that targets a sign because it conveys an idea about a specific event is no less content based than a regulation that targets a sign because it conveys some other idea. Here, the Code singles out signs bearing a particular message: the time and location of a specific event. This type of ordinance may seem like a perfectly rational way to regulate signs, but a clear and firm rule governing content neutrality is an essential means of protecting the freedom of speech, even if laws that might seem “entirely reasonable” will sometimes be “struck down because of their content-based nature.” *City of Ladue v. Gilleo*, 512 U. S. 43, 60 (1994) (O’Connor, J., concurring).

III

Because the Town’s Sign Code imposes content-based restrictions on speech, those provisions can stand only if they survive strict scrutiny, “which requires the Government to prove that the restriction furthers a compelling interest and is narrowly tailored to achieve that interest,” *Arizona Free Enterprise Club’s Freedom Club PAC v. Bennett*, 564 U. S. ___, ___ (2011) (slip op., at 8) (quoting *Citizens United*, 558 U. S., at 340). Thus, it is the Town’s burden to demonstrate that the Code’s differentiation between temporary directional signs and other types of signs, such as political signs and ideological signs, furthers a compelling governmental interest and is narrowly tai-

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lored to that end. See *ibid.*

The Town cannot do so. It has offered only two governmental interests in support of the distinctions the Sign Code draws: preserving the Town's aesthetic appeal and traffic safety. Assuming for the sake of argument that those are compelling governmental interests, the Code's distinctions fail as hopelessly underinclusive.

Starting with the preservation of aesthetics, temporary directional signs are "no greater an eyesore," *Discovery Network*, 507 U. S., at 425, than ideological or political ones. Yet the Code allows unlimited proliferation of larger ideological signs while strictly limiting the number, size, and duration of smaller directional ones. The Town cannot claim that placing strict limits on temporary directional signs is necessary to beautify the Town while at the same time allowing unlimited numbers of other types of signs that create the same problem.

The Town similarly has not shown that limiting temporary directional signs is necessary to eliminate threats to traffic safety, but that limiting other types of signs is not. The Town has offered no reason to believe that directional signs pose a greater threat to safety than do ideological or political signs. If anything, a sharply worded ideological sign seems more likely to distract a driver than a sign directing the public to a nearby church meeting.

In light of this underinclusiveness, the Town has not met its burden to prove that its Sign Code is narrowly tailored to further a compelling government interest. Because a "law cannot be regarded as protecting an interest of the highest order, and thus as justifying a restriction on truthful speech, when it leaves appreciable damage to that supposedly vital interest unprohibited," *Republican Party of Minn. v. White*, 536 U. S. 765, 780 (2002), the Sign Code fails strict scrutiny.

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IV

Our decision today will not prevent governments from enacting effective sign laws. The Town asserts that an “absolutist” content-neutrality rule would render “virtually all distinctions in sign laws . . . subject to strict scrutiny,” Brief for Respondents 34–35, but that is not the case. Not “all distinctions” are subject to strict scrutiny, only *content-based* ones are. Laws that are *content neutral* are instead subject to lesser scrutiny. See *Clark*, 468 U. S., at 295.

The Town has ample content-neutral options available to resolve problems with safety and aesthetics. For example, its current Code regulates many aspects of signs that have nothing to do with a sign’s message: size, building materials, lighting, moving parts, and portability. See, e.g., §4.402(R). And on public property, the Town may go a long way toward entirely forbidding the posting of signs, so long as it does so in an evenhanded, content-neutral manner. See *Taxpayers for Vincent*, 466 U. S., at 817 (upholding content-neutral ban against posting signs on public property). Indeed, some lower courts have long held that similar content-based sign laws receive strict scrutiny, but there is no evidence that towns in those jurisdictions have suffered catastrophic effects. See, e.g., *Solantic, LLC v. Neptune Beach*, 410 F. 3d 1250, 1264–1269 (CA11 2005) (sign categories similar to the town of Gilbert’s were content based and subject to strict scrutiny); *Matthews v. Needham*, 764 F. 2d 58, 59–60 (CA1 1985) (law banning political signs but not commercial signs was content based and subject to strict scrutiny).

We acknowledge that a city might reasonably view the general regulation of signs as necessary because signs “take up space and may obstruct views, distract motorists, displace alternative uses for land, and pose other problems that legitimately call for regulation.” *City of Ladue*, 512 U. S., at 48. At the same time, the presence of certain

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signs may be essential, both for vehicles and pedestrians, to guide traffic or to identify hazards and ensure safety. A sign ordinance narrowly tailored to the challenges of protecting the safety of pedestrians, drivers, and passengers—such as warning signs marking hazards on private property, signs directing traffic, or street numbers associated with private houses—well might survive strict scrutiny. The signs at issue in this case, including political and ideological signs and signs for events, are far removed from those purposes. As discussed above, they are facially content based and are neither justified by traditional safety concerns nor narrowly tailored.

* * *

We reverse the judgment of the Court of Appeals and remand the case for proceedings consistent with this opinion.

It is so ordered.

ALITO, J., concurring

SUPREME COURT OF THE UNITED STATES

No. 13–502

CLYDE REED, ET AL., PETITIONERS v. TOWN OF
GILBERT, ARIZONA, ET AL.

ON WRIT OF CERTIORARI TO THE UNITED STATES COURT OF
APPEALS FOR THE NINTH CIRCUIT

[June 18, 2015]

JUSTICE ALITO, with whom JUSTICE KENNEDY and
JUSTICE SOTOMAYOR join, concurring.

I join the opinion of the Court but add a few words of
further explanation.

As the Court holds, what we have termed “content-
based” laws must satisfy strict scrutiny. Content-based
laws merit this protection because they present, albeit
sometimes in a subtler form, the same dangers as laws
that regulate speech based on viewpoint. Limiting speech
based on its “topic” or “subject” favors those who do not
want to disturb the status quo. Such regulations may
interfere with democratic self-government and the search
for truth. See *Consolidated Edison Co. of N. Y. v. Public
Serv. Comm’n of N. Y.*, 447 U. S. 530, 537 (1980).

As the Court shows, the regulations at issue in this case
are replete with content-based distinctions, and as a result
they must satisfy strict scrutiny. This does not mean,
however, that municipalities are powerless to enact and
enforce reasonable sign regulations. I will not attempt to
provide anything like a comprehensive list, but here are
some rules that would not be content based:

Rules regulating the size of signs. These rules may
distinguish among signs based on any content-neutral
criteria, including any relevant criteria listed below.

Rules regulating the locations in which signs may be

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placed. These rules may distinguish between free-standing signs and those attached to buildings.

Rules distinguishing between lighted and unlighted signs.

Rules distinguishing between signs with fixed messages and electronic signs with messages that change.

Rules that distinguish between the placement of signs on private and public property.

Rules distinguishing between the placement of signs on commercial and residential property.

Rules distinguishing between on-premises and off-premises signs.

Rules restricting the total number of signs allowed per mile of roadway.

Rules imposing time restrictions on signs advertising a one-time event. Rules of this nature do not discriminate based on topic or subject and are akin to rules restricting the times within which oral speech or music is allowed.*

In addition to regulating signs put up by private actors, government entities may also erect their own signs consistent with the principles that allow governmental speech. See *Pleasant Grove City v. Summum*, 555 U. S. 460, 467–469 (2009). They may put up all manner of signs to promote safety, as well as directional signs and signs pointing out historic sites and scenic spots.

Properly understood, today's decision will not prevent cities from regulating signs in a way that fully protects public safety and serves legitimate esthetic objectives.

*Of course, content-neutral restrictions on speech are not necessarily consistent with the First Amendment. Time, place, and manner restrictions "must be narrowly tailored to serve the government's legitimate, content-neutral interests." *Ward v. Rock Against Racism*, 491 U. S. 781, 798 (1989). But they need not meet the high standard imposed on viewpoint- and content-based restrictions.

BREYER, J., concurring in judgment

SUPREME COURT OF THE UNITED STATES

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[June 18, 2015]

JUSTICE BREYER, concurring in the judgment.

I join JUSTICE KAGAN's separate opinion. Like JUSTICE KAGAN I believe that categories alone cannot satisfactorily resolve the legal problem before us. The First Amendment requires greater judicial sensitivity both to the Amendment's expressive objectives and to the public's legitimate need for regulation than a simple recitation of categories, such as "content discrimination" and "strict scrutiny," would permit. In my view, the category "content discrimination" is better considered in many contexts, including here, as a rule of thumb, rather than as an automatic "strict scrutiny" trigger, leading to almost certain legal condemnation.

To use content discrimination to trigger strict scrutiny sometimes makes perfect sense. There are cases in which the Court has found content discrimination an unconstitutional method for suppressing a viewpoint. *E.g.*, *Rosenberger v. Rector and Visitors of Univ. of Va.*, 515 U. S. 819, 828–829 (1995); see also *Boos v. Barry*, 485 U. S. 312, 318–319 (1988) (plurality opinion) (applying strict scrutiny where the line between subject matter and viewpoint was not obvious). And there are cases where the Court has found content discrimination to reveal that rules governing a traditional public forum are, in fact, not a neutral way of fairly managing the forum in the interest of all

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speakers. *Police Dept. of Chicago v. Mosley*, 408 U. S. 92, 96 (1972) (“Once a forum is opened up to assembly or speaking by some groups, government may not prohibit others from assembling or speaking on the basis of what they intend to say”). In these types of cases, strict scrutiny is often appropriate, and content discrimination has thus served a useful purpose.

But content discrimination, while helping courts to identify unconstitutional suppression of expression, cannot and should not *always* trigger strict scrutiny. To say that it is not an automatic “strict scrutiny” trigger is not to argue against that concept’s use. I readily concede, for example, that content discrimination, as a conceptual tool, can sometimes reveal weaknesses in the government’s rationale for a rule that limits speech. If, for example, a city looks to litter prevention as the rationale for a prohibition against placing newsracks dispensing free advertisements on public property, why does it exempt other newsracks causing similar litter? Cf. *Cincinnati v. Discovery Network, Inc.*, 507 U. S. 410 (1993). I also concede that, whenever government disfavors one kind of speech, it places that speech at a disadvantage, potentially interfering with the free marketplace of ideas and with an individual’s ability to express thoughts and ideas that can help that individual determine the kind of society in which he wishes to live, help shape that society, and help define his place within it.

Nonetheless, in these latter instances to use the presence of content discrimination automatically to trigger strict scrutiny and thereby call into play a strong presumption against constitutionality goes too far. That is because virtually all government activities involve speech, many of which involve the regulation of speech. Regulatory programs almost always require content discrimination. And to hold that such content discrimination triggers strict scrutiny is to write a recipe for judicial management

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of ordinary government regulatory activity.

Consider a few examples of speech regulated by government that inevitably involve content discrimination, but where a strong presumption against constitutionality has no place. Consider governmental regulation of securities, *e.g.*, 15 U. S. C. §78l (requirements for content that must be included in a registration statement); of energy conservation labeling-practices, *e.g.*, 42 U. S. C. §6294 (requirements for content that must be included on labels of certain consumer electronics); of prescription drugs, *e.g.*, 21 U. S. C. §353(b)(4)(A) (requiring a prescription drug label to bear the symbol “Rx only”); of doctor-patient confidentiality, *e.g.*, 38 U. S. C. §7332 (requiring confidentiality of certain medical records, but allowing a physician to disclose that the patient has HIV to the patient’s spouse or sexual partner); of income tax statements, *e.g.*, 26 U. S. C. §6039F (requiring taxpayers to furnish information about foreign gifts received if the aggregate amount exceeds \$10,000); of commercial airplane briefings, *e.g.*, 14 CFR §136.7 (2015) (requiring pilots to ensure that each passenger has been briefed on flight procedures, such as seatbelt fastening); of signs at petting zoos, *e.g.*, N. Y. Gen. Bus. Law Ann. §399–ff(3) (West Cum. Supp. 2015) (requiring petting zoos to post a sign at every exit “‘strongly recommend[ing] that persons wash their hands upon exiting the petting zoo area’”); and so on.

Nor can the majority avoid the application of strict scrutiny to all sorts of justifiable governmental regulations by relying on this Court’s many subcategories and exceptions to the rule. The Court has said, for example, that we should apply less strict standards to “commercial speech.” *Central Hudson Gas & Elec. Corp. v. Public Service Comm’n of N. Y.*, 447 U. S. 557, 562–563 (1980). But I have great concern that many justifiable instances of “content-based” regulation are noncommercial. And, worse than that, the Court has applied the heightened

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“strict scrutiny” standard even in cases where the less stringent “commercial speech” standard was appropriate. See *Sorrell v. IMS Health Inc.*, 564 U. S. ___, ___ (2011) (BREYER, J., dissenting) (slip op., at ___). The Court has also said that “government speech” escapes First Amendment strictures. See *Rust v. Sullivan*, 500 U. S. 173, 193–194 (1991). But regulated speech is typically private speech, not government speech. Further, the Court has said that, “[w]hen the basis for the content discrimination consists entirely of the very reason the entire class of speech at issue is proscribable, no significant danger of idea or viewpoint discrimination exists.” *R. A. V. v. St. Paul*, 505 U. S. 377, 388 (1992). But this exception accounts for only a few of the instances in which content discrimination is readily justifiable.

I recognize that the Court could escape the problem by watering down the force of the presumption against constitutionality that “strict scrutiny” normally carries with it. But, in my view, doing so will weaken the First Amendment’s protection in instances where “strict scrutiny” should apply in full force.

The better approach is to generally treat content discrimination as a strong reason weighing against the constitutionality of a rule where a traditional public forum, or where viewpoint discrimination, is threatened, but elsewhere treat it as a rule of thumb, finding it a helpful, but not determinative legal tool, in an appropriate case, to determine the strength of a justification. I would use content discrimination as a supplement to a more basic analysis, which, tracking most of our First Amendment cases, asks whether the regulation at issue works harm to First Amendment interests that is disproportionate in light of the relevant regulatory objectives. Answering this question requires examining the seriousness of the harm to speech, the importance of the countervailing objectives, the extent to which the law will achieve those objectives,

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and whether there are other, less restrictive ways of doing so. See, e.g., *United States v. Alvarez*, 567 U. S. ___, ___-___ (2012) (BREYER, J., concurring in judgment) (slip op., at 1-3); *Nixon v. Shrink Missouri Government PAC*, 528 U. S. 377, 400-403 (2000) (BREYER, J., concurring). Admittedly, this approach does not have the simplicity of a mechanical use of categories. But it does permit the government to regulate speech in numerous instances where the voters have authorized the government to regulate and where courts should hesitate to substitute judicial judgment for that of administrators.

Here, regulation of signage along the roadside, for purposes of safety and beautification is at issue. There is no traditional public forum nor do I find any general effort to censor a particular viewpoint. Consequently, the specific regulation at issue does not warrant "strict scrutiny." Nonetheless, for the reasons that JUSTICE KAGAN sets forth, I believe that the Town of Gilbert's regulatory rules violate the First Amendment. I consequently concur in the Court's judgment only.

KAGAN, J., concurring in judgment

SUPREME COURT OF THE UNITED STATES

No. 13–502

CLYDE REED, ET AL., PETITIONERS *v.* TOWN OF
GILBERT, ARIZONA, ET AL.

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APPEALS FOR THE NINTH CIRCUIT

[June 18, 2015]

JUSTICE KAGAN, with whom JUSTICE GINSBURG and JUSTICE BREYER join, concurring in the judgment.

Countless cities and towns across America have adopted ordinances regulating the posting of signs, while exempting certain categories of signs based on their subject matter. For example, some municipalities generally prohibit illuminated signs in residential neighborhoods, but lift that ban for signs that identify the address of a home or the name of its owner or occupant. See, *e.g.*, City of Truth or Consequences, N. M., Code of Ordinances, ch. 16, Art. XIII, §§11–13–2.3, 11–13–2.9(H)(4) (2014). In other municipalities, safety signs such as “Blind Pedestrian Crossing” and “Hidden Driveway” can be posted without a permit, even as other permanent signs require one. See, *e.g.*, Code of Athens-Clarke County, Ga., Pt. III, §7–4–7(1) (1993). Elsewhere, historic site markers—for example, “George Washington Slept Here”—are also exempt from general regulations. See, *e.g.*, Dover, Del., Code of Ordinances, Pt. II, App. B, Art. 5, §4.5(F) (2012). And similarly, the federal Highway Beautification Act limits signs along interstate highways unless, for instance, they direct travelers to “scenic and historical attractions” or advertise free coffee. See 23 U. S. C. §§131(b), (c)(1), (c)(5).

Given the Court’s analysis, many sign ordinances of that kind are now in jeopardy. See *ante*, at 14 (acknowledging

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that “entirely reasonable” sign laws “will sometimes be struck down” under its approach (internal quotation marks omitted)). Says the majority: When laws “single[] out specific subject matter,” they are “facially content based”; and when they are facially content based, they are automatically subject to strict scrutiny. *Ante*, at 12, 16–17. And although the majority holds out hope that some sign laws with subject-matter exemptions “might survive” that stringent review, *ante*, at 17, the likelihood is that most will be struck down. After all, it is the “rare case[] in which a speech restriction withstands strict scrutiny.” *Williams-Yulee v. Florida Bar*, 575 U. S. ___, ___ (2015) (slip op., at 9). To clear that high bar, the government must show that a content-based distinction “is necessary to serve a compelling state interest and is narrowly drawn to achieve that end.” *Arkansas Writers’ Project, Inc. v. Ragland*, 481 U. S. 221, 231 (1987). So on the majority’s view, courts would have to determine that a town has a compelling interest in informing passersby where George Washington slept. And likewise, courts would have to find that a town has no other way to prevent hidden-driveway mishaps than by specially treating hidden-driveway signs. (Well-placed speed bumps? Lower speed limits? Or how about just a ban on hidden driveways?) The consequence—unless courts water down strict scrutiny to something unrecognizable—is that our communities will find themselves in an unenviable bind: They will have to either repeal the exemptions that allow for helpful signs on streets and sidewalks, or else lift their sign restrictions altogether and resign themselves to the resulting clutter.*

*Even in trying (commendably) to limit today’s decision, JUSTICE ALITO’s concurrence highlights its far-reaching effects. According to JUSTICE ALITO, the majority does not subject to strict scrutiny regulations of “signs advertising a one-time event.” *Ante*, at 2 (ALITO, J., concurring). But of course it does. On the majority’s view, a law with an exception for such signs “singles out specific subject matter for

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Although the majority insists that applying strict scrutiny to all such ordinances is “essential” to protecting First Amendment freedoms, *ante*, at 14, I find it challenging to understand why that is so. This Court’s decisions articulate two important and related reasons for subjecting content-based speech regulations to the most exacting standard of review. The first is “to preserve an uninhibited marketplace of ideas in which truth will ultimately prevail.” *McCullen v. Coakley*, 573 U. S. ___, ___–___ (2014) (slip op., at 8–9) (internal quotation marks omitted). The second is to ensure that the government has not regulated speech “based on hostility—or favoritism—towards the underlying message expressed.” *R. A. V. v. St. Paul*, 505 U. S. 377, 386 (1992). Yet the subject-matter exemptions included in many sign ordinances do not implicate those concerns. Allowing residents, say, to install a light bulb over “name and address” signs but no others does not distort the marketplace of ideas. Nor does that different treatment give rise to an inference of impermissible government motive.

We apply strict scrutiny to facially content-based regulations of speech, in keeping with the rationales just described, when there is any “realistic possibility that official suppression of ideas is afoot.” *Davenport v. Washington Ed. Assn.*, 551 U. S. 177, 189 (2007) (quoting *R. A. V.*, 505 U. S., at 390). That is always the case when the regulation facially differentiates on the basis of viewpoint. See *Rosenberger v. Rector and Visitors of Univ. of Va.*, 515 U. S. 819, 829 (1995). It is also the case (except in non-public or limited public forums) when a law restricts “discussion of an entire topic” in public debate. *Consolidated*

differential treatment” and “defin[es] regulated speech by particular subject matter.” *Ante*, at 6, 12 (majority opinion). Indeed, the precise reason the majority applies strict scrutiny here is that “the Code singles out signs bearing a particular message: the time and location of a specific event.” *Ante*, at 14.

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Edison Co. of N. Y. v. Public Serv. Comm'n of N. Y., 447 U. S. 530, 537, 539–540 (1980) (invalidating a limitation on speech about nuclear power). We have stated that “[i]f the marketplace of ideas is to remain free and open, governments must not be allowed to choose ‘which issues are worth discussing or debating.’” *Id.*, at 537–538 (quoting *Police Dept. of Chicago v. Mosley*, 408 U. S. 92, 96 (1972)). And we have recognized that such subject-matter restrictions, even though viewpoint-neutral on their face, may “suggest[] an attempt to give one side of a debatable public question an advantage in expressing its views to the people.” *First Nat. Bank of Boston v. Bellotti*, 435 U. S. 765, 785 (1978); accord, *ante*, at 1 (ALITO, J., concurring) (limiting all speech on one topic “favors those who do not want to disturb the status quo”). Subject-matter regulation, in other words, may have the intent or effect of favoring some ideas over others. When that is realistically possible—when the restriction “raises the specter that the Government may effectively drive certain ideas or viewpoints from the marketplace”—we insist that the law pass the most demanding constitutional test. *R. A. V.*, 505 U. S., at 387 (quoting *Simon & Schuster, Inc. v. Members of N. Y. State Crime Victims Bd.*, 502 U. S. 105, 116 (1991)).

But when that is not realistically possible, we may do well to relax our guard so that “entirely reasonable” laws imperiled by strict scrutiny can survive. *Ante*, at 14. This point is by no means new. Our concern with content-based regulation arises from the fear that the government will skew the public’s debate of ideas—so when “that risk is inconsequential, . . . strict scrutiny is unwarranted.” *Davenport*, 551 U. S., at 188; see *R. A. V.*, 505 U. S., at 388 (approving certain content-based distinctions when there is “no significant danger of idea or viewpoint discrimination”). To do its intended work, of course, the category of content-based regulation triggering strict scrutiny must

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sweep more broadly than the actual harm; that category exists to create a buffer zone guaranteeing that the government cannot favor or disfavor certain viewpoints. But that buffer zone need not extend forever. We can administer our content-regulation doctrine with a dose of common sense, so as to leave standing laws that in no way implicate its intended function.

And indeed we have done just that: Our cases have been far less rigid than the majority admits in applying strict scrutiny to facially content-based laws—including in cases just like this one. See *Davenport*, 551 U. S., at 188 (noting that “we have identified numerous situations in which [the] risk” attached to content-based laws is “attenuated”). In *Members of City Council of Los Angeles v. Taxpayers for Vincent*, 466 U. S. 789 (1984), the Court declined to apply strict scrutiny to a municipal ordinance that exempted address numbers and markers commemorating “historical, cultural, or artistic event[s]” from a generally applicable limit on sidewalk signs. *Id.*, at 792, n. 1 (listing exemptions); see *id.*, at 804–810 (upholding ordinance under intermediate scrutiny). After all, we explained, the law’s enactment and enforcement revealed “not even a hint of bias or censorship.” *Id.*, at 804; see also *Renton v. Playtime Theatres, Inc.*, 475 U. S. 41, 48 (1986) (applying intermediate scrutiny to a zoning law that facially distinguished among movie theaters based on content because it was “designed to prevent crime, protect the city’s retail trade, [and] maintain property values . . . , not to suppress the expression of unpopular views”). And another decision involving a similar law provides an alternative model. In *City of Ladue v. Gilleo*, 512 U. S. 43 (1994), the Court assumed *arguendo* that a sign ordinance’s exceptions for address signs, safety signs, and for-sale signs in residential areas did not trigger strict scrutiny. See *id.*, at 46–47, and n. 6 (listing exemptions); *id.*, at 53 (noting this assumption). We did not need to, and so did not, decide the

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level-of-scrutiny question because the law's breadth made it unconstitutional under any standard.

The majority could easily have taken *Ladue's* tack here. The Town of Gilbert's defense of its sign ordinance—most notably, the law's distinctions between directional signs and others—does not pass strict scrutiny, or intermediate scrutiny, or even the laugh test. See *ante*, at 14–15 (discussing those distinctions). The Town, for example, provides no reason at all for prohibiting more than four directional signs on a property while placing no limits on the number of other types of signs. See Gilbert, Ariz., Land Development Code, ch. I, §§4.402(J), (P)(2) (2014). Similarly, the Town offers no coherent justification for restricting the size of directional signs to 6 square feet while allowing other signs to reach 20 square feet. See §§4.402(J), (P)(1). The best the Town could come up with at oral argument was that directional signs “need to be smaller because they need to guide travelers along a route.” Tr. of Oral Arg. 40. Why exactly a smaller sign better helps travelers get to where they are going is left a mystery. The absence of any sensible basis for these and other distinctions dooms the Town's ordinance under even the intermediate scrutiny that the Court typically applies to “time, place, or manner” speech regulations. Accordingly, there is no need to decide in this case whether strict scrutiny applies to every sign ordinance in every town across this country containing a subject-matter exemption.

I suspect this Court and others will regret the majority's insistence today on answering that question in the affirmative. As the years go by, courts will discover that thousands of towns have such ordinances, many of them “entirely reasonable.” *Ante*, at 14. And as the challenges to them mount, courts will have to invalidate one after the other. (This Court may soon find itself a veritable Supreme Board of Sign Review.) And courts will strike down those democratically enacted local laws even though no

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one—certainly not the majority—has ever explained why the vindication of First Amendment values requires that result. Because I see no reason why such an easy case calls for us to cast a constitutional pall on reasonable regulations quite unlike the law before us, I concur only in the judgment.



Memorandum:

To: Honorable Mayor and Members of the City Council
From: Eric A. Keck, City Manager
Date: 3 August 2015
Subject: Fiscal Year 2016 Budget: Proposal 1.0

The proposed Fiscal Year 2016 budget for the City of Englewood has been quite challenging to put together. In the past, the City has relied on a number of transfers into and out of the General Fund to obtain a balanced budget. To the greatest extent possible, this type of balancing has been eliminated for the 2016 budget. This “right sizing” of the budget requires some additional attention over the next year to more finely tune the sources and uses of our funds. Furthermore, additional time to study the staffing levels and programs of the City will be further defined over the next year as staff implements the Priority Based Budgeting philosophy. This memorandum will discuss some of the budgetary changes that have transpired to arrive at the budget that will be before the City Council on 10 August 2015. Staff is fully committed to arriving at a balanced budget that will not only meet the needs of the community but also address some of the more critical capital needs that have gone unaddressed for several years.

Revenues:

Staff has taken a very conservative view concerning the revenues that will be generated in 2016. Total revenues for the proposed Fiscal Year 2016 budget are \$43,684,329 or an increase of \$757,667 over the 2015 estimated budget. This is a 2% increase over the previous year. The biggest change that will be noticeable in a comparison with the current year is that the property taxes collected are predicted to jump due to a revaluation of real property in Englewood. We are only predicting a slight increase in sales and use tax as well as franchise fees. A decrease is anticipated in the cigarette tax as we have been watching a slight downward trend. We are also predicting a flat hotel/motel tax return. Sales and use tax may increase slightly pending the approval and construction of both multifamily product and condominiums at the General Iron Foundry project site.

Expenditures:

Expenditures for the proposed Fiscal Year 2016 budget are currently set at \$43,660,127. This is a decrease of \$407,242 compared to the previous year. There have been several changes over

the past year that have impacted expenditures including the reduction in the number of department directors; contracting of Fire/EMS services; restructuring departments; and the FY 2016 reclassification of \$338,000 previously accounted for in the Capital Projects Fund for Building, Road and Traffic Maintenance. This reclassification needed to be done as these functions were ongoing expenses and not one time in nature. For an analysis by department, please see the accompanying exhibit entitled "General Fund Budget Statement of Revenue, Expenditure and Changes in Fund Balance".

Many departments saw a decrease in expenditures for 2016 including Legislation, City Manager's Office, City Attorney's Office, Municipal Court, Community Development and Library Services. The explanation of variance from the current year compared with the proposed budget is shown on the same General Fund Budget Statement of Revenue worksheet.

Some key expenditure changes for FY2016;

- A decrease of approximately \$200,000 on the debt service for the civic center building due to the refund of the 2005 Certificates of Participation.
- Not an increase but rather a movement of maintenance funds for Public Works from the Capital Projects Fund to the General Fund in the amount of \$338,000 as previously noted.
- \$236,000 debt service payment for the two Crimson fire engines. This is a double payment and will finalize the payoff of this rolling stock.
- No increase to the health care benefits for the City's employees. A further decrease to the health insurance premium may be possible but is not known as of the writing of this memorandum.
- Use of LTAR fund to pay for the construction of Plaza Circle within the Englewood McClellan Reservoir Foundation (EMRF) property. The EMRF share of the road is \$800,000. The total cost of the project is \$1.7 million with RTD providing \$500,000 and MKS contributing \$400,000. The LTAR fund would then be paid back over a 2 year period from increased leasing activity opened up through the road's construction. Alternatively, the Council may select to pay for Plaza Circle out of the unassigned fund balance portion that is over the 10% reserve policy and leave the EMRF revenue proceeds in the general fund.

Personnel:

There were requests for several additional or new positions in the Fiscal Year 2016 budget. However, staff's concern with adding additional overhead and ongoing costs to the budget caused a cautious approach to any recommended positions. At this time, I am recommending the following:

- Crime Analyst Technician: \$85,571 fully burdened

- Fire Inspectors (2): \$211,632 fully burdened
- Library Operations Supervisor: \$60,000 fully burdened
- Property Maintenance Code Inspector: \$53,730 **not funded**
- Library part time Communications Assistant: \$32,000 **not funded**

Capital Projects:

One of the more exciting aspects of the proposed 2016 budget is our ability to fund a significant amount of capital projects. The FY 2016 budget proposes to expend from all of the disparate funds \$8,707,496 on capital projects and equipment. This is a significant amount of money that will help to ensure that our infrastructure is maintained and in the best serviceable shape possible.

Some highlights are as follows:

General Fund

- Additional \$50,000 for the commercial catalyst grant program
- Acquisition of 2 additional Police vehicles: \$46,120
- Acquisition of 1 additional Park vehicle: \$25,000

Conservation Trust Fund

- New selectorized weight equipment at both ERC and Malley: \$150,000
- Pirates Cove expansion fund: \$100,000
- Replacement of ERC pool boiler: \$31,500
- Malley exterior lighting enhancement: \$30,000
- New fencing at Jack Poole Field in Belleview Park: \$15,000

Open Space Fund

- Belleview Rail Road Bridge repair: \$50,000
- Irrigation system replacement: \$75,000
- Miller building demolition: \$80,000
- Tennis/basketball court renovation: \$25,000
- Parks irrigation well assessments: \$75,000

Capital Projects Fund

- IT Disaster recovery system: \$150,000
- Document management system: \$55,000
- Citrix security management: \$45,000
- Municipal Court metal detector replacement: \$5,500
- Netmotion Antennas for PD: \$18,969
- Compact crawler boom lift: \$155,000

Public Improvement Fund

- Centennial Park shelter and restroom replacement: \$400,000
- Cushing Park skate park replacement: \$100,000
- Broadway median landscape: \$80,000
- Rotolo playground replacement: \$200,000
- Acoma fire station rehabilitation: \$207,500
- Concrete alley construction: \$150,000
- Jefferson fire station rehabilitation: \$317,500
- Servicenter facility rehabilitation: \$37,500

Fund Balance:

Fund Balance is very important to the City for a number of reasons. The City Council had previously heard about a proposal from Finance staff to have an unassigned fund balance of 10% of the total General Fund. The estimated 2015 fund balance is \$5,595,852 or 13.02%. The proposed Fiscal Year 2016 unassigned fund balance is \$5,950,176 or 13.60%. Given this fact, if the City Council were inclined to adhere to this fund balance target, an additional \$1,576,243 could be programmed into the budget for one time capital projects which would further enhance our ability to get caught up with unmet capital needs that have existed for some time. It would be my desire to have this conversation during the meeting with the City Council on the proposed budget and afford the policy makers with the opportunity to select additional projects that would be beneficial to the community.

Conclusion:

I hope that the information contained within this memorandum has been helpful to the understanding of the proposed budget. Staff has worked very diligently to bring the budgeting process into a focused fashion to create a balanced budget.

This budget could not have been made possible without the leadership and guidance of Ms. Jennifer Nolan and the cooperation of the department directors and their staff. I am thankful for all of their assistance.

If you should have any questions or comments, please do not hesitate to contact me.



Memorandum:

To: Honorable Mayor and Members of the City Council
 From: Eric A. Keck, City Manager
 Date: 10 August 2015
 Subject: Fiscal Year 2016 Capital Budget

The 2016 Proposed Budget provides funding for several projects accounted for in the Conservation Trust Fund (CTF), Open Space Fund, Public Improvement Fund (PIF) and Capital Projects Fund.

Conservation Trust Fund (CTF) – The CTF receives the majority of its funding from the Colorado State Lottery Funds (approximately \$300,000 annually). The attached CTF project list identifies staff’s recommendation.

	2014 Actual	2015 Budget	2015 Estimate	2016 Proposed
Revenues	308,847	310,000	310,000	310,000
Expenditures	343,458	337,000	1,519,852	556,500
Excess revenue over(under) expenditure	(34,611)	(27,000)	(1,209,852)	(246,500)
Beginning Fund Balance	1,526,069	88,952	1,491,458	281,606
Ending Fund Balance	1,491,458	61,952	281,606	35,106
Less: Designated for Project Completion	(1,404,516)	-	-	
Unappropriated Fund Balance	86,942	61,952	281,606	35,106

Open Space Fund (OSF) – The OSF receives the majority of its funding from the Arapahoe County Open Space Tax that is scheduled to be extended by vote or sunset on December 31, 2023. Additional funding is also from open space grants awarded by Arapahoe County. The attached OSF project list identifies staff’s recommendation.

	2014 Actual	2015 Budget	2015 Estimate	2016 Proposed
Revenues	1,363,550	665,000	1,003,000	735,000
Expenditures	1,679,518	663,000	2,289,651	937,000
Excess revenue over(under) expenditure	(315,968)	2,000	(1,286,651)	(202,000)
Beginning Fund Balance	1,878,961	63,177	1,562,993	276,342
Ending Fund Balance	1,562,993	65,177	276,342	74,342
Less: Designated for Project Completion	(1,439,133)	-	-	
Unappropriated Fund Balance	123,860	65,177	276,342	74,342

Public Improvement Fund (PIF) – The PIF receives the majority of its funding from the Vehicle Use Tax, Building Use Tax and Arapahoe County Road and Bridge Tax. The PIF will transfer-out to the General Fund \$350,665 for fund the existing capital lease debt service and provide funding in the amount of \$1,047,500 to the Capital Projects Fund. The attached PIF project list identifies staff’s recommendation.

	2014 Actual	2015 Budget	2015 Estimate	2016 Proposed
Revenues	3,898,735	3,109,000	3,794,000	3,509,000
Expenditures	1,712,507	2,300,000	5,487,271	3,271,000
Excess revenue over(under) expenditure	2,186,228	809,000	(1,693,271)	238,000
Other finance sources (uses)	(1,746,544)	(944,326)	927,188	(1,598,165)
Excess revenue ond other financing sources over (under) expenditures and other financing uses	439,684	(135,326)	(766,083)	(1,360,165)
Beginning Fund Balance	1,905,453	171,857	2,345,137	1,579,054
Ending Fund Balance	2,345,137	36,531	1,579,054	218,889
Less: Designated for Project Completion	(1,374,964)	-	-	-
Unappropriated Fund Balance	970,173	36,531	1,579,054	218,889

Multi-Year Capital Projects Fund (CPF) – The CPF or the Multi-Year Capital Projects (MYCP) Fund receives the majority of its funding from transfers-in from the General Fund or the PIF. The PIF will transfer-in \$1,247,500 to fund projects totaling \$1,222,358. The attached MYCPF project list identifies staff’s recommendation.

	2014 Actual	2015 Budget	2015 Estimate	2016 Proposed
Revenues	159,530	53,000	253,127	53,000
Expenditures	1,246,485	704,602	1,863,607	1,222,358
Excess revenue over(under) expenditure	(1,086,955)	(651,602)	(1,610,480)	(1,169,358)
Other finance sources (uses)	1,267,000	650,000	650,000	1,247,500
Excess revenue ond other financing sources over (under) expenditures and other financing uses	180,045	(1,602)	(960,480)	78,142
Beginning Fund Balance	792,754	23,018	972,799	12,319
Ending Fund Balance	972,799	21,416	12,319	90,461
Less: Designated for Project Completion	(943,057)	-	-	-
Unappropriated Fund Balance	29,742	21,416	12,319	90,461

MEMORANDUM



TO: Erick Keck, City Manager
Englewood City Council Members

FROM: Dan Brotzman, City Attorney

DATE: August 4, 2015

REGARDING: City Attorney 2016 Budget.

Commodities are budgeted for the same amount as 2015. The current reductions are from a combination of a reduction to benefits relating to full time salaries, a more conservative estimate of part time hours and a reduction in outside attorney fees.

DB/nf



Memorandum:

To: Honorable Mayor and Members of the City Council
From: Eric A. Keck, City Manager
Date: 3 August 2015
Subject: City Manager's Office 2016 Budget Request

The Fiscal Year 2016 budget for the City Manager's Office will look vastly different than it has in the past due to the inclusion of the Denver Fire contract under this office's responsibility now. With the changes added to the 2015, the estimated actual expenditures total \$8,283,925. The proposed budget for 2016, prior to final property, general liability and health insurance, is \$6,588,760. We anticipate a slight decrease in this figure due to a fortuitous health insurance proposal and a decrease in property and liability insurance. As of the time of the writing of this memorandum, the reduction in the City Manager's Office budget is projected to be \$1,637,320.

Aside from the addition of the fire contract, the overall budget for the City Manager's Office will see a decrease in 2016. This is due to the impending retirement of our Deputy City Manager who will be replaced by an Assistant City Manager and a reduction in a few of our other line items such as operating supplies and membership and dues. However, further organizational changes may add to the CMO budget through the centralization of functions where greater oversight, service levels and management can occur.

If you should have any questions or comments, please do not hesitate to contact me.



C I T Y O F E N G L E W O O D
C O M M U N I T Y D E V E L O P M E N T

TO: Eric Keck, City Manager
FROM: Michael Flaherty, Deputy City Manager/Interim Director Community Development
DATE: August 4, 2015
SUBJECT: Community Development 2016 Budget Summary

The 2016 Community Development budget includes the combined budgets of Community Development (Division 0801) and Building Division (Division 1101.) This is the first full year since the consolidation of the Building Division into the Community Development that the budgets have been formally combined. The 2015 estimated expenditures and the 2016 proposed budgets are summarized below:

Revenues:	<u>2015 Estimate</u>	<u>2016 Budget</u>
Community Development	\$47,825	\$ 48,025
Building Division	<u>\$824,751</u>	<u>\$824,751</u>
Total Revenues	\$872,576	\$872,776
Expenditures:		
Community Development	\$1,237,019	\$1,224,532
Building Division	<u>\$ 843,929</u>	<u>\$ 860,866</u>
Total Expenditures	\$2,080,948	\$2,085,398

Summary

Revenues for Community Development are primarily grant funding, permits and charges for services. Revenues for 2016 are expected to remain at the 2015 level.

Building Division 2016 revenues are budgeted at \$824,751, the same as our current year estimate. These revenues include permits, inspection fees, and plan review fees directly related to construction activity. We will closely monitor construction activity and adjust revenue projections as appropriate.

Community Development 2016 expenditures are proposed at approximately \$40,000 less than the adjusted 2015 budgeted amount. The primary differences include funding the Director position, which is currently vacant, in 2016 for nine months and returning the Catalyst Program to \$100,000 after being increased in 2015 to \$150,000. However, a Service Enhancement request for \$50,000 has been proposed for the Catalyst Program.

I have also proposed that the 2016 professional services be funded at \$100,000. While this is the same amount budgeted in 2015, the current year's budget funds the cost of the comprehensive plan update. Due to additional outreach and Planning and Zoning Commission's additional review, this project will extend into next year with approximately \$20,000 payable in 2016. The balance of the requested amount includes approximately \$30,000 to implement economic development on-line marketing and data services, based on the results of the City branding project, and \$50,000 to implement comprehensive plan recommendations.

Building Division expenditures for 2016 are approximately \$20,000 greater than 2015 estimated expenditures and are primarily due to employee salary and benefit adjustments. Professional service expenses for 2016 are budgeted at the same level as 2015. These expenses are primarily contracted plan review fees and are reimbursed in collected development fees.

2016 Proposed Work Plans

Work plans for each of the three Community Development sections are briefly outlined below:

Current Planning/Planning and Zoning Commission

- Group home review
- Sign Code amendment to comply with Supreme Court ruling
- Lodging in residential zones (AirBnB)
- Medical Marijuana consumption zoning regulations
- Ground floor commercial requirement in multi-unit residential
- Setback exemptions for drive-through and outside dining

Long-Range Planning

- Complete the Comprehensive plan development and adoption process
- "Next Steps II" grant application - 100% design of the Rail Trail bridges
- "Next Steps III" – grant application for the following
 - TOD station area overlay zoning regulations
 - Urban Center expansion (Hospital area-Central Business District and CityCenter)
 - Streetscape and shared parking standards for station area development.
- Review options for alternatives for the housing rehabilitation loan and for the Community Development Block Grant programs

Economic Development

- Development of marketing strategy -as follow-up to City's branding study to include:
 - Website update with addition of user data including
 - GIS
 - Real estate reports
 - Incorporation of Englewood real estate site availability
 - Social media implementation
 - Market collateral and promotion materials
 - Media coordination strategy
 - New business and business retention strategies
 - Business events

Service Enhancement Requests

Three Community Development service enhancement requests are included with the 2016 General Fund budget and are summarized below:

- Administration and Building Division: Large format monitors (6) \$4,968
The monitors are requested to allow for implementation of on-line submission of construction documents.
- Building Division: Property Maintenance/Zoning Code Inspector \$53,730
The frequency and awareness by the public of vacant, abandoned and/or neglected buildings in the community and the issues with the poor condition of extended stay motels in the City requires additional effort. The position would take responsibility for enforcement of both property maintenance and zoning code enforcement.
- Economic Development: Commercial Catalyst Program \$50,000
The request duplicates the 2015 supplemental request to fund the Commercial Catalyst program at \$150,000.

Capital Projects: A Community Development 2016 capital project request is summarized as follows:

- Broadway Paseo mid-block crossing \$30,000
Community Development proposes funding in 2017 for engineering for the construction of a pedestrian mid-block crossing in the 3400 block of South Broadway to allow for safe and efficient access to the public parking lot on the east side of Broadway. This request is based on the developments currently underway or planned for the west block face that will increase parking demand and reduce available parking.



Memorandum

To: Eric A. Keck, City Manager
From: Kevin Engels, Accounting Manager
Date: July 22, 2015
Subject: 2016 Accounting Division Budget

The Accounting Division of the Finance and Administrative Services Department is responsible for payroll processing, account payable processing, accounting functions for the City's thirty-one funds and numerous compliance and reporting requirements.

The proposed 2016 Accounting Division budget is \$455,209 compared to the 2015 budget of \$440,275. Over 90% of the 2016 Accounting Division budget is for personnel related costs and the predetermined increases in personnel costs will account for virtually all of the division's 2016 budgeted increase.

The Accounting Division does not anticipate any 2016 capital expenditures.



CITY OF ENGLEWOOD

Finance and Administrative Services Department

Memorandum

To: Eric Keck, City Manager

From: Carol Wescoat, Retirement Administrator

Date: July 31, 2015

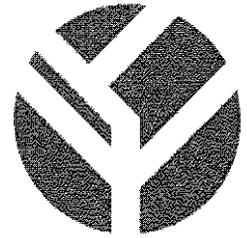
Subject: FAS Administration Division 2016 Proposed Budget

The FAS Administration Division 2016 proposed budget is status quo in terms of programs and services provided.

	2015 Approved Budget	2016 Proposed Budget	2016 vs 2015 \$ Increase (Decrease)	2016 vs 2015 % Increase (Decrease)
Revenue	54,600	54,600	-	0.00%
Expenditure	326,030	340,573	14,543	4.46%

The 2016 proposed revenue estimate represents the administrative reimbursement from the ICMA-RC pension provider. No increase is anticipated for 2016.

The 2016 proposed expenditure budget increased by 4.46% or \$14,543 over the 2015 Approved Budget of \$326,030. The budget provides for anticipated increased in salary and benefits for the Department Director and the Retirement Administrator.



MEMORANDUM

TO: Eric Keck, City Manager
FROM: Loucrishia Ellis, City Clerk
DATE: July 22, 2015
SUBJECT: City Clerk's 2016 Budget

I budgeted \$351,838.00 in 2015. I am budgeting \$397,329.00 for 2016.

In 2015 we restructured the City Clerk's Office, by reclassifying the Assistant City Clerk position to a Deputy City Clerk.

The increase in my budget is directly related to salaries, increased health care costs and travel/training for our two new Deputy City Clerks.

Both of my new employees are carrying family coverage. The previous employees only required single coverage.

As you know, our office processes have changed a lot over the years and our responsibilities have grown. It is vital that we maintain two Deputy City Clerk positions to deal with the workload and assist in the department's succession plans.

Deputy City Clerk Stephanie Carlile is working toward becoming a Certified Municipal Clerk. This is a requirement of her job. Deputy City Clerk Sharon Washington is working to achieve the Master Municipal Clerk designation. Training is critical for us. It is particularly important that we stay up-to-date with laws and regulations affecting elections, liquor licensing, medical marijuana and records management. Future development, learning opportunities, and constant cross-training provide incentive for the person in this position, as does the possibility of advancement. Also, I hope this gives you confidence that you have a division that is well managed, educated, and cross-trained.

We have budgeted \$55,000 in the 2016 Capital Projects Budget for a Document Management System, which will provide document management and workflow solutions.



TO: Eric Keck, City Manager
FROM: Vincent Vega, Human Resources Manager
DATE: July 30, 2015
RE: 2016 Human Resources Division Budget Summary

The 2016 budget for the Human Resources Division will be experiencing changes in strategic areas as we begin to expand our level of service from a support and process management role of Human Capital needs to a more strategic, proactive role within the organization.

This has necessitated increases in areas that need to be develop or changed in the coming year to prepare the organization for its future Human Resources needs. These areas include recruitment, compensation, performance management, and training and development. Below are areas where increases and/or reductions will be seen in the 2016 Human Resources Division's budget:

- Regular Employees Salaries and Wages – Increase due to correct costing of staff, salaries moved from Employee Benefits and Risk Management funds to General Fund.
- Professional Services – Increase due to MSEC compensation plan review approved by council on May 4, 2015, Resolution No. 52.
- Software/Hardware Maintenance Agreement – Increase due to correct costing of Software agreement with NEOGOV Applicant Tracking System and NEOGOV PERFORM, online performance management software from Information Technology to Human Resources.
- Advertising – Increase due to purchasing of marketing material and display items for job fairs and recruitment events.
- Organizational Training – Decrease due to setting appropriate amount of funds needed to develop programs for leadership and supervisory development, and in house trainings for employees.

Overall, the Human Resources Division's budget will experience a net increase from 2015 to 2016 of \$131,671 primarily due to corrections to costing of employee salaries and software/hardware maintenance agreements for the division.



TO: Eric Keck, City Manager

FROM: Joan Weber, Benefit/Risk Manager *jw*

DATE: August 3, 2015

RE: 2016 Benefit Division Budget Summary

The 2016 Budget for Benefits is being reduced for 2016 as a result of several strategic changes in 2015 and anticipated changes in 2016. As a result of these changes, our budget for 2016 is being reduced from the 2015 estimated budget by \$630,190.00. These adjustments are a result of the following:

- Fire Department Adjustment—Decrease in the City’s Medical & Dental premiums due to approximately 56 fire personnel moving over to Denver Fire Department.
- Medical Insurance change in Premiums— We are looking at approximately 4% reduction in the City’s plan premium for medical coverage. The City’s claim ratio over the past 12 months dropped significantly which is the primary reason for the decrease. This is an initial premium discount given by Kaiser and we are currently waiting for the final premium change which we should have the week of August 17th. We are also in the process of getting bids from other vendors and offering the employees a choice of providers and various plans including buy up Point of Service Health plans and Plans that would cost less than the stated City plan such as High Deductible with Health Savings Accounts.
- Reduction in Professional services based on the fact that we are not extending the Next Generation third party contract so will save the city approximately \$10,000.00. Gallagher “Private Market Place” will provide some of these services at no additional charge.
- We are looking at an increase in Life Insurance as well as Long Term Disability Insurance but do not have the bids back as yet. This increase is a result of increased claims experience with long term disability. Again we should have these by the week of August 17th.
- There has been an increase in the Retiree Assistance Program offered by the City due to the number of employees retiring. This adjustment has already been considered in our estimated budget listed above.



TO: Eric Keck, City Manager

FROM: Joan Weber, Benefit/Risk Manager jw

DATE: August 3, 2015

RE: 2016 Risk Management Division Budget Summary

Over the past couple of years, the City has participated in CIRSA's Loss Reduction Plan with regards to Workers' Compensation. By implementing the plan we have been able to stabilize our CIRSA contributions that had a significant increase in 2011-2013. We incorporated over the past couple years additional training for the supervisors involving investigation of claims and more awareness of claim trends. Ongoing safety training that is required by CIRSA has been provided to departments and for 2016, we are making available online safety training Webinars and online training for City Staff. We had a citywide property audit completed on all current City properties in late 2014 and have just received the update that will have an effect on our property values that are insured.

Due to the timing of the City's Risk Management insurance quotes, the current numbers used in preparing for the 2016 budget are based on estimates and trends. We will not have the final numbers until September 1st of each year. Based on several factors, we are anticipating a slight decrease in CIRSA contributions and claims which is roughly \$57,000.00. This decrease could change as a result of the following:

- Property/Liability reduction due to City's outsourcing of the Fire Department and elimination of equipment, etc.
- Workers' Compensation premium reduction due to Fire Department being outsourced.
- We need to consider a possible increase in the City's property premium as a result of the most recent property audit as well as the 2014 and 2015 hail storms that hit several times, causing a large amount of property damage.



City of Englewood

Memorandum

To: Eric Keck, City Manager

From: Kenny Hollis, IT Manager

RE: 2016 IT Budget

Date: August 3, 2015

The Finance and Administrative Services Department consists of the following divisions: Department and Retiree Administration, City Clerk, Accounting, Revenue and Budget, Purchasing, Central Stores –Print Shop, Human Resources and Information Technology. This memo is intended to represent the Information Technology Budget only.

Information Technology (IT) is responsible for the planning, design, implementation, support and maintenance of software and hardware assets citywide. These assets support every department and division including WWTP (as of 2015). IT has recently added new services including security cameras, Council Chambers Audio/Video, City Council Support and mobile device management.

The proposed 2016 IT budget is \$1,493,418.00. This is an increase of 5% over the approved 2015 budget. Information Technology has reduced costs when possible but has been unable to overcome growing support costs and unplanned expenditures. IT maintains a 68%-70% Wage & Benefit expenditure ratio.

Information Technology has requested a number of new Capital Expenditures for 2016. These include:

- Continued network improvements \$350,000
- PC Replacement and maintenance \$97,000
- Increased device Security and Remote Access capabilities \$99,000
- Security Camera Support \$30,000
- Disaster Recovery \$150,000

Information Technology will use these funds to increase the security and agility to the City's IT infrastructure and technological offerings. Through the implementation of these projects IT will have the opportunity to reduce the IT spend in the future.



C I T Y O F E N G L E W O O D
P U R C H A S I N G D I V I S I O N

Memorandum

To: Eric Keck, City Manager
From: Alicia Stutz, Procurement Administrator
Date: July 27, 2015
Subject: Purchasing Division 2016 Budget

The 2016 proposed Purchasing Division's budget of \$90,358 is 93% personnel costs and is status quo in terms of programs and services provided. The 2016 proposed budget increased by 2.61% over the 2015 estimate of \$88,058 and reduced by 31.3% as compared to the 2015 Budget of \$131,612. The 2015 budget includes a Full Time Equivalent to provide backup for the Purchasing Administrator. During 2015, it was determined the backup support can be provided internally by cross training the Accounts Payable Technician.

At the recommendation of the IT Division, a laptop was purchased in 2015 so that I may remote in and work from home or other locations as needed. The IT Division upgraded my work cellular phone in 2015 which will save me approx. \$400 in 2016.

The Technical Training line item increased by \$400 in 2016. In order to keep my CPPB Certification (Certified Professional Public Buyer), I am required to obtain a certain amount of class hours within 5 years of the certification. This will expire in 2018, therefore I am able spread my training over the next 3 years.

There are no further anticipated changes to the Purchasing Division's budget for 2016.



CITY OF ENGLEWOOD, COLORADO
Finance and Administrative Services Department
MEMORANDUM

To: Eric Keck, City Manager
 From: Jennifer Nolan, Revenue and Budget Manager
 Date: July 23, 2015
 Subj: Finance and Administrative Services (FAS) – Revenue and Budget Division
 2016 Proposed Budget

The FAS Revenue and Budget Division has seven full-time equivalent employees who provide the following services: central cashiering including daily deposits and the processing of utility and sales and use tax payments; the City’s central switchboard/telephone directory which includes answering customer inquiries and transferring incoming calls; issuing a variety of business licenses; sales and use tax compliance including sales and use tax audits and budget compilation/preparation for the City’s annual budget.

The 2015 approved General Fund budget is \$555,197 of which personnel cost are \$499,992 or 90% of the total appropriation. The 2015 approved Capital Projects Fund budget of \$100,000 is for the annual appropriation of a five year fixed contract for the business licensing and tax collection system provided by MUNIREvs. This contract is scheduled for renewal in 2017.

The 2016 budget guideline requested a 2016 proposed budget target amount based on 1.03 more than the 2015 estimate which is calculated at 1.03 more than the 2014 actual amount. The 2014 Actual Amount factors in a savings due to keeping open for part of the year two vacated position (Sales Tax Auditor 2/1/2014-11/3/2014 and Revenue Technician 6/26/2014-10/20/2014). Even with this adjustment, the 2015 Estimate and 2016 Proposed Budget amounts exceed the target projection as provided in the chart below.

	2014 Actual	2015 Approved Budget	2015 Estimate	2016 Proposed Budget
Target	460,977	555,197	474,806	489,050
Savings from positions held open	79,913			
Revised Target	540,890	555,197	557,117	573,830
2015 Estimate and 2016 Proposed Budget Amounts			567,059	587,558
Amount over target			9,942	13,728
Percentage over target			1.78%	2.39%

The **2016 Proposed Budget** is status quo in terms of programs and services provided. The proposed budget includes planned increases in salary and benefits, software and hardware maintenance agreements and banking fees associated with offering online payments for taxes and business license, application and transaction fees. The increased banking fees need to be closely monitored and analyzed to determine how costs can be reduced in the future. The fees associated with payment card and echeck processing fees is based in part to rewards programs associated with various bank cards as well as dollar amount per transaction.

The Office Assistant has expressed her decision to retire at the end of 2015. Her duties include the opening of the daily mail and processing utility payments. Although this position is included in the 2016 proposed budget (\$33,531), it may be held open or restructured in a different manner.

Prior personnel reductions include one sales tax auditor and reduction of the revenue technicians from full to part-time.

Please let me know if you need additional information or have questions regarding the 2016 Proposed Budget.

MEMO

To: Mayor Penn and members of City Council
Through: Eric Keck, City Manager
Fr: Dorothy Hargrove, Director of Library Services
Re: Library – Proposed Budget for 2015
Date: August 10, 2015

The Englewood Public Library provides services that meet several goals identified in our priority based budgeting results.

First, we obviously provide “cultural, educational and life-long learning opportunities” to our community. The use of our facility, check out of our collection of books and digital materials, and attendance at our storytimes and educational programs demonstrates the continued demand for library services. Our children’s librarians work closely with families and day care centers to improve early childhood literacy and provide homework help for school-age children. Our partnership with the Englewood Public Schools is expanding and mutually beneficial. The library manages Hampden Hall and helps to bring cultural opportunities to the city.

Second, we help support a thriving local economy by helping hundreds of people each year learn basic computer skills, update their resumes, search for and apply for jobs online. It sometimes surprises people to know that our adult librarians spend the majority of their time assisting people with these types of questions in addition to research and reference assistance. We cannot act as a substitute for a full-service workforce training facility but for many citizens we are the most accessible, friendly and affordable option. We continue to expand our resources for small business research.

Third, the library is a tangible example of the intangible idea of civic pride and a sense of community. Some of the most ardent library supporters seldom use our services but they definitely want their city to provide a welcoming, up-to-date, and attractive library. People connect with their neighbors at the library, as the constant use of our meeting rooms and study rooms shows. Parents and caregivers welcome the chance to meet one another at storytimes. The library’s support of local history provides an important community connection.

While it is not our primary objective to improve safety in the community, I would point out that we pay about \$18,500 for contract security to ensure the safety of patrons and staff in the library.

We provide these services as efficiently and effectively as possible. The attached budget worksheet shows a bottom line projected expenditure that is 5.63% *below* the 2015 budget and just slightly more than the 2015 projection. Revenues are steady. We should continue to receive about a \$7,000 grant from the State Library that is used to supplement, not supplant, our collections budget. We are working with Marmot on a

project for local history digitization. This would enable us to improve our local history access without significant additional expense.

The important change in expense results from the planned combination of library services and parks and recreation. By combining duplicative positions and with some change in the supervisory structure we will enjoy significant personnel savings.

I do recommend the addition of a part-time Communications Assistant position to increase our capacity in the newly combined department to effectively market our services. Many staff members who do not have specialized skills are spending valuable time creating promotional materials and managing our online communications. A centralized and professional approach will save time and be more effective. This position will help ensure that the citizens are aware of the recreational and educational opportunities available to them and, in the case of recreational programming, offers the possibility of increased revenue. The expense for this position would be roughly \$33,000. Total personnel savings for the department would be \$20,320 even with this expense included.

Should it become necessary to reduce expenditures more than proposed, I would first recommend a reduction in our collection budget. This would result in longer waits for new and popular materials and reduce our ability to provide up-to-date information. We could also leave vacant a customer service position that will be open due to a planned retirement. Because our personnel costs are largely fixed, reducing hours would have little impact on the near-term budget unless we planned a dramatic decrease in hours.

I'll look forward to discussing these proposals with you. Thank you for your continued support of the Englewood Public Library.

MEMORANDUM

TO: Mayor Penn and Members of City Council

FROM: Tamara Wolfe, Court Administrator

DATE: August 3, 2015

SUBJECT: 2016 proposed budget

The Court's budget is essentially a status quo budget for 2016. As you will notice, our personnel costs are approximately 85% of our overall budget. This makes it extremely difficult to control some increases. As you might recall, all associate judges were deemed to be "employees" by the IRS a few years back and are included in our regular part time costs. Additionally, City Council authorized a pay increase in 2014 for associate judges and that is reflected in our part-time employee cost increases. We have reduced the amount budgeted for associate judges to more adequately reflect potential coverage needs in 2016 bearing in mind associate judges only serve as needed.

Contractual costs have gone up slightly. This is primarily due to the maintenance increases on software programs and increased costs for court appointed counsel. The Court is required by law to provide counsel for indigent defendants. Further requirements were also mandated by the legislators in 2014 that have resulted in an increase of usage for court appointed counsel. While we utilize the DU Law School as much as possible, there are long periods of time where they just do not have sufficient availability necessitating the hiring of private practice attorneys on a state mandated fee schedule.

The Court has requested one service enhancement for 2016 in the form of a new metal detector. Our current one is very antiquated in technology terms as it was purchased shortly after the move to this building. A new detector would be much more efficient, user friendly, secure, and cause less embarrassment to the public. The new technology helps distinguish areas and items of concern.

Fines and costs are reviewed on a yearly basis by the Judge and while revenues are a result of our processes, they are not the purpose of our functionality. Revenues can be quite volatile depending on a myriad of factors. The economy, enforcement philosophy, and case filing types are just a few of the issues that drive collections. This volatility included 2014 where we experienced a 2% increase in overall revenues despite a 4th quarter decline in filings. Based on our annual survey and the fact fines have not been raised since 2011, the Municipal Judge will determine how much to increase the fine schedule over the next few months. Any increase would go into effect in January of 2016.

As with many departments, the Court is extensively personnel driven and any further required reductions in our expenditures would result in a reduction of personnel. Services to the public would then be reduced in order to effectively maintain operations as the Court has previously reduced its active personnel to reflect essential personnel only.

The Court respectfully submits that this budget speaks to the concerns of the community we all serve. Our programs are primarily mandated but we seek to run them as effectively and efficiently as possible. We adhere to the vision, mission and values of the City and feel the Court's budget directly links to the safety and governance of the public.

MEMORANDUM



TO: Eric Keck, City Manager
FROM: Jerrell Black, Director of Parks and Recreation
DATE: August 3, 2015
RE: 2016 Budget Overview ✓

Attached is the 2016 Budget Overview. I tried to highlight some of the key elements for the Recreation Division, the Parks Division and the Golf Division. Over the last several years required budget reductions have mandated that we be as frugal as possible with our expenditure projections. We feel that we have achieved that goal and in order to make further reductions, service levels will be impacted which equates to personnel reductions.

If you have any questions or need clarification on any of the information presented, please let me know. I, along with Parks and Recreation staff, will be at the August 10th City Council Study Session to answer any questions that Council may have regarding our 2016 Budget Proposal.

TJB

2016 Budget Overview _City Council Study Session_August 10, 2015

Cc Joe Sack, Recreation Manager
Dave Lee, Open Space Manager
Bob Spada, Golf Manager



2016 BUDGET OVERVIEW **PARKS AND RECREATION**

GENERAL RECREATION:

Innovations, Volunteerism, Corporate Support: \$734,805

REVENUES:

<u>2015 Budget</u>	<u>2016 Proposed Budget</u>
\$2,635,491	\$2,685,284

- 1.89% Increase for 2016 (\$49,793)

EXPENDITURES:

	<u>2015 Budget</u>	<u>2016 Proposed Budget</u>
General Recreation	\$3,915,864	\$4,020,658
Parks	\$2,137,252	\$2,176,047
Total:	\$6,053,116	\$6,196,705

- 2.37% Increase (\$143,589)

Comments:

- Open Space Manager Position – 2015 salary funding was split between the golf course and the parks division. Reorganization moved 100% salary funding to the General Fund in 2016
- Part time salaries – All part time salaries were increased to address compression related to the minimum wage required adjustments. Also, the competitive labor market has required us to address critical part time positions (lifeguards, parks seasonal positions, golf seasonal positions, etc.).
- Activity Guide – The Department targeted high use participants for our quarterly mailing of the guide. After a thorough review of the trial period, we determined that the approach was not successful and we reverted back to mailing to all households in Englewood.
- Parks – 2016 will be the first year in a number of years that all FTE positions will be filled.
- Pirates Cove – Admission Fee Increase for 2016 / Estimated to generate an additional \$100,000/annually.
- Pirates Cove – Utility Cost increased by \$25,000.
- River Run Trailhead – Phase I Infrastructure improvements will begin in fall of 2015. (Funded by Arapahoe County Open Space Grant in 2015- \$300,000)
Phase II – We will submit for a \$500,000 grant in August 2015

Note: We will be submitting for a special grant from Arapahoe County Open Space in August, 2015. Maximum funding request is \$500,000.

- Parks and Recreation Master Plan Update/Pirates Cove Feasibility Study – Both projects have been consolidated to reduce cost and staff time. Contract should be awarded in the fall of 2015 and the project should be completed near the end of the third quarter or beginning of the fourth quarter of 2016.
- City of Englewood/Englewood Schools Turf Maintenance Program – Englewood Schools and the Parks and Recreation Department are in preliminary discussions regarding the School District contracting their turf maintenance functions to Parks and Recreation. Scope of work and associated costs are being developed at this time.
- Funfest – Consideration is being given to moving the annual event to City Center in 2016. This would allow for more visibility of City Center, potential for more business participation and assist with the new branding of the City.

GOLF

REVENUES:

<u>2015 Budget</u>	<u>2016 Proposed Budget</u>
\$1,968,498	\$2,138,498

- 8.64% Revenue increase for 2016 (\$170,000) over 2015 Budget
Note: Every even year all leagues/clubs redeem gift certificates

EXPENDITURES:

<u>2015 Budget</u>	<u>2016 Proposed Budget</u>
\$2,230,778	\$2,120,198

- 4.96% Decrease (\$110,580) below 2015 Budget

Comments:

- Fee increase for 2016 (Approximately - \$80,000 increase)
- In 2016, all clubs and league members are required to redeem their gift certificates. This will increase revenue projections by \$65,000
- Staff Reorganization – Bob Spada assumed responsibility of the entire golf course. Program Administrator and Part Time Benefit Eligible position were upgraded.
- Water – Three wells at the golf course were refurbished – cleaned, new piping, new meters and VFD drives were installed. The other wells will be evaluated and repaired in 2016. This was a requirement to meet new state water engineer's standards.

- **Driving Range** – To be more efficient, the driving range will be fully automated. We will not provide a range attendant in 2016.
- **Golf Cart Replacement** – Staff will evaluate the maintenance operation of the golf fleet. All rental carts have been converted to electric. Evaluation will include efficiency of cart repair process, cart replacement schedule, rental vs leasing, etc.

TJB

2014 INNOVATIONS, VOLUNTEER AND CORPORATE SUPPORT OF PARKS & RECREATION

City of Englewood

Department of Parks and Recreation

The Department of Parks and Recreation actively solicits volunteer and business involvement in all facility and program areas. This has resulted in significant cost savings to the Department and has enhanced program growth and quality and has established a strong partnership among the public sector, the private sector and citizens.

Over **578 volunteers** worked in many different positions during 2014. The Department received grants from Arapahoe County Open Space and Scientific and Cultural Facilities District (SCFD). Many sponsorships and donations were also received as program support.

Total value and cost savings to the Department and City during the past year is **\$756,310**.

The estimated dollar value of volunteer time is \$23.07 per hour for 2014 (unless otherwise specified). Dollar value is determined by the Independent Sector, a coalition of charities, foundations, corporations, and individuals that publishes research important to the nonprofit sector. It reports annual statistics on the estimated dollar value of volunteer time, including historical values back to 1980 and values for each state. The state of Colorado's estimated dollar value of volunteer time is \$25.10, throughout this document the national dollar value is used.

Volunteers		Hours	Cost Savings
<u>PARKS AND RECREATION</u>			
<u>GRANT FUNDING</u>			
	Hosanna Synthetic Turf Field Grant - Arapahoe County Open Space		\$250,000
	Make a Splash Grant		\$4,000
	Scientific and Culutral Facilities District		\$17,000
<u>GRANT FUNDING TOTAL</u>			\$271,000
<u>BOARDS AND COMMISSIONS VOLUNTEERS</u>			
10	Parks and Recreation Commission	360	\$8,305
10	Cultural Arts Commission	306	\$7,059
15	Advisory Committee Members	400	\$9,228
5	Trust Fund Board Members	40	\$923
14	Englewood Youth Council	695	\$16,034
<u>BOARDS AND COMMISSIONS TOTAL</u>			1801
<u>RECREATION VOLUNTEERS</u>			\$41,549
<u>Malley Recreation Center</u>			
6	Volunteer Customer Service Reps.	1680	\$38,758
30	Lunch Volunteers of America Program Volunteers	6120	\$141,188
2	Volunteer Librarian	360	\$8,305
13	Volunteer Tax Counselors– 450 Taxpayers served \$30/Hr 9 week program/9 hours per week plus 150 hours training and Administrative work	1203	\$36,090
8	Volunteer Gardeners	200	\$4,614
6	Visiting Nurse Association provides 4 hr clinic once a month to seniors offering discounted prices for such services as toe-nail clipping, blood pressure checks, blood draws, cholesterol tests, monitoring of chronic conditions and more. 288 hours per year of clinic care with 6 nurses per clinic. \$35/hr	288	\$10,080
6	Flu Shots 3 Nurses/1 hour each at \$35 hr		\$105
<u>Malley Center Special Events</u>			
65	Special Event Volunteers	325	\$7,498
<u>Outdoor/Travel Program Area</u>			
3	Volunteer Hike Planners	210	\$4,845

	One-day trip destinations at no charge. (Free tours)		
1	Trip Escort	2.5	\$58
Fitness and Wellness Program Area			
1	Administrative Volunteer (Biggest Winner data & class # data entry)	24	\$554
Education Program Area			
16	Volunteer Seminar Instructors	32	\$738
6	Volunteer Computer Instructors/Lab	1200	\$27,684
3	Bridge Group Volunteers	50	\$1,154
Cultural Arts Program Area			
2	Volunteer Class Instructors	300	\$6,921
2	Volunteer Malley Band Coordinator	312	\$7,198
10	Holiday Bazaar	40	\$923
Summer Drama Program			
20	Summer Drama Program Volunteers Ushers, backstage moms & dads, interns, others	240	\$5,537
Englewood Recreation Center			
1	Weight Room Maintenance	250	\$5,768
1	Miscellaneous Cleaning	50	\$1,154
Athletics Program Area			
1	Volleyball Coach - Senior Volleyball	50	\$1,154
2	Softball Coaches – Senior Softball	208	\$4,799
24	Youth Volunteer Coaches	594	\$13,704
Aquatics Program Area			
14	Volunteer Jr. Lifeguards (1 Instructor and 1 groundskeeper)	1,225	\$28,261
Youth Program Area			
25	Egg Hunt Volunteers	75	\$1,730
1	Metro State Recreation Management Intern	90	\$2,076
70	Halloween Carnival Volunteers	314	\$7,244
17	Preschool Volunteers	205	\$4,729
9	Santa Calling	23	\$530
Special Events			
20	FunFest Volunteers	160	\$3,691
2	Sounds of Summer Volunteers	40	\$923
RECREATION DIVISION TOTAL		15870.5	\$378,013
RECREATION SPONSORSHIPS			
Malley Recreation Center			
	Malley Special Event Program Sponsors		\$2,125
	Audio Network of Colorado, Humana, Innovage, Kaiser, Julia Temple, St. Andrew's Village, Active Life Benefits		
	In-Kind: Costco		\$100
	Biggest Winner Fitness Challenge Sponsors (Swedish Medical Center)		\$1,000
	In-Kind Donations for Biggest Winner Challenge (Sprouts, Altitude Physical Therapy, Elevation Health) and Robin Van Maarth, La., Juice +)		\$825
	SilverSneakers Support Fund		\$500
	Arts & Crafts Donations-Estimated Value		\$3,000
	Library Book Donations-Estimated Value		\$1,000
Englewood Recreation Center			
	Baseball Team Sponsors - 9 each \$175		\$1,575
	Sports Authority - Coach kits and gift cards		\$2,000
	Egg Hunt Sponsorship		\$175
	South Suburban in-kind Activity Guide advertisement -Pirates Cove		\$300
	Pepsi – Pirates Cove Sponsorship		\$5,000
	Coloradokids.com in-kind advertising Pirates Cove		\$3,100
	Mom Blog In-Kind advertising Pirates Cove		\$2,000
	KidsToothDoc		\$100
	Halloween Carnival Sponsors		\$650
	In-kind for Halloween Carnival		\$53
Special Event Sponsorship			
	Sounds of Summer Concert Series – Sponsors; Center Pointe, Nixon's Coffee, Humana, Financial Navigation,		\$1,250
	Rolltop Financial, First Commercial Bank, Kaiser Permanente, Kids Tooth Doc		
	Funfest – Sponsors; (Bettys Toys, Swedish, Meadow Gold, CornMasters, Larimer Arts, Chadzilla Prod., Lowes)		\$5,500

RECREATION DIVISION TOTAL			\$30,253
BROKEN TEE GOLF COURSE SPONSORSHIP			
	Hole-In-One Sponsorship		\$3,738
	Food Donation		\$5,900
	John Dawson, PA free rental, PGA air castles		\$2,500
BROKEN TEE GOLF COURSE TOTAL			\$12,138
BROKEN TEE GOLF COURSE VOLUNTEERS			
3	Community Service Workers (pulling weeds, emptying trash, cleaning buildings)	42	\$969
3	Instructors @ \$40/hr	162	\$3,653
4	Instructor Volunteers \$15/hr	9.5	\$210
18	Hole-In-One Volunteers	48	\$1,107
BROKEN TEE GOLF COURSE TOTAL		261.5	\$5,939
PARKS VOLUNTEERS			
98	Community Service Workers and Volunteers	575	\$13,265
11	Volunteer Flower Garden Program	180	\$4,153
578	PARKS DIVISION TOTAL	755	\$17,418

Grand Totals

Total Volunteers:	578	Hours	Vol. Cost Savings
		18,688	\$442,919

Total Department of Parks and Recreation savings in innovations, donations, in-kind services, grants and volunteer labor = \$756,310

Cost Savings
with sponsorships
and grants
\$756,310



Memorandum

To: Honorable Mayor Randy Penn and City Councilmembers

CC: Eric Keck, City Manager

From: John M. Collins, Chief of Police

Date: July 9, 2015

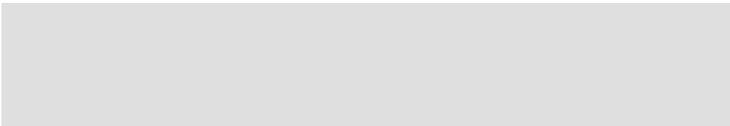
Re: 2016 Budget Memo



The 2016 Police Department's Operations Budget is being submitted for your review. There are several highlights that I would like to bring to your attention. I view the budget to be one that will evolve over time as the department has absorbed the Fire Marshal Program and portions of the Fire Department's line item accounts. As you know, two new employees, Fire Inspectors, will be added to the Fire Marshal Program in 2015 and 2016. The Assistant Fire Marshal's position has been vacant and will be filled soon. The addition of the Fire Marshal Program and the Fire Department's line item accounts are both finite and speculative. I have added the defined line item accounts and added to pre-existing Police line item accounts (such as Clothing, Overtime, Office Supplies, etc.) to account for the new employees. The projected salary costs with compensation for the Fire Marshal Program which is an addition over and above the Police Departments 2015 budget is as follows:

1. Fire Marshal - \$136,680.00
2. Assistant Fire Marshal - \$113,042.00
3. Two Fire Inspectors @ \$105,164.00 = \$210,328.00

Also, the Police Department is requesting permission to hire a Crime Analysis Technician. It is assumed that one individual from our Records Department will fill this role and that employee's position be back-filled. Our candidate for this position will eventually become a F/T Crime Analyst once certain benchmarks are achieved. The salary with compensation for this position is \$87,105.00



I have reviewed the line item accounts given that the projected 2016 Police Department budget is \$13,096,562.00. The actual 2015 budget is \$12,157,100 thus an increase of \$939,462.00. I have broken down what I call the unavoidable cost increases due largely to Insurance, Retirement, Health and other benefits that we have no control over. I have also accounted for those Fire Department costs or line item accounts that the Police Department will absorb. Also, existing Police line item accounts have had to be marginally increased due to the addition of the Fire Marshal employees. The figure that I determined for this cost increase is \$528,050.00 (does not include salaries). The total cost including absorbed Fire Marshal salaries is \$988,100.00

During a Council Study Session earlier this year it was suggested that the Police Department seek out permission to hire three additional police officers for 2016. This was based upon a strategy that was presented by Commander Sam Watson and me to decrease crime and disorder in the area of the City Center. I will hold off on that request due to the financial impact on my overall budget that has been realized with the departure of the Fire Department. Also, I would like the opportunity to research alternatives to the hiring approach of three new officers. This may be accomplished with our emphasis on data driven policing (Crime Analysis). For Council's information, the approximate cost of three new hire police officers is \$240,000.00 (budgeted compensation).

MEMORANDUM

TO: Eric A. Keck, City Manager

FROM: Rick Kahm, Director of Public Works

DATE: August 5, 2015

SUBJECT: 2016 REVISED PUBLIC WORKS PROPOSED BUDGET SUMMARY

The 2016 Public Works Budget proposes to maintain staffing levels equal to 2013 with the exception of the addition in Facilities and Building Operations of one Custodial Lead position and one Maintenance Technician (approved with the reduction of one custodian); and a request to increase the Fleet Division by one Fleet Mechanic and one Fleet Billing Technician (approved but not filled, and hopefully not necessary) in the approved 2015 Budget. We may want to re-visit filling the Fleet Billing Technician position in the future.

Over the last ten budget cycles (including the proposed 2016 Budget), Public Works has reduced General Fund staffing levels by 12 FTE's...17.4% (Engineering by 2.5, Traffic Engineering by 0.5, Streets by 5.0, and Building Operations by 2.0). Through new found efficiencies, we have managed to minimize loss of service to the public. **Over those many years, the reductions and efficiencies have equated to sustainable savings exceeding \$1,250,000 per year.** The cost of business continues to increase and the cost of maintaining Englewood's aging infrastructure is also on the rise. Adding staff for 2015 was necessary to continue to provide services at expected and required levels.

The approved Public Works Budget for 2015 (including CityCenter CAM of \$301,049) was \$5,790,091.

Our Mission is to promote and ensure a high quality of life, economic vitality, and a uniquely desirable community identity within the City of Englewood.

Our primary financial objective in preparing the 2016 Budget is to not exceed the 2014 actual budget + 3%, + 3% (\$5,772,330). Our proposed requested budget is \$6,226,565 (including the CityCenter CAM of \$346,000 and \$343,000 that has historically been budgeted in the Capital Project Budget), representing an increase of 7.54%. **Without the shift of \$343,000 from Capital to General Budget, this represents an actual increase of 1.61%** The proposed budget also accounts for increases in wages, increased benefit costs, increased fuel costs, an anticipated 6% increase in energy costs, adjustments associated with some departmental reorganization; as well as maintaining a status quo with regard to services and service levels provided to the public and our in-house customers.

A second objective of our 2016 Budget is for our budget to be sustainable. Our budget is approximately 57% personnel related costs and 43% commodity driven. With the rising costs of commodities being mostly out of our control, I don't believe that a long term sustainable budget may be possible without addressing personnel reductions and/or service reductions and/or additional departmental reorganization. Even minor increases in the costs of energy, fuel, vehicles, asphalt, concrete, compensation, or benefits, to name a few, can cause a substantial increase in future Public Works budgets.

The Department of Public Works remains focused on its vision, “to promote and ensure a high quality of life, economic vitality, and a uniquely desirable community identity by proactively collaborating with our citizens and businesses, developing a safe environment, creating opportunity, and through the provision of reliable, affordable and flexible services, and the design, construction, repair and maintenance of the infrastructure of the City”. Even in these challenging financial times, I believe that our Public Works organization continues to perform well in accomplishing that mission. Our streets and alleys are continually kept in good to excellent condition, and our traffic systems are state of the art and efficient (**We recently received a 100% grant from DRCOG (about \$125,000) for a new traffic control computer system that was installed in 2015, with no matching funds required**). We have extraordinary buildings and facilities, although keeping them in good to excellent condition will continue to be an ongoing challenge in 2016 with limited resources and reduced manpower (**funds added to the PIF in 2014 and 2015 were a positive step**).

We manage and maintain a large fleet (**329 units**) of city vehicles and equipment for all departments of the city (a fleet evaluation study was completed in 2007), as well as outside agencies (**115 units**) including the Cities of Sheridan and Cherry Hills Village. We provide engineering assistance to other city departments and project administration for the Public Improvement Fund, the Capital Projects Fund, the Conservation Trust Fund, the Concrete Utility, and some projects in the Open Space Fund.

As we move forward into 2016, we propose to accomplish all of the above with the efforts of **48** folks in our five (5) Public Works Divisions: Streets and Drainage, Facilities and Operations, Administration, Engineering Services (includes Concrete Utility Fund, EEFI, and EMRF), and Traffic Engineering, as well as **10** employees in the Servicer Fleet Division within the Servicer Fund (an internal service fund), **for a total staffing level of 58 FTE’s**.

Each of our Public Works and Servicer Divisions has numerous goals and activities that were created to support the five Community Outcomes identified by City Council in 2005. Those Outcomes were:

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

The goals of all Public Works and Servicer Divisions incorporate continuity in achieving the overall Public Works vision. In the past our common elements were **quality, value-driven, effective, safe and efficient** services to maintain the infrastructure, and to do so with **integrity**. **As we move forward our values are now expanded to (ITREAT), INTEGRITY, TRUST, RESPECT, EXCELLENCE, ACCOUNTABILITY, and TEAMWORK.**

While I believe that Public Works continues to do an acceptable job in accomplishing the Public Works vision, we remain vigilant for any opportunity for improvement. In our current economy, it is particularly imperative that we be resourceful, imaginative, and creative. **We support the Administration’s endeavor to provide quality, cost effective services meeting the desires and mandates of City Council, as well as the needs and expectations of the community. And, we will strive to continue to accomplish this challenge with limited available resources.**

With the loss of a Custodian in 2010, and a second in 2011, the Day Porter situation was somewhat compromised. While not an ideal situation, we continue to provide an acceptable level of service. We continue to have ongoing discussions with Parks and Recreation to fully evaluate service impacts

at the Recreation Center and the Malley Center. **With Englewood's aging infrastructure, we requested, and were granted, an additional Lead Custodian and Maintenance Technician for 2015.**

Additionally, we recommended and supported not increasing Concrete Utility fees for 2010, 2011, and 2012. This generated a General Fund savings of \$56,000 for each of those years. However, in 2013 a much needed increase of \$56,000 was approved, allowing the program to better keep pace with increasing construction costs. In 2010, one time fund transfers to the General Fund from CERF (\$446,477), and reduced requests for Road and Bridge Funding and Transportation System funding (\$150,000) were also accomplished. **The \$150,000 reduced funding was continued in the 2011, 2012, 2013, and 2014 Budgets. We had requested an increase in this Fund of \$100,000 for 2015 (not funded).**

In 2011, we shifted away from sand and salt and began using Ice Slicer and magnesium chloride for dealing with our many winter storms. Long term, this has generated an annual, sustainable savings of approximately \$100,000 per year.

In recent years, the Servicer Fund was able to transfer \$120,000 to the General Fund from city services provided by contract to other governmental entities (\$60,000 for 2007, \$60,000 for 2008, \$200,000 for 2010, \$100,000 for 2011, \$100,000 for 2012, \$100,000 in 2013, and an additional \$300,000 in 2014.) **Over the past eight Budget cycles, about \$1.978 million has been shifted from the Servicer Fund to the General Fund, and \$1.638 million from the CERF fund to the General Fund (a total of \$3.616 million);** leaving those Fund balances relatively low.

We will continue striving to identify opportunities to improve services and service delivery, increase productivity, and/or reduce costs. City wide, ongoing savings, attributed to recommendations from the 2007 City Fleet Study, continue to generate annual savings to the City approaching an additional \$150,000 (hopefully we will experience increases in future years). As always, we will explore alternative methods of delivering some services. **At a minimum, there is the ongoing need to validate that all of Public Works is providing quality, cost effective services in accomplishing the Public Works mission.**

Specific Division staffing, **goals, projects, programs and funding** are as follows:

Administration

- The Administration proposed 2016 budget is \$657,189, representing an increase of 7.45% over 2015. The increase is due to the CityCenter CAM budget going up by \$45,000. **The increase without the additional CAM would be 0.45%.** No changes proposed to the current staffing level of two full-time employees.
- Continue to provide quality leadership to the Public Works Department, consistent with our Public Works Mission. Make every effort to provide the highest quality services in times of reduced staffing and funding. Lead by example.
- Continue to serve as President of the Englewood Environmental Foundation (EEF), and continue administering the Common Area Maintenance at CityCenter Englewood by providing high quality cost effective maintenance and tenant relationships.
- Continue to serve as Vice-President for the Englewood McLellan Reservoir Foundation (EMRF); and continue to optimize development to maximize long term financial return to the City. EMRF has successfully negotiated long term leases with the Mike Ward Infinity and Larry Miller Nissan car dealerships, Benjamin Franklin Charter School, as well as MKS

Residential Development. **Coordinate and participate with MKS and RTD on constructing the proposed Plaza Circle Road in PA85 in early 2016. This road is mandatory to provide access to MKS, future access to the proposed RTD light rail station, and access to our remaining two lots (lots 4 and 5) in PA 85. This road, together with a positive vote in November, should allow us to lease these prime properties sooner and greatly increase cash flow to the City. Construction of the road is estimated at \$1,700,000. RTD is committed to \$500,000. MKS will be contributing its share, estimated to be in the \$400,000 range. EMRF needs to up-front an estimated \$800,000. We would recommend borrowing the EMRF share from the LATR fund. This would be paid back from lease revenues. Lease rates from the two remaining lots would be increased, as well, to help cover their share of the road construction. Traffic signals are expected to be at the expense of Highlands Ranch Metro District.**

Engineering Division

- The Engineering Division currently has 7.5 full-time employees (Engineering 4.0, Concrete Utility 2.92, EEFI 0.58), with no increases to staffing planned for 2016.
- The proposed budget is \$485,913 (5.48% higher than 2015 approved budget). The increase is due to charging \$20,000 less overhead to the Concrete Utility, allowing this amount to go directly into concrete removal and replacement. **The increase without additional Concrete Utility work would be 1.14%**
- The Engineering Services Division ensures the integrity of new public improvement projects and maintenance of existing infrastructure. The Division is responsible for engineering services related to Public Works and provides project management services to other departments for Capital Improvement Projects. Technical support and information is provided to the public, contractors, architects, and engineers. Engineering issues permits for public right-of-way work and supports the Public Works office administration.
- Typical Engineering Division functions include:
 - overseeing the annual removal and replacement of approximately 40,000 sq. ft. of curb, gutter and sidewalk for the Concrete Utility.
 - providing contract administration for most Capital Improvement Projects.
 - overseeing the design and repair of 11 city owned bridges.
 - assisting the Englewood Environmental Foundation with administration of the CityCenter CAM.
 - providing plan review and inspection services for drainage related to residential and commercial building permits.
 - playing a key role with the City's Development Review Team.
 - disseminating technical information to engineers, surveyors, architects, and the public.
 - responding to general inquiries from the public and to City Council "Short Term" requests.
- The Engineering Division is responsible for the design and maintenance of city owned bridges valued at **\$46 million**, along with the Concrete Utility infrastructure valued at **\$52 million**. In addition, engineering staff supports the infrastructure design and maintenance of other Public Works Division projects as well as other departments.

Traffic Division

- The proposed 2016 budget is \$891,301 (9.93% higher than the 2015 approved budget). **The budget includes a \$100,000 fund shift from the PIF Transportation System Upgrade account to Division GF budget. Note that without the fund transfers, the 2016 Budget would be \$791,301 (about 2.4% lower than 2015 approved Budget).**
- The Traffic Engineering Division provides engineering services to ensure the safe, efficient and convenient movement of people and goods through the best possible use of appropriate traffic control devices and equipment, with the goal of maximizing use of available resources.
- The Traffic Engineering Division is responsible for the operation, maintenance, installation, and repair of all traffic control devices. Other Division activities include engineering services, traffic data collection and analysis, as well as handling service requests, interacting with the public, other city departments, consultants, and contractors. Division activities are carried out by a total of 6.5 full-time employees. No staffing increase is proposed for 2016.
- The Traffic Engineering staff maintains a traffic infrastructure valued at approximately **\$17 million**. This includes the operation and maintenance of over 100 power-operated traffic devices (traffic signals, school, pedestrian, and traffic flashers, electronic speed radar signs, and PTZ cameras), the traffic signal communication network, approximately 9,000 traffic signs, and pavement markings.
- The following is a list of some on-going projects/programs (mostly dependent on PIF funding):
 - Pedestrian countdown signal installations program
 - LED signal heads replacement program
 - Upgrade traffic signal system infrastructure i.e., Broadway and Mansfield, Logan and Chenango, Dartmouth and Clarkson traffic signal rebuilds

Streets Division

- The Streets Division proposed budget for 2016 is \$2,173,837, representing an increase of 7.34% over the 2015 approved budget. **The budget includes shifting \$118,000 in funds from the PIF Road & Bridge account to the Streets Division GF budget. Note that without the fund transfers, the 2016 budget would be 1.51% above the 2015 approved budget.**
- We propose no new programs or services, and are not asking for any additions to our current staff of eleven full-time employees.
- The Streets Division is responsible for maintaining an aging infrastructure valued at over **\$94 million**. We accomplish this through paving, crack sealing, patching, and in some cases, rebuilding city streets. Additional methods of street maintenance are studied frequently in an attempt to keep costs down.
- Other services we provide include alley maintenance, removal of debris from city streets and alleys, street sweeping, and numerous others. We keep streets safe to travel during winter storms with minimum staffing. The change from salt and sand to Ice Slicer in 2010 has resulted in substantial savings by reducing the need for sweeping and dump fees.

- Streets Division staff is also responsible for inspecting all excavations performed in city right-of-ways, and ensuring that all restoration work performed by contractors is done to city specifications.
- The Streets Division budget has not seen substantial budget increases in several years. This has been accomplished through restructuring of employees, decreasing the size of our equipment fleet, more efficient use of equipment and personnel, and the use of contract trucking. We continually study alternative methods in an attempt to lower costs.

Fleet

- The Fleet Division currently utilizes ten full-time positions.
- **Projected Servicer revenues for 2015 will exceed expenditures (less capital) by \$180,960.** The current Servicer fund balance is \$1,138,000. To meet MS4 Stormwater requirements, we will need to construct a new car wash facility for an estimated cost of \$850,000. The funds will be taken from the Servicer reserves. Once this is completed, the Servicer will be in compliance with all state and federal requirements. Due to the age of the Servicer, additional capital expenditures can be expected in the future.
- The Fleet Division repairs and maintains **the city's fleet of 329 units with a value of \$12,171,870.** The average age of the fleet is 9.91 years. The Fleet Division also maintains and repairs an additional **115 units for the Cities of Sheridan and Cherry Hills Village,** bringing the total units maintained and repaired by five fleet technicians to 444 units. **The current equipment to mechanic ratio is 88.8 units to one. The national average for a multi-class fleet is 58 to one.** On a yearly basis, the fleet experiences "fleet creep" of three to five units per year. These are usually hold-over vehicles which not only increases the fleet size but requires more repair and maintenance due to advanced age and mileage.
- **Two additional positions were requested and approved by the Fleet Division in the 2015 Proposed Budget. One position was an additional Fleet Mechanic and the other position was a Fleet Billing Technician.** With the reduction in Servicer revenue (\$110,000) due to the elimination of the Fire Department, and Servicer revenues over expenditures projected at \$58,542, the recommendation would be to not replace these positions at this time. The internal labor rate to our user departments (which has not had an adjustment since 2002) would have to be increased to facilitate the addition of these positions.
- **The labor rate to our contract fleets is being increased from \$68 to \$78 per hour. Performing fleet maintenance for the Cities of Sheridan and Cherry Hills Village has enabled the city to experience no increase in fleet maintenance costs to our user departments since 2002.**
- 2014 CERF expenditures were \$1,044,387, and the 2015 CERF expenditure is projected at \$649,503. The 2015 CERF revenues will be \$854,937. The fund should have an ending balance in 2015 of \$1,872,549. **The fund is projected to be healthy through 2019.**

Facilities and Building Operations

- The Facilities and Operations Division proposed budget for 2016 is \$2,018,325, representing an increase of 7.26% from the 2015 Budget.
 - **A large portion of this increase (6.38%) is related to moving \$120,000 from capital projects to the general fund. These multi-year capital accounts (MYCP)**

were budgeted each year in capital to cover required maintenance and vendor contracts. This spending should be in the General Fund and the costs have been moved in 2016.

- **The remaining 0.88% increase is due to increased wages with the addition of the fourth maintenance technician, yearly raises, and group insurance.**
- **The Division has opportunities to gain additional efficiencies and labor savings in 2016 in custodial operations with both process and personnel adjustments.**

- **The division has saved over \$50,000 for the city through July 2015 with the addition of the fourth maintenance technician. These savings have been found by completing project work in-house and repairing equipment in-house that would have required vendors.**

- The Facilities and Operations Division provides maintenance and custodial support for all city departments and buildings, including 20 city facilities at over 350,000 square feet (**valued at over \$57,270,000**), with a staff of 4 fulltime Maintenance Technicians and 13 custodial personnel. The division will drop to 12 custodial personnel in February 2016, with a potential to drop an additional spot later in 2016.

- Several departments are serviced by the Facilities and Operations Division that do not reimburse the general fund. Below are estimated maintenance and custodial costs for 2015; costs are expected to drop again in 2016 due to continued improvements in energy management and custodial and maintenance operations. **Total estimated savings for 2015 is \$155,449 as compared to 2014.**
 - Parks and Recreation
 - 2014 Actuals - \$560,878
 - 2015 Estimate – \$499,854
 - Civic Center
 - 2014 Actuals - \$328,659
 - 2015 Estimate – \$279,900
 - Safety Services
 - 2014 Actuals - \$108,022
 - 2015 Estimate - \$83,364
 - Library
 - 2014 Actuals - \$85,326
 - 2015 Estimate - \$64,318

- **The Facilities and Operations Division supports the continued funding of \$300,000 per year to the Building Systems Replacement Fund created in 2014 as a sinking fund for future building equipment replacements. Upcoming needs include:**
 - Civic Center HVAC upgrades including VFDs for the Intellipacks and controls upgrades ranging around \$75,000
 - Security System Upgrades including replacing the current Honeywell system with new more advanced system ranging around \$35,000
 - Recreation Center hot water heat exchanger ranging around \$60,000
 - Malley Sr. Center carpet replacement ranging around \$60,000
 - Preparing for Intellipack replacements in 5-7 years at the Civic Center

TO: Eric Keck, City Manager

FROM: Tom Brennan, Director of Utilities

DATE: August 3, 2015

RE: Proposed 2016 Utilities Department Budget



Water Enterprise Fund:

The Water Enterprise Fund is adequately funded such that no rate increases are proposed in this budget year. The proposed budget increases operations and maintenance by 3% with revenue held steady. The Water Fund sold bonds in 2012 to finance five capital projects. The projects have all been completed and at present no future capital projects are planned. We are evaluating staffing levels and associated job functions to meet the needs of the Department. This will be presented in 2016 at which time further adjustments may need to be considered.

Sewer Enterprise Fund:

The Littleton/Englewood Wastewater Treatment Plant operations and maintenance, capital projects and debt service account for approximately 76% of the Sewer Fund. The proposed budget increases operations and maintenance by 3% with revenue held steady. In 2012 Council approved a 4% rate increase for each of the years 2013 through 2015. With this rate increase the Sewer Fund is adequately funded such that no rate increases are foreseen for the next few years. Future regulatory requirements involving nutrient removal may require rate adjustments in the future. Our present staffing levels are adequate to meet our needs, with no new position requests anticipated.

Storm Water Enterprise Fund:

The Storm Water Enterprise Fund is healthy with an approximate balance of \$1.2 M. The annual revenue of \$325K covers operations and maintenance and debt service with approximately \$70K of net income. The proposed budget increased operations and maintenance by 3% with revenue held steady. No major capital projects are identified at this time. A drainage master planning and flood hazard area delineation in north Englewood is scheduled for this year. Additionally, inspection of the aging corrugated pipes throughout the City is planned for the next five years. This efforts will assist us in establishing a capital replacement/rehabilitation program and required funding needs.

City of Englewood, General Fund Revenue, Expenditure, & Fund Balance 2010 - 2020
For 08/10/2015 Study Session

		S/T Increase (Decrease)	1.17%	4.17%	2.88%	4.79%	6.00%	-2.57%	7.77%	3.00%	2.75%	2.75%	2.75%	2.75%			
		Property Tax	1.67%	-0.88%	-3.99%	0.90%	-0.29%	0.26%	0.00%	10.00%	1.00%	10.00%	1.00%	5.00%			
		All Other Taxes	-7.03%	-9.81%	-0.75%	13.56%	3.85%	-8.38%	0.00%	-1.98%	1.50%	1.50%	1.50%	1.50%			
		Franchise	6.83%	0.43%	11.38%	5.81%	3.44%	-5.94%	4.34%	0.79%	3.00%	3.00%	3.00%	3.00%			
		Other Revs	-6.49%	6.64%	7.43%	-2.53%	4.08%	-3.53%	-5.94%	-3.18%	2.00%	2.00%	2.00%	2.00%			
		Investments	-56.28%	-9.46%	-7.68%	-112.16%	-768.49%	29.01%	0.00%	-1.95%	3.00%	3.00%	3.00%	3.00%			
		Expenditures	-0.25%	1.53%	1.95%	-0.35%	5.84%	4.94%	-1.14%	-0.73%	3.00%	3.00%	3.00%	3.00%			
Line		Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Restated Budget 2015	Estimate 2015	Proposed Budget 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Net \$ Change 10 - '14	Avg % Change '10 - '14	Avg \$ Change '10 - '14	
	REVENUES																
1	Property	3,020,884	2,994,213	2,874,816	2,900,715	2,892,433	2,900,000	2,900,000	3,190,000	3,221,900	3,544,090	3,579,531	3,758,507	(128,451)	-0.85%	(25,690)	
2	Specific Ownership	263,434	246,062	243,293	266,881	291,670	260,000	260,000	260,000	263,900	267,859	271,876	275,955	28,236	2.14%	58,334	
3	Sales and Use (Net of Refunds)	20,866,515	21,737,110	22,363,618	23,433,775	24,839,296	24,200,000	26,081,262	26,863,699	27,602,451	28,361,518	29,141,460	29,942,850	3,972,781	3.81%	794,556	
4	Franchise Fees	2,620,191	2,631,393	2,930,888	3,101,310	3,207,978	3,017,550	3,148,550	3,173,550	3,268,757	3,366,819	3,467,824	3,571,858	587,787	4.49%	641,596	
5	Cigarette	196,320	190,763	189,618	195,088	188,652	179,000	179,000	170,050	164,949	160,000	155,200	150,544	(7,668)	-0.78%	(1,534)	
6	Hotel/Motel	8,806	9,820	10,395	12,039	11,949	12,000	12,000	12,000	12,180	12,363	12,548	12,736	3,143	7.14%	2,390	
7	Total Taxes	26,976,150	27,809,361	28,612,628	29,909,808	31,431,978	30,568,550	32,580,812	33,669,299	34,534,136	35,712,649	36,628,439	37,712,451	4,455,828	3.30%	891,166	
8	Licenses and Permits	695,563	778,536	983,359	1,446,578	1,576,298	1,107,122	1,168,222	1,168,222	1,191,586	1,215,418	1,239,727	1,264,521	880,735	25.32%	176,147	
9	Intergovernmental Revenue	1,465,970	1,724,807	1,865,722	1,488,204	1,869,045	1,400,924	1,624,318	1,301,662	1,327,695	1,354,249	1,381,334	1,408,961	403,075	5.50%	80,615	
10	Charges for Services	3,254,830	3,384,318	3,441,525	3,469,845	3,215,032	3,318,899	2,905,192	2,551,862	2,602,899	2,654,957	2,708,056	2,762,217	(39,798)	-0.24%	(7,960)	
11	Recreation	2,489,781	2,635,221	2,615,642	2,420,443	2,466,421	2,556,900	2,485,500	2,592,400	2,644,248	2,697,133	2,751,076	2,806,097	(23,360)	-0.19%	(4,672)	
12	Fines and Forfeitures	1,437,957	1,284,758	1,381,453	1,317,707	1,350,165	1,396,844	1,008,350	1,008,350	1,028,517	1,049,087	1,070,069	1,091,470	(87,792)	-1.22%	(17,558)	
13	Net Investment Income	91,034	84,045	84,045	(10,223)	68,340	88,164	88,164	86,446	89,039	91,711	94,462	97,296	(32,205)	-6.41%	(13,668)	
14	Net Rental Revenues - McLellan	105,125	425,159	551,295	573,526	684,683	858,882	858,882	1,150,000	400,000	400,000	-	-	579,558	110.26%	115,912	
15	Other Revenue	293,658	173,381	354,130	285,932	210,531	329,413	262,212	211,088	280,000	280,000	280,000	280,000	(83,127)	-5.66%	(16,625)	
16	Total Revenues	36,819,579	38,306,575	39,889,799	40,901,820	42,872,493	41,625,698	42,981,652	43,739,329	44,098,121	45,455,204	46,153,163	47,423,014	6,052,914	3.29%	1,210,583	
	EXPENDITURES																
	General Government																
17	Legislation (includes MOA contractual obligation)	309,870	298,731	316,043	280,920	329,738	357,575	356,381	356,241	366,928	377,936	389,274	400,952	19,868	1.28%	3,974	
18	City Attorney	702,228	706,841	712,036	719,781	726,377	869,106	886,605	810,844	835,169	860,224	886,031	912,612	24,149	0.69%	4,830	
19	Municipal Court	901,469	848,775	886,249	922,245	942,264	1,085,494	1,038,709	1,061,772	1,093,625	1,126,434	1,160,227	1,195,034	40,795	0.91%	8,159	
20	City Manager (2016 includes Denver Fire Contract and related programs)	659,882	639,184	658,047	675,844	673,402	8,767,741	8,226,080	6,588,760	6,322,923	6,512,610	6,707,989	6,909,228	13,520	0.41%	2,704	
21	Community Development (2016 includes Building Division Programs)	1,301,473	1,359,264	1,262,451	1,113,710	1,128,034	2,092,306	2,081,148	2,140,386	2,204,598	2,270,736	2,338,858	2,409,023	(173,439)	-2.67%	(34,688)	
22	Human Resources (Effective 2016 reported under FAS)	419,421	430,792	469,343	408,551	441,956	-	-	-	-	-	-	-	22,535	1.07%	4,507	
23	Finance and Administrative Services (FAS) (2016 includes HR and IT Programs)	1,445,581	1,446,313	1,464,305	1,533,060	1,566,733	3,713,334	3,878,168	3,960,976	4,079,805	4,202,199	4,328,265	4,458,113	121,152	1.68%	24,230	
24	Information Technology (Effective 2016 reported under FAS)	1,280,660	1,332,766	1,373,943	1,336,591	1,348,275	-	-	-	-	-	-	-	67,615	1.06%	13,523	
25	Contributions to Component Unit	-	-	-	-	-	-	-	-	-	-	-	-	0	0.00%	0	
26	Contingency	48,139	152,423	143,810	88,360	211,622	200,000	250,000	250,000	257,500	265,225	273,182	281,377	163,483	67.92%	32,697	
27	Total General Government	7,068,723	7,215,089	7,286,227	7,079,062	7,368,401	17,085,556	16,717,091	15,168,979	15,160,548	15,615,365	16,083,826	16,566,341	299,678	0.85%	59,936	
	Direct Government																
28	Safety Services																
29	Fire Services (Effective 2016 the Denver Fire Contract is reported under City Manager's Office, Fire Marshal program is reported under Police and Building Division is reported under Community Development)	7,425,903	7,666,842	8,100,554	8,002,677	9,176,241	-	-	-	-	-	-	-	1,750,338	4.71%	350,068	
30	Police Services (2016 includes Fire Marshal Programs)	10,312,633	10,395,239	10,788,935	11,226,157	11,872,226	12,457,100	12,436,555	13,088,321	13,480,971	13,885,400	14,301,962	14,731,021	1,559,593	3.02%	311,919	
31	Public Works (includes CAM contractual obligation)	5,137,364	5,259,875	5,202,903	5,234,383	5,440,975	5,790,091	5,730,645	6,226,565	6,413,362	6,605,763	6,803,936	7,008,054	303,611	1.18%	60,722	
32	Recreation	5,811,809	5,717,147	5,649,246	5,402,600	5,574,428	6,053,116	6,027,588	6,174,818	6,360,063	6,550,864	6,747,390	6,949,812	(237,381)	-0.82%	(47,476)	
33	Library	1,284,083	1,145,613	1,180,771	1,174,656	1,165,446	1,317,657	1,283,016	1,243,502	1,280,807	1,319,231	1,358,808	1,399,572	(118,637)	-1.85%	(23,727)	
34	Total "Direct" Government	29,971,792	30,184,716	30,922,409	31,040,473	33,229,316	25,617,964	25,477,804	26,733,206	27,535,202	28,361,258	29,212,096	30,088,459	3,257,524	2.17%	651,505	
35	Total Expenditures Before Non-Discretionary	37,040,515	37,399,805	38,208,636	38,119,535	40,597,717	42,703,520	42,194,895	41,902,185	42,695,751	43,976,623	45,295,922	46,654,799	3,557,202	1.92%	711,440	
36	Estimated Lump Sum Expenditure Increase																
37	Debt Service (Non-Discretionary):	1,860,827	2,096,463	2,056,951	2,005,830	1,869,903	1,863,314	1,863,316	1,833,485	1,571,723	1,578,462	1,579,653	1,575,402	9,076	0.10%	1,815	
38	Total Expenditures	38,901,342	39,496,268	40,265,587	40,125,365	42,467,620	44,566,834	44,058,211	43,735,670	44,267,474	45,555,085	46,875,575	48,230,201	3,566,278	1.83%	713,256	
39	Revenues Over (Under) Expenditures	(2,081,763)	(1,189,693)	(375,788)	776,455	404,873	(2,941,136)	(1,076,559)	3,659	(169,353)	(99,881)	(722,412)	(807,188)	2,486,636	-23.89%	497,327	
40	Other Financing Sources																
41	Net Transfers In (out)	1,341,485	1,512,699	628,913	1,066,568	892,544	294,326	(1,475,740)	(449,335)	117,033	120,272	123,599	127,014	(448,941)	-6.69%	(89,788)	
42	Actual/Estimated Rent From EMRF (See Line 13)																
43	Net Other Financing Sources (Uses)	1,341,485	1,512,699	628,913	1,066,568	892,544	294,326	(1,475,740)	(449,335)	117,033	120,272	123,599	127,014	(448,941)	-6.69%	(89,788)	
44	Net Change in Fund Balances	(740,278)	323,006	253,125	1,843,023	1,297,417	(2,646,810)	(2,552,299)	(445,676)	(52,320)	20,391	(598,813)	(680,174)	2,037,695	-55.05%	407,539	
45	Beginning Fund Balance	9,234,957	8,494,679														

City of Englewood, General Fund Revenue, Expenditure, &
Fund Balance 2010 - 2020
For 08/10/2015 Study Session

		S/T Increase (Decrease)	1.17%	4.17%	2.88%	4.79%	6.00%	-2.57%	7.77%	3.00%	2.75%	2.75%	2.75%	2.75%		
	Property Tax	1.67%	-0.88%	-3.99%	0.90%	-0.29%	0.26%	0.00%	10.00%	1.00%	10.00%	1.00%	5.00%			
	All Other Taxes	-7.03%	-9.81%	-0.75%	13.56%	3.85%	-8.38%	0.00%	-1.98%	1.50%	1.50%	1.50%	1.50%			
	Franchise	6.83%	0.43%	11.38%	5.81%	3.44%	-5.94%	4.34%	0.79%	3.00%	3.00%	3.00%	3.00%			
	Other Revs	-6.49%	6.64%	7.43%	-2.53%	4.08%	-3.35%	-5.94%	-3.18%	2.00%	2.00%	2.00%	2.00%			
	Investments	-56.28%	-9.46%	-7.68%	-112.16%	-768.49%	29.01%	0.00%	-1.95%	3.00%	3.00%	3.00%	3.00%			
	Expenditures	-0.25%	1.53%	1.95%	-0.35%	5.84%	4.94%	-1.14%	-0.73%	3.00%	3.00%	3.00%	3.00%			
Line		Actual 2010	Actual 2011	Actual 2012	Actual 2013	Actual 2014	Restated Budget 2015	Estimate 2015	Proposed Budget 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Net \$ Change 10 - '14	Avg % Change '10 - '14	Avg \$ Change '10 - '14
47	Restricted-TABOR	1,150,000	1,150,000	1,200,000	1,340,000	1,400,000	1,340,000	1,400,000	1,400,000	1,400,000	1,400,000	1,410,000	1,450,000	250,000	4.35%	50,000
48	Committed-MOA (2006-2009) and COPS Grant (2010-2013)	298,512	298,512	298,512	78,753	-	-	-	-	-	-	-	-	(298,512)	-20.00%	(59,702)
49	Committed-LTAR	2,130,520	2,406,649	2,619,375	2,619,375	2,663,099	2,663,099	2,663,099	1,863,099	2,363,099	2,863,099	3,363,099	3,363,099	532,579	5.00%	106,516
50	Unassigned Fund Balance	4,915,647	4,962,524	4,952,923	6,875,705	8,148,151	3,766,477	5,595,852	5,950,176	5,397,857	4,918,248	3,809,435	3,089,261	3,232,504	13.15%	646,501
51	As percentage of actual revenues	13.35%	12.95%	12.42%	16.81%	19.01%	9.05%	13.02%	13.60%	12.24%	10.82%	8.25%	6.51%			
52	Target Percentage	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%			
53	Target Unassigned Fund Balance Reserves	3,681,958	3,830,658	3,988,980	4,090,182	4,287,249	4,162,570	4,298,165	4,373,933	4,409,812	4,545,520	4,615,316	4,742,301	605,291	3.29%	121,058
54	Over/(Under) Target Percentage	1,233,689	1,131,867	963,943	2,785,523	3,860,902	(396,093)	1,297,687	1,576,243	988,045	372,727	(805,882)	(1,653,040)	2,627,213	42.59%	525,443
55	Available for Capital Expenditure	1,233,689	1,131,867	963,943	2,785,523	3,860,902	-	1,297,687	1,576,243	988,045	372,727	-	-	2,627,213	42.59%	525,443

Please Note:

The City Council may consider to use \$800,000 from LTAR to fund the road construction project on the EMRF property that is needed for potential tenants. These funds would be replenished over a two year period beginning in 2017.

City of Englewood, Colorado
General Fund Budget - 2016 Proposed Budget
Statement of Revenue, Expenditure and Changes in Fund Balance

8/5/2015
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	A	B	C	D	E	F	G	H	G	
			(A+B)					(G-C)	(G/C-1)	
	2015	2015	2015	2015	2016	2016 Recommended	2016	\$	%	2016 vs 2015 Budget Variance Description
	Adopted	Budget	Restated	Estimated	Proposed	Service	Proposed	Budget	Budget	
	Budget	Adj	Budget	Actual	Budget	Enhancements (SE)	Budget With SEs	Variance	Variance	
Beginning Fund Balance	\$ 10,416,386	\$ 10,416,386	\$ 10,416,386	\$ 12,211,250	\$ 9,658,951		\$ 9,658,951			
Revenue										
Property Tax	2,900,000		2,900,000	2,900,000	3,190,000		3,190,000	290,000	10.00%	10% increase in 2016 due to anticipated increase in 2015 property assessment valuation
Specific Ownership Tax	260,000		260,000	260,000	260,000		260,000	-	0.00%	
Sales & Use Taxes	24,200,000		24,200,000	26,081,262	26,863,699		26,863,699	2,663,699	11.01%	2015 Estimate is 5% of 2014 Actual; 2016 is 3% of 2015 Estimate
Cigarette Tax	179,000		179,000	179,000	170,050		170,050	(8,950)	-5.00%	
Franchise Fees	3,017,550		3,017,550	3,148,550	3,173,550		3,173,550	156,000	5.17%	Increase is based in part to increased Water and Sewer Utilities operation costs
Admissions Tax	-		-	-	-		-	-	-	
Hotel/Motel Tax	12,000		12,000	12,000	12,000		12,000	-	0.00%	
Licenses & Permits	1,107,122		1,107,122	1,168,222	1,168,222		1,168,222	61,100	5.52%	
Intergovernmental Revenue	1,400,924		1,400,924	1,624,318	1,301,662		1,301,662	(99,262)	-7.09%	
Charges for Services	3,318,899		3,318,899	2,905,192	2,551,862		2,551,862	(767,037)	-23.11%	Decrease due in part to EMS services provided by Denver Fire (\$725,000)
Recreation Program Fees	2,556,900		2,556,900	2,485,500	2,592,400		2,592,400	35,500	1.39%	
Library Fines	20,000		20,000	20,000	20,000		20,000	-	0.00%	
Fines & Forfeitures	1,376,844		1,376,844	988,350	988,350		988,350	(388,494)	-28.22%	Decrease is based in part to change in policing philosophy
Interest Income	88,164		88,164	88,164	86,446		86,446	(1,718)	-1.95%	
Other Income	329,413		329,413	262,212	211,088		211,088	(118,325)	-35.92%	
Contribution from Component Units	858,882		858,882	858,882	1,150,000		1,150,000	291,118	33.89%	
Total Revenue	41,625,698	-	41,625,698	42,981,652	43,739,329	-	43,739,329	2,113,632	5.08%	
Expenditure										
Legislation	357,575		357,575	356,381	356,241		356,241	(1,334)	-0.37%	
City Manager's Office (As of 2015 Includes Fire Operations)	731,307	8,036,434	8,767,741	8,226,080	6,588,760		6,588,760	(2,178,981)	-24.85%	Decrease due in part to the fire service transition from City provided to Denver Fire provided
City Attorney's Office	869,106		869,106	886,605	810,844		810,844	(58,262)	-6.70%	
Municipal Court	1,085,494		1,085,494	1,038,709	1,061,772		1,061,772	(23,722)	-2.19%	Savings is due in part to reduced benefit costs and staying within budget parameters.
Human Resources	482,893	(482,893)	-	-	-		-	-	-	
Finance & Administrative Services (As of 2015 Includes Human Resources and Information Technology)	1,805,052	1,908,282	3,713,334	3,878,168	3,960,976		3,960,976	247,642	6.67%	Increase due in part to classifying Human Resource personnel that were previously accounted for in Internal Service Funds (\$81,306), anticipated salary increases, increased banking fees for online processing of sales and use tax returns and licensing (\$39,325), increases in software and hardware maintenance agreements (\$127,704)
Information Technology	1,425,389	(1,425,389)	-	-	-		-	-	-	
Community Development (As of 2015 Includes Building Division)	1,288,781	803,400	2,092,181	2,081,148	2,085,418	54,968	2,140,386	48,205	2.30%	SE requests include \$50k for Catalyst Grant Program and \$4,968 for six 40" Wall Monitors
Public Works	5,790,091		5,790,091	5,730,645	6,226,565		6,226,565	436,474	7.54%	Increase due in part to the following operation and maintenance costs reclassified from Capital Projects Fund: \$120k Building Maintenance, \$118k Road Maintenance and \$100k Traffic Maintenance
Police (As of 2015 Includes Fire Marshal Programs)	12,157,100	300,000	12,457,100	12,436,555	13,042,201	46,120	13,088,321	631,221	5.07%	Increase due in part to anticipated increases in salary and benefits, the absorption of the Fire Marshal program, police operations and the following three new positions: Crime Analyst (\$85,571), and two Fire Inspectors (\$211,632). SE request is for two Police vehicles (\$46,120).
Fire	9,139,834	(9,139,834)	-	-	-		-	-	-	
Library Services	1,317,657		1,317,657	1,283,016	1,243,502		1,243,502	(74,155)	-5.63%	Personnel savings due to the merging of Parks & Recreation and Library Services - Includes one full time Operations Supervisor (\$60k)

	A	B	C (A+B)	D	E	F	G	H (G-C) \$	G (G/C-1) %	
	2015 Adopted Budget	2015 Budget Adj	2015 Restated Budget	2015 Estimated Actual	2016 Proposed Budget	2016 Recommended Service Enhancements (SE)	2016 Proposed Budget With SEs	Budget Variance	Budget Variance	2016 vs 2015 Budget Variance Description
Parks & Recreation Services	6,053,116		6,053,116	6,027,588	6,149,818	25,000	6,174,818	121,702	2.01%	Open Space Manager Position – Previously 50% of salary was in the golf budget. With departmental reorganization it was shifted to the general fund. - \$50,000; Pirates Cove – Utility Cost increase - Xcel found a mistake in their previous charges;
<i>Departments Expenditure Subtotal</i>	42,503,395	-	42,503,395	41,944,895	41,526,097		41,526,097	(977,298)	-2.30%	Activity Guide – Reinstated mailing guides to all Englewood Households; Part time Salaries – Part time salaries were increased to account for minimum wage. The SE request is for a Parks pickup
Contribution to Component Units	-		-	-	-		-	-		
Contingencies	200,000		200,000	250,000	250,000		250,000	50,000	25.00%	Increase due to anticipated retirements
Debt Service-Civic Center	1,568,988		1,568,988	1,568,988	1,482,820		1,482,820	(86,168)	-5.49%	Decrease is due to refinancing COPs
Debt Service-Other	294,326		294,326	294,328	350,665		350,665	56,339	19.14%	Increase due in part to two Fire Truck payments (\$118,393 ea) this completes the fire trucks (2) debt service
<i>Other Expenditure Subtotal</i>	2,063,314	-	2,063,314	2,113,316	2,083,485		2,083,485	20,171	0.98%	
Total Expenditure	44,566,709	-	44,566,709	44,058,211	43,609,582	126,088	43,735,670	(831,039)	-1.86%	
Excess Revenue Over (Under) Expenditure	(2,941,011)	-	(2,941,011)	(1,076,559)	129,747	(126,088)	3,659	2,944,671	-100.12%	
Other Financing Sources (Uses) of Funds										
Transfers In	294,326		294,326	395,776	350,665		350,665	56,339	19.14%	PIF funding for capital lease debt service
Transfers Out	-		-	1,871,516	800,000		800,000	800,000		EMRF property road construction for potential tenants
Net Other Financing Sources (Uses)	294,326	-	294,326	(1,475,740)	(449,335)	-	(449,335)	(743,661)	-252.67%	
Net Change in Fund Balance	(2,646,685)	-	(2,646,685)	(2,552,299)	(319,588)	(126,088)	(445,676)	2,201,010	-83.16%	
Ending Fund Balance										
Before Designated Amounts	7,769,701		7,769,701	9,658,951	9,339,363	(126,088)	9,213,275	1,443,574	18.58%	
<i>Restricted-TABOR Emergency Reserve</i>	1,340,000		1,340,000	1,400,000	1,400,000		1,400,000	60,000	4.48%	
<i>Committed-LTAR</i>	2,663,099		2,663,099	2,663,099	1,863,099		1,863,099	(800,000)	-30.04%	EMRF property road construction project, 2 yr payback
Designated Fund Balance	4,003,099	-	4,003,099	4,063,099	3,263,099		3,263,099	(740,000)	-18.49%	
Unassigned Fund Balance	\$ 3,766,602	\$ -	\$ 3,766,602	\$ 5,595,852	\$ 6,076,264	(126,088)	\$ 5,950,176	\$ 2,183,574	57.97%	
Unassigned Fund Balance as a percentage of Total Revenue	9.05%		9.05%	13.02%	13.89%		13.60%			
Fund Balance Before Designated Amounts as a percentage of Total Revenue	18.67%		18.67%	22.47%	21.35%		21.06%			
Fund Balance Before Designated Amounts as a percentage of Total Expenditure	17.43%		17.43%	21.92%	21.42%		21.07%			
10% Unassigned FB Funding (Gap) Excess	(395,968)			1,297,686	1,702,331		1,576,243			

City of Englewood, Colorado
FUTURE YEAR CAPITAL IMPROVEMENTS and ONE-TIME INITIATIVES

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
02	General Fund	Community Development	40" Monitors and Wall Mounts (2)	2016	\$ 1,656	\$ -	\$ -	\$ -	\$ -	\$ 1,656	Will impact operating budget	\$ 1,656
02	General Fund	Community Development	40" Monitors and Wall Mounts (4)	2016	\$ 3,312	\$ -	\$ -	\$ -	\$ -	\$ 3,312	Will impact operating budget	\$ 3,312
02	General Fund	Community Development	Commercial Catalyst Grant Program	2016	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	Will impact operating budget	\$ 50,000
02	General Fund	Community Development	Property Maintenance Code/Zoning Inspe	2016	\$ 54,750	\$ -	\$ -	\$ -	\$ -	\$ 54,750	Will impact operating budget; 1 FTE Position; Salary and Benefits increase incrementally each	\$ -
02	General Fund	Library Services	Communications Assistant	2016	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ 32,000	Part-Time Benefits Eligible FTE Position increments by 2% for each consecutive year	\$ -
02	General Fund	Library Services	Operations Supervisor	2016	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000	1 FTE Position increments by 2% for each consecutive year	\$ 60,000
02	General Fund	Parks and Recreation	Englewood Schools Grounds Maintenance	2016	\$ 186,140	\$ -	\$ -	\$ -	\$ -	\$ 186,140	Funding Source TBD and ongoing maintenance costs TBD	\$ -
02	General Fund	Parks and Recreation	Parks Pickup Truck	2016	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	CERF and Servicer Charges TBD	\$ 25,000
02	General Fund	Parks and Recreation	Parks Specialist Office Space	2016	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	Will impact operation and maintenance budget; no amount identified.	\$ 10,000
02	General Fund	Police Services	Acquisition of Police Vehicles (2)	2016	\$ 46,120	\$ -	\$ -	\$ -	\$ -	\$ 46,120	CERF and Servicer Charges TBD	\$ 46,120
02	General Fund	Police Services	Crime Analyst Technician	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1 FTE Position	\$ -
02	General Fund	Police Services	Fire Code Inspectors (2)	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2 FTE Positions	\$ -
02 Total					\$ 468,978	\$ -	\$ -	\$ -	\$ -	\$ 468,978		\$ 196,088

City of Englewood, Colorado
FUTURE YEAR CAPITAL IMPROVEMENTS and ONE-TIME INITIATIVES

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
03	Conservation Trust Fund	Parks and Recreation	Belleview Ballfield Fencing	2016	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000		\$ 15,000
03	Conservation Trust Fund	Parks and Recreation	Belleview Park Children's Train	2016		\$ 10,000		\$ 10,000		\$ 20,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	Belleview Park Farm Improvements	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	Canopy Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	CTF Contingency	2016	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000		\$ 75,000
03	Conservation Trust Fund	Parks and Recreation	Duncan Park Grant Match	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Chlorinator	2016	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000		\$ 5,000
03	Conservation Trust Fund	Parks and Recreation	ERC Pool Boilier	2016	\$ 31,500	\$ -	\$ -	\$ -	\$ -	\$ 31,500		\$ 31,500
03	Conservation Trust Fund	Parks and Recreation	ERC Pool Re-Grout Tiel	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Scoreboard Replacement	2016	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ 12,000		\$ 12,000
03	Conservation Trust Fund	Parks and Recreation	ERC Security Camera System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Small Slide Gel Coat	2016	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000		\$ 6,000
03	Conservation Trust Fund	Parks and Recreation	ERC Track Surface	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC/Malley Fitness Equipment Replacem	2016	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000		\$ 50,000
03	Conservation Trust Fund	Parks and Recreation	ERC/Malley Selectorized Weight Equipme	2016	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000		\$ 150,000
03	Conservation Trust Fund	Parks and Recreation	Malley Exterior Lighting	2016	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000		\$ 30,000
03	Conservation Trust Fund	Parks and Recreation	Park Playground Equipment Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Permanent Stanchions	2016	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000		\$ 7,000
03	Conservation Trust Fund	Parks and Recreation	Pirates Cove Expansion	2016	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000		\$ 100,000
03	Conservation Trust Fund	Parks and Recreation	Pirates Cove Maintenance	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
03	Conservation Trust Fund	Parks and Recreation	Rec Trac POS Hardware Replacement	2016	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 10,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	RiverRun Trailhead	2016	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000		\$ 75,000
03	Conservation Trust Fund	Parks and Recreation	Belleview Ballfield Lighting	2017	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Pool Resurface	2017	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	Inline Hockey Rink Renovation/Pickleball	2017	\$ -	\$ 7,500	\$ -	\$ -	\$ -	\$ 7,500		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Cabina Replacement	2017	\$ -	\$ 18,000	\$ -	\$ -	\$ -	\$ 18,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Concession Appliance Replacement	2017	\$ -	\$ 20,000	\$ 10,000	\$ 5,000		\$ 35,000	Refrigerators, Pizza Ovens, Warmers & Other	\$ -
03	Conservation Trust Fund	Parks and Recreation	Malley Bridge Table Replacement	2018	\$ -	\$ -	\$ 8,000	\$ -	\$ -	\$ 8,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Lazy River Surface Paint	2018	\$ -	\$ -	\$ 48,000	\$ -	\$ -	\$ 48,000		\$ -

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
03	Conservation Trust Fund	Parks and Recreation	PC Slides and Play Structure Maintenance	2018	\$ -	\$ -	\$ 75,000	\$ -	\$ -	\$ 75,000	Gel coating, paint, other maintenance	\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Filter Replace	2019	\$ -		\$ -	\$ 50,000	\$ -	\$ 50,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC Slide Gel Coat	2019				\$ 30,000				\$ -
03	Conservation Trust Fund	Parks and Recreation	Malley Computer Lab Equipment	2019	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Filter Media	2019	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ 28,000	Sand	\$ -
03	Conservation Trust Fund	Parks and Recreation	ERC UV Replace	2020	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Chlorinator	2020	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Filter Replace	2020	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC Shade Umbrellas	2020	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000		\$ -
03	Conservation Trust Fund	Parks and Recreation	PC UV Replace	2020	\$ -	\$ -	\$ -	\$ -	\$ 55,000	\$ 55,000		\$ -
03 Total					\$ 556,500	\$ 560,500	\$ 366,000	\$ 393,000	\$ 450,000	\$ 2,296,000		\$ 556,500

City of Englewood, Colorado
FUTURE YEAR CAPITAL IMPROVEMENTS and ONE-TIME INITIATIVES

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
10	Open Space Fund	Parks and Recreation	Belleview Rail Road Bridge Repair	2016	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000		\$ 50,000
10	Open Space Fund	Parks and Recreation	Box Trailer	2016	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000		\$ 20,000
10	Open Space Fund	Parks and Recreation	Chip Box and Dump Bed	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Concrete Trail Replacement	2016	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000		\$ 40,000
10	Open Space Fund	Parks and Recreation	Duncan Park Construction-Match Monies	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Duncan Park Development	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Fiber Dam Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Grant Matching Funds	2016	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,250,000	ask Eric-phase II park signage and riverrun project (if successful we will apply for playground	\$ 250,000
10	Open Space Fund	Parks and Recreation	Hosanna Turf (Englewood Schools)	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Irrigation System Replacement	2016	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000		\$ 75,000
10	Open Space Fund	Parks and Recreation	Little Dry Creek Trash Can Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Miller Building Demolition	2016	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000		\$ 80,000
10	Open Space Fund	Parks and Recreation	Northwest Greenbelt Playground - Match	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Open Space Land Bank	2016	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	potential land purchase	\$ -
10	Open Space Fund	Parks and Recreation	OSF Contingency	2016	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000		\$ 25,000
10	Open Space Fund	Parks and Recreation	Parks Equipment	2016	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000		\$ 20,000
10	Open Space Fund	Parks and Recreation	Parks Flower Bed Program	2016	\$ 25,000	\$ 27,000	\$ 29,000	\$ 31,000	\$ 33,000	\$ 145,000		\$ 25,000
10	Open Space Fund	Parks and Recreation	Parks GPS/GIS	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Parks Irrigation Well Assessments	2016	\$ 75,000	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ 150,000		\$ 75,000
10	Open Space Fund	Parks and Recreation	Parks Landscape Improvements	2016	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000		\$ 50,000
10	Open Space Fund	Parks and Recreation	Parks Maintenance Employee Compensation	2016	\$ 72,000	\$ 74,160	\$ 76,385	\$ 78,676	\$ 81,037	\$ 382,258		\$ 72,000
10	Open Space Fund	Parks and Recreation	Parks Rules Signage	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	River Run Project	2016	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	ongoing maintenance-mowing, restroom and shelter cleaning, irrigation repairs, etc. costs	\$ 100,000
10	Open Space Fund	Parks and Recreation	Riverside Development (formerly MiniGolf	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Riverside Park Planning - Match Monies	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Spence & Belleview Press Box Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
10	Open Space Fund	Parks and Recreation	Tennis/Basketball Court Renovation	2016	\$ 25,000	\$ 65,000	\$ -	\$ 70,000	\$ -	\$ 160,000		\$ 25,000
10	Open Space Fund	Parks and Recreation	Tree Replacement	2016	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000		\$ 30,000
10 Total					\$ 987,000	\$ 756,160	\$ 670,385	\$ 719,676	\$ 654,037	\$ 3,787,258		\$ 937,000

City of Englewood, Colorado
FUTURE YEAR CAPITAL IMPROVEMENTS and ONE-TIME INITIATIVES

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
30	Public Improvement Fund	Community Development	Broadway Mid-Block Crossing at Paseo	2016	\$ 30,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 280,000	Will impact operation and maintenance budget; no amount identified.	\$ -
30	Public Improvement Fund	Community Development	Economic Incentive-Flood	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Community Development	Economic Incentive-Martin	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Public Improvement Fund	Community Development	Economic Incentive-Sprouts	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Public Improvement Fund	Community Development	Walk & Wheel Master Plan	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30	Public Improvement Fund	Parks and Recreation	Broadway Flower Pots and Holiday Lightin	2016	\$ 25,000	\$ 25,750	\$ 26,552	\$ 27,318	\$ 28,137	\$ 132,757		\$ 25,000
30	Public Improvement Fund	Parks and Recreation	Centennial Shelter/Restroom Replacemer	2016	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000		\$ 400,000
30	Public Improvement Fund	Parks and Recreation	Cushing Shelter #1 Replacement	2016	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000		\$ 180,000
30	Public Improvement Fund	Parks and Recreation	Cushing Skate Park Replacement	2016	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000		\$ 100,000
30	Public Improvement Fund	Parks and Recreation	ERC Boiler Repairs	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Parks and Recreation	ERC Lift Repairs	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Parks and Recreation	Relandscape Broadway Medians	2016	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	Broadway between Bates and Tufts	\$ 80,000
30	Public Improvement Fund	Parks and Recreation	Rotolo Playground Replacement	2016	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000		\$ 200,000
30	Public Improvement Fund	Public Works	Acoma Fire Facility Rehabilitation Repairs	2016	\$ 207,500	\$ -	\$ -	\$ -	\$ -	\$ 207,500		\$ 207,500
30	Public Improvement Fund	Public Works	Alley Construction	2016	\$ 150,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 2,950,000		\$ 150,000
30	Public Improvement Fund	Public Works	Bridge Repairs	2016	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000		\$ 50,000
30	Public Improvement Fund	Public Works	Bridge Replacement Fund	2016	\$ -	\$ 1,520,000	\$ 1,520,000	\$ 1,520,000	\$ 1,520,000	\$ 6,080,000		\$ -
30	Public Improvement Fund	Public Works	Building Systems Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Civic Center Facility Rehabilitation Repairs	2016	\$ 303,000	\$ -	\$ -	\$ -	\$ -	\$ 303,000		\$ 303,000
30	Public Improvement Fund	Public Works	Concrete Program Ramps	2016	\$ 20,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 420,000		\$ 20,000
30	Public Improvement Fund	Public Works	Concrete Utility Program	2016	\$ 280,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,280,000		\$ 280,000
30	Public Improvement Fund	Public Works	Englewood Recreation Center Rehabilitati	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Fox Annex Facility Rehabilitation Repairs	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Golf Course Club House Facility Rehabilit	2016	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 15,000		\$ 15,000
30	Public Improvement Fund	Public Works	Jefferson Fire Facility Rehabilitation Repa	2016	\$ 317,500	\$ -	\$ -	\$ -	\$ -	\$ 317,500		\$ 317,500
30	Public Improvement Fund	Public Works	Little Dry Creek Fountain Repairs	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Malley Recreation Center Rehabilitation R	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Misc Infrastructure Repairs	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Rec Center Cooling Tower Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Rec Center Roof Replacement	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
30	Public Improvement Fund	Public Works	Road and Bridge	2016	\$ 738,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 5,538,000		\$ 738,000
30	Public Improvement Fund	Public Works	Safety Services Facility Rehabilitation Rep	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Santa Fe Light Poles	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Servicenter Facility Rehabilitation Repairs	2016	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ 37,500		\$ 37,500
30	Public Improvement Fund	Public Works	Servicenter Sub Facilities Rehabilitation R	2016	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ 37,500		\$ 37,500
30	Public Improvement Fund	Public Works	Sidewalks-Missing Links	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
30	Public Improvement Fund	Public Works	Street Lights and Furniture repair or replac	2016	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 200,000		\$ 40,000
30	Public Improvement Fund	Public Works	Transportation System Upgrade	2016	\$ 90,000	\$ 195,000	\$ 195,000	\$ 125,000	\$ 125,000	\$ 730,000	Ongoing Transportation System Upgrade program that funds upgrades, replacements, and	\$ 90,000
30	Public Improvement Fund	Community Development	Next Steps Study II	2017	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$200,000 Grant with \$50,000 Local Match; Will impact operation and maintenance budget; no	\$ -
30	Public Improvement Fund	Community Development	Next Steps Study III	2017	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$100,000 Grant with \$25,000 Local Match; Will impact operation and maintenance budget; no	\$ -
30	Public Improvement Fund	Parks and Recreation	4 Passenger Gator	2017	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Aerator	2017	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ 8,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Baker Park Expansion	2017	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000	Request move from 2016 tied to master plan update the school district is not willing to sell	\$ -
30	Public Improvement Fund	Parks and Recreation	Baker Park Playground Replacement	2017	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Baker Park Shelter/Restroom Replaceme	2017	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Bellevue Ballfield Renovation	2017	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Centennial Playground Replacement	2017	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Cushing Restroom Replacement	2017	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Cushing Well/Irrigation Replacement	2017	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Emerald Ash Borer Mitigation	2017	\$ -	\$ 12,000	\$ 24,000	\$ 48,000	\$ 60,000	\$ 144,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Jason Playground Replacement	2017	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Malley Art Room Update	2017	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	Tables, storage, kiln	\$ -
30	Public Improvement Fund	Parks and Recreation	Malley Fitness Ceiling Fans and sklights	2017	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Malley Window Replacement	2017	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Miller Shelter/Restroom	2017	\$ -	\$ 175,000	\$ -	\$ -	\$ -	\$ 175,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Parks Trailer Replacement	2017	\$ -	\$ 6,000	\$ 6,000	\$ 7,000	\$ 7,000	\$ 26,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Stumpgringer	2017	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000		\$ -
30	Public Improvement Fund	Community Development	Broadway Mid-Block Crossing at Gothic	2018	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ 250,000	Will impact operation and maintenance budget; no amount identified.	\$ -
30	Public Improvement Fund	Parks and Recreation	Ballfield Improvements	2018	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	Address a number of maintenance issues	\$ -
30	Public Improvement Fund	Parks and Recreation	Bates Logan Shelter/Restroom Replacem	2018	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Bellevue Shop	2018	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Bellevue Wetwell/Irrigation Replacement	2018	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000		\$ -

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
30	Public Improvement Fund	Parks and Recreation	Centennial Ballfield Renovation	2018	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ 10,000		\$ -
30	Public Improvement Fund	Parks and Recreation	High Ranger Bucket Truck	2018	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Jason Well/Irrigation Replacement	2018	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Malley By-Fold Door Replacement	2018	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Miller Well/Irrigation Replacement	2018	\$ -	\$ -	\$ 275,000	\$ -	\$ -	\$ 275,000		\$ -
30	Public Improvement Fund	Parks and Recreation	PC Pool Boilers	2018	\$ -	\$ -	\$ 94,500	\$ -	\$ -	\$ 94,500		\$ -
30	Public Improvement Fund	Parks and Recreation	Recreation Facility Security System Upgrade	2018	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Romans Post-tension Tennis Court	2018	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Skidloader	2018	\$ -	\$ -	\$ 90,000	\$ -	\$ -	\$ 90,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Baker Irrigation Replacement	2019	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ 500,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Bellevue Post-tension Tennis Court	2019	\$ -	\$ -	\$ -	\$ 90,000	\$ -	\$ 90,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Bellevue Shelter 3&4 Replacement	2019	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Centennial Well Replacement	2019	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000		\$ -
30	Public Improvement Fund	Parks and Recreation	ERC Renovation	2019	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000		\$ -
30	Public Improvement Fund	Parks and Recreation	ERC Wave Rider	2019	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Jason Shelter Restroom Replacement	2019	\$ -	\$ -	\$ -	\$ 225,000	\$ -	\$ 225,000		\$ -
30	Public Improvement Fund	Parks and Recreation	John Deere 4540 Tractor/Attachments	2019	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ 80,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Pirates Cove Expansion	2019	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ 5,000,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Romans Playground Replacement	2019	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ 200,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Tubgrinder	2019	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000		\$ -
30	Public Improvement Fund	Parks and Recreation	ERC Rebuilt Chemical Room	2020	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ 35,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Hotsy Pressure Washer	2020	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Romans Restroom Replacement	2020	\$ -	\$ -	\$ -	\$ -	\$ 180,000	\$ 180,000		\$ -
30	Public Improvement Fund	Parks and Recreation	Malley Window Coverings	2017	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000		\$ -
30 Total					\$ 3,301,000	\$ 7,051,750	\$ 6,791,052	\$ 13,912,318	\$ 4,555,137	\$ 35,611,257		\$ 3,271,000

City of Englewood, Colorado
FUTURE YEAR CAPITAL IMPROVEMENTS and ONE-TIME INITIATIVES

Fund Number	ACCOUNT FUND NAME	DEPARTMENT NAME	PROJECT or INITIATIVE NAME/DESCRIPTION	Anticipated Start Year	MULTI-YEAR PLAN					TOTAL PROJECT COST	Notes	2016 Recommended Amount
					First Year	Second Year	Third Year	Fourth Year	Fifth Year			
31	Capital Projects Fund	City Manager's Office	Webstreaming Equipment - City Council N	2016	\$ 53,500	\$ -	\$ -	\$ -	\$ -	\$ 53,500	System Support and Maintenance Agreement	\$ 53,500
31	Capital Projects Fund	Community Development	Permit Tracking System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Finance and Administrative	Disaster Recovery System	2016	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Maintenance and Support	\$ 150,000
31	Capital Projects Fund	Finance and Administrative	Document Management System	2016	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000	Maintenance and Support Agreement	\$ 55,000
31	Capital Projects Fund	Finance and Administrative	Enterprise Resource Planning (ERP) Rep	2016	\$ 1,205,000	\$ -	\$ -	\$ -	\$ -	\$ 1,205,000	Support and Maintenance Agreement - Third year ongoing cost drops to \$40,000	\$ -
31	Capital Projects Fund	Finance and Administrative	Fin & HR System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Finance and Administrative	IT Citrix Security and Mobile Device Mana	2016	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ 45,000	Maintenance Agreement increments by 5% for each consecutive year	\$ 45,000
31	Capital Projects Fund	Finance and Administrative	IT-based GIS Department Request	2016	\$ 337,000	\$ -	\$ -	\$ -	\$ -	\$ 337,000	2 FTE and Software Maintenance and Support increments by 4% for each consecutive year	\$ -
31	Capital Projects Fund	Finance and Administrative	MUNIREvs Business Licensing and Tax C	2016	\$ 100,000	\$ 41,667	\$ -	\$ -	\$ -	\$ 141,667	Five Year Fixed Contract expires or is renewed by end of May 2017; if not renewed we need to	\$ 100,000
31	Capital Projects Fund	Finance and Administrative	Network Development	2016	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000	Ongoing upgrades to network related hardware and software	\$ 350,000
31	Capital Projects Fund	Finance and Administrative	PC Replacement and City Council Support	2016	\$ 97,000	\$ -	\$ -	\$ -	\$ -	\$ 97,000	Ongoing replacement of computer hardware rolling stock	\$ 97,000
31	Capital Projects Fund	Finance and Administrative	Phone Systems and Telecommunications	2016	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 90,000	Set aside funds to replace the phone system in 2020	\$ 90,000
31	Capital Projects Fund	Finance and Administrative	Security Camera Request	2016	\$ 90,286	\$ -	\$ -	\$ -	\$ -	\$ 90,286	Maintenance Agreement and Future Replacement Cost Installment increments by 2%	\$ 90,286
31	Capital Projects Fund	Library Services	Circulation Desk Access Imp & Self Check	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Library Services	Library System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Municipal Court	Audio/Video System Upgrade	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Municipal Court	Court System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Municipal Court	Metal Detector Replacement	2016	\$ 5,500	\$ -	\$ -	\$ -	\$ -	\$ 5,500		\$ 5,500
31	Capital Projects Fund	Parks and Recreation	1% of CPF Amounts Dedicated to Art in P	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1% of recommended projects amount	\$ 12,103
31	Capital Projects Fund	Police Services	Computer Assist Dispatch/MIS System	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Police Services	Netmotion Antennas	2016	\$ 18,969	\$ -	\$ -	\$ -	\$ -	\$ 18,969	Maintenance and Support could be incorporated into General Fund Police Services operations	\$ 18,969
31	Capital Projects Fund	Police Services	Radio CERF	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Police Services	SWAT Team Safety Equipment	2016	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
31	Capital Projects Fund	Public Works	Compact Crawler Boom Lift	2016	\$ 155,000	\$ -	\$ -	\$ -	\$ -	\$ 155,000		\$ 155,000
31	Capital Projects Fund	Municipal Court	Additional On-line Services and Enhancer	2017	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000	Will impact operation and maintenance budget; no amount identified.	\$ -
31 Total					\$ 2,752,255	\$ 341,667	\$ -	\$ -	\$ -	\$ 3,093,922		\$ 1,222,358