



- I. Golf Course Alternative Uses 6:00 p.m. – 6:30 p.m.**
Parks and Recreation Director Jerrell Black and Broken Tee Englewood Golf Course Manager Bob Spada will be present to discuss alternate uses for the golf course.

- II. Public Smoking Ban 6:30 p.m. – 6:50 p.m.**
Council will discuss a public smoking ban in Englewood.

- III. Replacing roofing materials at Jefferson Fire Station. 6:50 p.m. – 7:00 p.m.**
Facilities & Operations Manager Michael Hogan will be present to discuss materials and processes to replace the sloped and flat roofing materials at Jefferson Fire Station and funding available.

- IV. Police Hiring Model 7:00 p.m.**
Police Chief John Collins will be present to discuss Englewood Police Department's approach to hiring.



MEMORANDUM

TO: Eric Keck, City Manager

THROUGH: Jerrell Black, Parks & Recreation Director

FROM: Bob Spada, Manager of Golf Operations

DATE: August 31, 2015

SUBJECT: Golf Course Alternate Uses

Staff has been asked to consider other options and alternative uses for the current golf course including the Par 3 course, driving range and practice area. The following information are items that will need to be addressed and considered if changing the use of this facility.

Financial Issues

1. In 2013 the Golf Course refunded the enterprise's revenue bonds to take advantage of lower interest rates. The bonds place a number of restrictions on the Golf Course property and the revenues that are dedicated to paying the bond payments. A summary of restrictions most relevant to this issue are listed below:
 - a. The bonds cannot be paid off prior to December 1, 2023 and the Golf Course is subject to all of the bond restrictions until that date.
 - b. The City cannot sell or repurpose the golf course property that is dedicated to generating revenue used to make the bond payments unless the property being sold or repurposed is replaced with similar property of equal or greater value or the property has been deemed unnecessary for the operation of the golf course.
 - c. Any revenues that are lost due to the sale or repurposing of property would need to be replaced by another source of revenue in the amount sufficient to maintain the net revenue coverage of at least 135% of the yearly debt. The yearly debt is over \$200,000 per year.
2. The Land and Water Conservation Fund provided funds in the approximate amount of \$1.1 million to build part of the golf course. This would need to be paid back if the golf course was changed to a different use.
3. All sales tax and property tax generated from any development would be paid to the City of Sheridan and not the City of Englewood since this property is located in the City of Sheridan.

4. When comparing revenue and expenses to the 2014 year; the golf course revenues are up \$70,000 and expenses are down \$290,000 through the month of July. Much of this is due to the wet well construction project that was completed in 2014.

Development Issues

1. The entire Front 9, Par 3 course, Driving Range and practice area are currently sitting on a landfill. Depths to the landfill vary from 2 feet to 16 feet starting as far west of hole number 6 to the far east of the property to the fence line along the Par 3 course. See attached map.
2. To build on this ground would be extremely costly. For example, in 2006, the Riverpoint shopping area landfill excavation expense was over \$50 million. The landfill area coverage on the golf course is much greater than the landfill area coverage of Riverpoint. Staff believes this cost would be very prohibitive to any developer.
3. There are areas on the back 9 that has Alum Sludge mounding. The sludge was put on site by the Englewood Water Department in the mid-nineties. The material is considered to be contaminated with heavy metals, however it was properly capped and would possibly need to be removed if disrupted. Staff is unsure of the approximate costs to remove these piles of sludge. See attached map.
4. There are numerous Xcel power lines and towers (along with easements) that run through the Back 9 (west of the river) of the golf course. Staff believes this could hinder construction from a functionality and aesthetic point of view. See attached map.
5. The golf course owns the Olson Bell water rights located on the back 9. The loss of water rights would need to be considered with any change of use of the golf course. See attached map.
6. The Valley Sanitation District Sewer line (along with easements) runs north and south along many parts of the Back 9. See attached map.
7. The Littleton Sanitation Line (along with easements) runs north/south along the Par 3 course. See attached map.
8. Golf Courses, parks and open space are considered to be one of the 'highest and best use' of landfill developments.

Community and Other Considerations

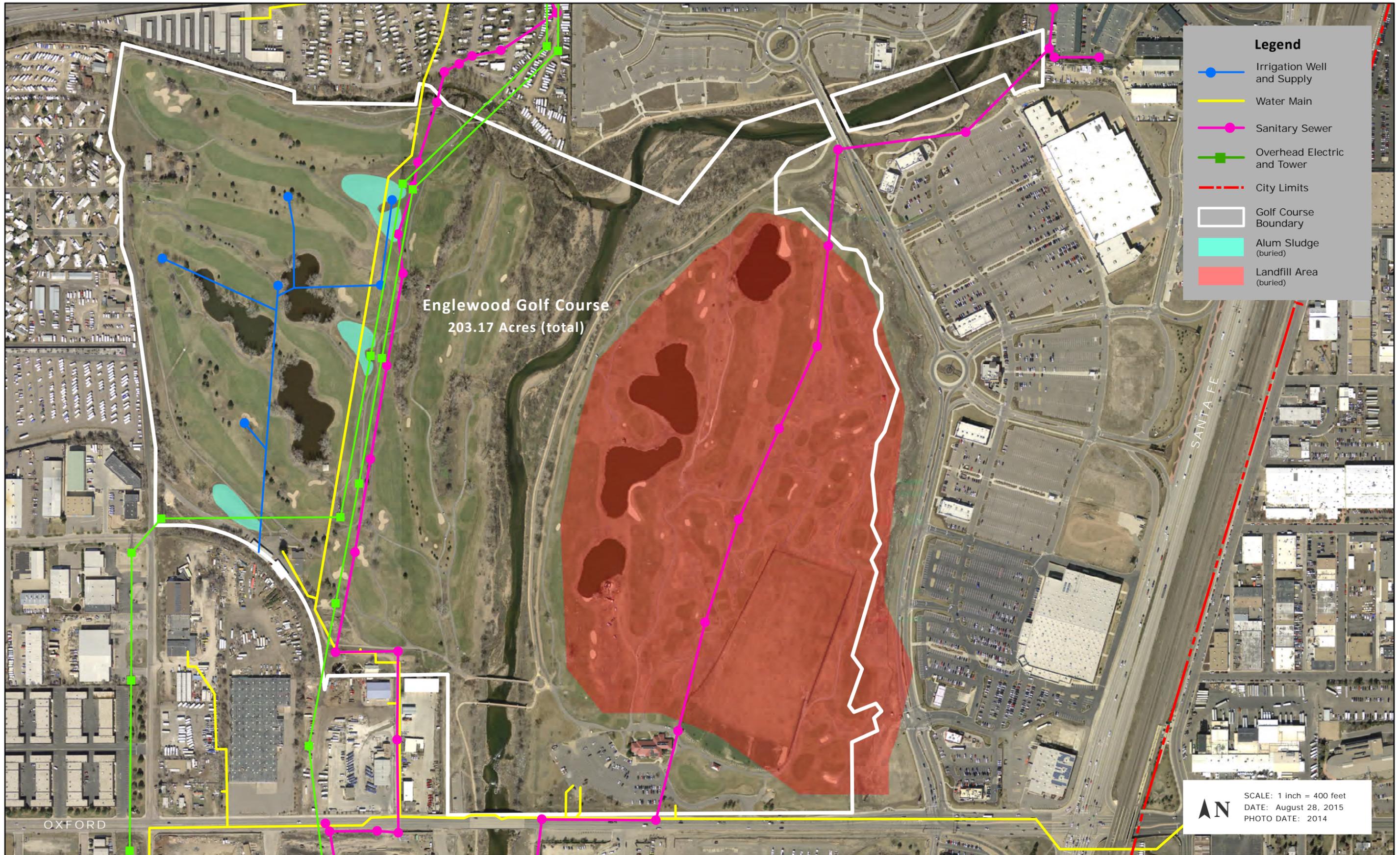
1. The golf course provides approximately \$150,000 annually in services to the City and the community. These services range from reduced fees to Englewood residents, business owners, City employees and their families, Englewood service groups and organizations, community donations, snow removal, free lessons to Englewood schools, tree nursery, etc.
2. Approximately 100,000 people come through the door each year to use the golf courses and driving range. This does not include restaurant patrons.
3. Broken Tee is host to seven golf clubs and numerous golf leagues with memberships exceeding 1,000 in total.

4. This City is home to numerous high school golf teams including Englewood, Littleton, Mullen, Heritage, Columbine, Valor, Thunder Ridge, Mountain Vista, Denver Academy, Denver Christian and St Mary's.
5. The golf course has one of the largest junior golf programs in the country instructing 1,000's of youth since the early 2000's. The junior golf program has been the glue to bring many facets of the community together. Such groups as the Denver Broncos, Denver Nuggets, area businesses and citizens participate in the Hole-N-One BBQ every year in which approximately 1,000 people attend annually.
6. The golf course has won the National Golf Course Owners Association Player Development Award. The National Golf Course Owner's Association spans the globe and it not strictly a US organization. Broken Tee is the only golf course in the world to win this award twice.
7. Staff is always considering new programs and ideas to grow the game or increase usage of the existing facilities. Footgolf will be a new program starting this Fall on the Par 3 course. Staff anticipates an increase in revenue and a broader awareness of Broken Tee Golf Course.
8. Broken Tee creates job opportunities for area youth every summer.
9. Broken Tee provides golf lessons to the local elementary schools. Golf lessons are provided at the elementary school PE class at no charge to the school.
10. Golf 4 The Disabled Program- Broken Tee is host to golf lessons provided to those that are disabled. Free use of the driving range and Par 3 are provided throughout the summer months for approximately 50 participants.
11. Broken Tee has given away thousands of golf clubs to area youth and adults.

In conclusion, the golf industry is stabilizing and continues to show positive signs. Weather is a huge factor in the success of the golf course. Broken Tee is heavily involved with the community businesses and have created strong relationships with Sports Authority, Meadow Gold, Citywide Bank, Anthony's Pizza, Denver Bronco Alumni Association and the Denver Nuggets to name a few. Broken Tee is proud to be part of the Parks & Recreation Department and in providing a variety of affordable golf and recreation programs to the surrounding community to improve the quality of life in Englewood.

RS
Golf Course Alternate Uses
Attachment (1)

Cc Mike Flaherty
Cc Rick Kahm
Cc Dave Henderson
Cc Kevin Engels
Cc Dave Lee



Littleton moves closer to snuffing out smoking downtown

Littleton would become third city in the Denver metro area — after Boulder and Golden — to say no to cigarettes and e-cigs downtown.

By John Aguilar

The Denver Post

POSTED: 08/19/2015 12:01:00 AM MDT **134 COMMENTS** | UPDATED: 13 DAYS AGO

LITTLETON — The concept of smoke-free downtowns in Colorado picked up heat Tuesday evening when the Littleton City Council gave preliminary approval to a ban on smoking in a five-block-by-two-block section of the city's center.

The suburb of 45,000 is on track to becoming the third city in the metro area to prohibit tobacco smokers and users of electronic cigarettes in its downtown district.

Boulder banned smoking on the Pearl Street Mall in 2012 — it expanded its ban to a much larger swath of downtown this year — while Golden's downtown smoking ban went into effect in January.

Littleton's council will take a final vote Sept. 1.

"More communities seem to be doing this to both address the health and annoyance factors of smoking," said Bob Doyle, executive director of the Colorado Tobacco Education and Prevention Alliance. "More and more people are expecting to be able to go to public spaces and not be exposed to smoke."

The smoking ban push has made it to the 16th Street Mall in Denver, but no measure has yet come before the City Council. Brittany Morris Saunders, of the Downtown Denver Partnership, said discussions on the issue should pick up over the next few months with a new council in place.

Councilwoman Debbie Brinkman, who has pushed for the downtown ban in Littleton, conceded the measure won't be without its detractors. But all in all, she said, keeping the city's outdoor eating and strolling areas smoke-free will make Littleton's commercial core a healthier and more alluring place.

"I suspect people who enjoy their cigarettes out on the street won't appreciate it when they are told they can't do it," she said. "On the other hand, folks who don't like getting a lungful of smoke while walking down the street will appreciate getting a breath of clean air."

Brinkman said the ordinance before the city, which would ban smoking between West Alamo and West Powers avenues on the south and north and between Santa Fe Drive and South Rio Grande Street on the west and east, needs some work before the council meets next.

She doesn't like the fact that the measure would ban smoking on rooftop patios downtown yet allow smokers to continue puffing away in Littleton's parks and open spaces. She plans to bring up her objections at second reading.

Brinkman also doesn't want to create hardships for businesses who have smoking customers or employees. Littleton's measure exempts from the downtown ban alleys and private parking lots.

Lisa Martin, urban parks operations manager for Boulder's parks and recreation department, said acceptance of Boulder's downtown smoking ban was helped along by a "rigorous public outreach campaign."

A social media surge, the posting of signs demarcating the no-smoking boundaries and the distribution of 2,500 pocket cards serve as constant reminders of smoking restrictions in the heart of the city.

"That has been the greatest hurdle — people just understanding where the boundaries are," Martin said.

Boulder police, she said, generally give warnings first, but fines have been issued. In 2013, 90 tickets were issued for illegal smoking while 92 tickets were given the following year. Tickets have spiked this year, with more than 200 issued as of late July, according to city data.

Golden spokeswoman Karlyn Tilley said the first seven and a half months of the downtown ban has gone well.

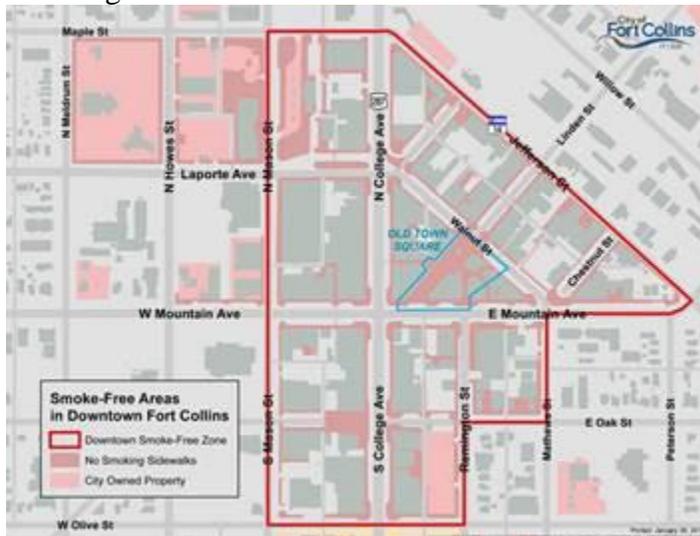
The city, she said, put much effort into warning business owners and informing visitors and residents before it took effect.

"The majority of people are very happy," she said.

When Tilley recently announced at a movies-in-the-park event that smoking was prohibited there as well, she said the reaction was unanimous.

"I got a huge round of applause," she said.

Smoking in Fort Collins



Expansion to Smoking Restrictions

City Council formally approved additional smoking restrictions at their February 17, 2015 meeting. The new restrictions ban smoking for the following areas:

- Expanded downtown area, including Old Town Square (goes into effect January 1, 2016)
- All City owned or operated facilities and their grounds (goes into effect September 1, 2015)
- All City parks, trails, and natural areas (goes into effect September 1, 2015)
- Most City-approved events and festivals (goes into effect for 2016 event season)



Smoking is prohibited in the following areas and types of businesses.

- No smoking in any Fort Collins restaurants and bars.

- No smoking on or within 20 feet of outdoor dining areas or patios abutting a public right-of-way or sidewalk.
- No smoking in any places of employment, except in locations in which the City Code expressly permits smoking.
- No smoking within a 20-foot perimeter outside of the entrances, operable windows, passageways and ventilation systems of smoke-free areas, except for passersby who do not stop.
- No smoking in bowling alleys and bingo parlors.
- No smoking at any of Transfort's public transit facilities, benches, and platforms.
- 100% of hotel/motel rooms must be smoke-free.
- The use of electronic smoking devices will be prohibited in all places where conventional smoking is not allowed.

Smoking is permitted in the following areas:

- You may smoke in private residences (except those in use for public services).
- You may smoke in retail tobacco stores.
- You may smoke in private functions not open to the public.

The local ordinance prohibits retaliation against any employee, applicant for employment or customer due to the exercise of rights under the ordinance. Read the entire ["Smoking in Public Areas" municipal code](#).

If you see smoking where it is not permitted, please report violations by calling 970-416-2200 or online using [Access Fort Collins, under Nuisance Reporting](#).

EXPANSION OF BOULDER'S SMOKE-FREE AREA

Expanding smoke-free public places emerged as a priority on the Boulder City Council's work plan at their January 2014 retreat. The smoking ban expansion supports the goal of creating a more livable and healthy community.

Expansion of the Smoke-free Area

Boulder's smoke-free area now extends to:

- All Parks & Recreation and Open Space & Mountain Parks lands;
- 25 feet on each side of all multi-use paths;
- All outdoor seating areas where food and/or beverages are served and consumed;
- 25 feet from all transit stops and building doorways; and
- Within the Business Improvement District  in downtown Boulder.

These smoke-free areas are in addition to the locations already covered by the previous non-smoking ordinance and subsequent city manager rules, which include the Pearl Street Mall, Boulder Civic Area, and areas surrounding Boulder High School. View a map of the entire downtown Boulder smoke-free area .

The smoking ban includes the use of electronic smoking devices (e-cigarettes, vaporizers, etc.).

The expansion of Boulder's smoke-free area went into effect on March 19, 2015 - 30 days after the third reading.

Boulder County Public Health Tobacco Education and Prevention Program (BCPH TEPP) and city staff worked together to initiate a focused public education and outreach campaign that lasted from March, 2015 until June, 2015, with continued educational efforts as needed. The Boulder Police Department has also engaged in education and outreach efforts until the beginning of May 2015, when regular enforcement of the ordinance began.

Ordinance No. 8015

City Council Meetings

- City Council approved Ordinance No. 8015 during third reading on Feb. 17, 2015.
- Second reading occurred on Feb. 3, 2015  (council presentation at the Feb. 3 meeting), when council voted unanimously to approve the draft ordinance that includes banning electronic smoking devices.
- Two ordinances were drafted for council consideration at the first reading on Nov. 18, 2014. One of the draft ordinances included banning the use of electronic smoking devices.

- City Council held a Study Session on Sept. 23, 2014  to discuss options for expanding smoke-free public places.

Ordinance Development and Community Feedback

A multi-departmental staff team worked to evaluate options for an ordinance and worked with the BCPH TEPP staff for research and health information,

Downtown Boulder, Inc. (DBI) conducted two surveys of downtown Boulder businesses in June and October 2014. [View the survey results](#) .

The Flatirons Golf Course also conducted a survey of its users in August 2014.

Staff also gathered feedback from several affected advisory boards and commissions.

- Downtown Management Commission - *June 2, 2014*
- Colorado Chautauqua Association Board - *June 2, 2014*
- Boulder Junction Access District Joint Commission - *June 4, 2014*
- Transportation Advisory Board - *June 9, 2014*
- Open Space Board of Trustees - *June 11, 2014*
- Downtown Boulder Inc Board of Directors Meeting - *June 11, 2014*
- Downtown Boulder Business Improvement District - *June 12, 2014*
- University Hill Commercial Area Management Commission - *June 12, 2014*
- Human Relations Committee - *June 16, 2014*
- Parks and Recreation Advisory Board - *June 23, 2014*
- Addressing Alcohol Concerns Together Board - *June, 2014*
- Environmental Advisory Board - *Nov. 5, 2014*

Staff, including Police, Parks and Recreation, Open Space and Mountain Parks, Downtown and University Hill Management Division and Parking Services, and others continue to educate the public concerning the smoking ban as needed. Staff will also monitor the impacts of the ban.

Council Action

- No further action by council concerning this project is required. Council will be updated about the findings and outcomes of this project.

Contact

Contact Lisa Martin, Urban Parks Manager, Parks and Recreation Department, at MartinL2@bouldercolorado.gov or at 303-441-3407.

City of Englewood

Facilities and Operations
2800 S. Platte River Drive
Englewood, CO 80110
303-762-2540



City of Englewood

MEMORANDUM

TO: City Council

THROUGH: Eric Keck, City Manager

THROUGH: Rick Kahm, Director of Public Works

FROM: Michael Hogan, Facilities and Operations Manager

DATE: August 27, 2015

SUBJECT: Jefferson Fire Roofing Replacement

Jefferson Fire Roofing Replacement

The Jefferson Fire station roofing plan is composed of two separate roofing structures - the sloped areas visible as gray in the image below, and the two flat sections visible as brown. Existing documentation indicates that the roofing materials are original to the building, which was finished in 1972. The roofing has been repaired through the years; however, those repairs are no longer enough to keep the systems from leaking into the building, and the materials have reached the end of their useful life. The roof section under the solar array visible in the image was replaced in 2012 and is not part of the proposed project. Facilities has completed the engineering, bid process, and proposals, and the project is ready for implementation. Funding for the project is already available in Public Works CPF funds.





Garland/DBS, Inc.
3800 East 91st Street
Cleveland, OH 44105
Phone: (800) 762-8225
Fax: (216) 883-2055



ROOFING MATERIAL AND SERVICES PROPOSAL

City of Englewood
Jefferson Fire Station
Date Submitted: 05/21/2015
Proposal #: 25-CO-150250
MICPA # 14-5903

Please Note: The following estimate is being provided according to the pricing established under the Master Intergovernmental Cooperative Purchasing Agreement (MICPA) with Cobb County, GA and U.S. Communities. This estimate should be viewed as the maximum price an agency will be charged under the agreement. Garland/DBS, Inc. administered a competitive bid process for the project with the hopes of providing a lower market adjusted price whenever possible.

Scope of Work: Modified Bitumen Roof

- 1 Tear of existing roofing systems to the deck.
- 2 Tear off flashings, coping cap and misc metal.
- 3 Repair any deficiencies of the metal or wood decks.
- 4 Mechanically attach ISO (Stagger) and attach cover board.
- 5 Crickets to be installed around units.
- 6 Raise units when needed to allow 8' clearance from final surface of roof.
- 7 Raise parapet to allow 8" clearance.
- 8 Install overflow scupper 2" off field of roof.
- 9 At all roof areas, install one layer of an SBS modified torch base sheet.
- 10 Install HPR Modified Bituminous Roofing cap sheet.
- 11 Install bonnets and hoods over all pitch pans and pipe boxes.
- 12 Install new ANSI/SPRI ES1 compliant perimeter coping and. Color to be confirmed by owner.
- 13 Install new slip flashings and surface mounted flashings.
- 14 Install two ply High Performance mineral surfaced flashing assembly at all curb type penetration. Press all voids. Nail off.
- 15 Flood roof with Cold process HPR flood coating and adhere aggregate.
- 16 Coat all side mounted units with White Knight Plus base coat and White Knight Plus.

Line Item Pricing

Item #	Item Description	Unit Price	Quantity	Unit	Extended Price
2.01	Tear-off & Dispose of Debris: SYSTEM TYPE BUR W/ Insulation and Gravel Surfacing - Metal Deck	\$ 1.91	1800	SF	\$ 3,438

6.21.01	Roof Deck and Insulation Option: METAL ROOF DECK - TORCH APPLIED / SELF-ADHERING APPLICATION - INSULATION OPTION: - Mechanically Fasten Polyisocyanurate / Adhere Treated Gypsum Insulation Board with Glass-Mat (e.g. DensDeck / Securock / Equal) with Insulation Adhesive to Provide an Average R-Value of 20 In Compliance FM 1-90 Requirements	\$ 3.88	1800 SF	\$ 6,984
12.13.02	2-PLY ROOF SYSTEMS - COMBINATIONS OF A BASE PLY & A CAP SHEET (TOP PLY) PLEASE NOTE: BASE PLY & CAP SHEET COMBINATIONS MUST BE APPROVED BY THE MANUFACTURER: ROOF CONFIGURATION 1 Ply of Torch Base Sheet Installed with Torch Application: BASE PLY OPTION: - ASTM D 6163 SBS Fiberglass Reinforced Modified Bituminous Sheet Material Type III - 210 lbf/in tensile	\$ 3.37	1800 SF	\$ 6,066
12.42.01	2-PLY ROOF SYSTEMS - COMBINATIONS OF A BASE PLY & A CAP SHEET (TOP PLY) PLEASE NOTE: BASE PLY & CAP SHEET COMBINATIONS MUST BE APPROVED BY THE MANUFACTURER: ROOF CONFIGURATION 1 Ply of Torch-Applied Cap Sheet Installed with Torch Application and Finished with a Flood Coat & Aggregate in Cold Process Modified Asphalt: ROOFING MEMBRANE OPTION: - ASTM D 6162 SBS Fiberglass/Polyester Reinforced Modified Bituminous Sheet Material Type III - Minimum of 300 lbf/in tensile Torch-Applied Membrane	\$ 7.64	1800 SF	\$ 13,752
Sub Total Prior to Multipliers				\$ 30,240
22.42	JOB SITE SPECIFIC MULTIPLIERS APPLIED TO EACH LINE ITEM ON ASSOCIATE JOB: MULTIPLIER - ROOF SIZE IS GREATER THAN 1,000 SF, BUT LESS THAN 2,000 SF Multiplier Applied when Roof Size is Less than 2,000 SF, but Greater than 1,000 SF Fixed Costs: Equipment, Mobilization, Demobilization, Disposal, & Set-Up Labor are Not Completely Absorbed Across Roof Area		85% %	\$ 25,704
22.11	JOB SITE SPECIFIC MULTIPLIERS APPLIED TO EACH LINE ITEM ON ASSOCIATE JOB: MULTIPLIER - LIMITED / OBSTRUCTED / DIFFICULT ROOF ACCESS Multiplier Applied when Access to the Roof is Limited to Specific Entry Points, Equipment & Materials Cannot be Lifted by Crane on the Roof, or Access is Dependent Upon Road Closure		30% %	\$ 9,072
Sub-Totals After Multipliers				\$ 65,016

Base Bid Total Maximum Price of Line Items under the MICPA: \$ 65,016
Proposal Price Based Upon Market Experience: \$ 64,701

Competitive Bid Results:

Roofmasters Roofing & Sheet Metal Co. Inc \$ 64,701
B&M Roofing of Colorado, Inc. \$ 106,190
Front Range Roofing Systems, Inc. \$ 142,981

Scope of Work: Shingle Section
1 Tear off existing shingles.

- 2 Place one ply of HPR Aqua Shield underlayment and have ends lapped a minimum of 4 inches over itself. Stagger end laps of each consecutive layer a minimum of 3 feet. In valleys, run HPR Aqua Shield minimum 6 inches over valley protection. Nail in place per manufacturer's requirements.
- 3 At all vent pipes, install a 2 square foot piece of HPR Aqua Shield underlayment.
- 4 At all vertical walls, install HPR Aqua Shield so that it extends at least 6 inches up the vertical wall and 12 inches onto the horizontal roof.
- 5 Install shingles in accordance with manufacturer's instructions.
- 6 Install 6 nails per shingle, as recommended by local building codes. Staples are not acceptable.
- 7 Coat all final penetrations in White Knight Plus.
- 8 Replace cap metal on Shingle assembly.
- 9 Replace gutter and downspouts.

Line Item Pricing

Item #	Item Description	Unit Price	Quantity	Unit	Extended Price
16.13	INSTALLATION OF SHAKE, TILE, OR SHINGLE ROOF SYSTEMS: INSTALL NEW DIMENSIONAL SHINGLE ROOF SYSTEM - New Dimensional Shingle Roof System with Base Sheet as an Underlayment; Install Self-Adhering Underlayment on All Eaves, Peaks & Valleys	\$ 5.27	2600	SF	\$ 13,702
Sub Total Prior to Multipliers					\$ 13,702
22.43	JOB SITE SPECIFIC MULTIPLIERS APPLIED TO EACH LINE ITEM ON ASSOCIATE JOB: MULTIPLIER - ROOF SIZE IS GREATER THAN 2,000 SF, BUT LESS THAN 3,000 SF Multiplier Applied when Roof Size is Less than 3,000 SF, but Greater than 2,000 SF Fixed Costs: Equipment, Mobilization, Demobilization, Disposal, & Set-Up Labor are Not Completely Absorbed Across Roof Area		60%	%	\$ 8,221
Sub-Totals After Multipliers					\$ 21,923

Base Bid Total Maximum Price of Line Items under the MICPA: \$ 21,923

Proposal Price Based Upon Market Experience: \$ 15,728

Competitive Bid Results:

Roofmasters Roofing & Sheet Metal Co. Inc	\$ 15,728
B&M Roofing of Colorado, Inc.	\$ 20,428
Front Range Roofing Systems, Inc.	\$ 23,852

Alternate: Flashings and Penetrations

- 1 Spud gravel and remove.
- 2 Replace flashings and penetrations.
- 3 Resaturate with Weatherscreen restoration system at specified amounts.
- 4 Reinstall pea gravel.

Proposal Price Based Upon Market Experience: \$ 36,447

Competitive Bid Results:

Roofmasters Roofing & Sheet Metal Co. Inc	\$ 36,447
B&M Roofing of Colorado, Inc.	\$ 63,257

Front Range Roofing Systems, Inc.

\$ 76,933

Unforeseen Site Conditions:

Wood Blocking	\$	6.27	per lf
Decking Replacement	\$	2.85	per sq ft

Potential issues that could arise during the construction phase of the project will be addressed via unit pricing for additional work beyond the scope of the specifications. This could range anywhere from wet insulation, to the replacement of deteriorated wood nailers. Proposal pricing valid through 12/31/2015. **Taxes and permit costs are not included in this proposal pricing.**

If you have any questions regarding this proposal, please do not hesitate to call me at my number listed below.

Respectfully Submitted,

Jeff Kozak

Jeff Kozak
Garland/DBS, Inc.
(216) 430-3518
ikozak@garlandind.com



MEMORANDUM

To: Chief of Police John Collins
via Commander Sam Watson

From: Sgt Vance Fender
Sgt Brian Cousineau
Sgt Christian Contos

Date: September 2, 2015

Subject: Cost Analysis for Proactive/Strategic Hiring Concept

At the August 24, 2015, City Council Study Session, Englewood Police Chief John Collins and Commander Sam Watson made a presentation to City Council about current staffing concerns facing the Englewood Police Department. At the Study Session, a request was made to City Council to increase the staffing level of the Englewood Police Department by four (4) officers. City Manager Keck presented budget information indicating additional time is necessary to determine funding sources for this staffing request.

Commander Watson presented a second scenario that would be helpful in partially remedying the police department staffing issues. This scenario is a proactive/strategic hiring concept that allows the police department to anticipate vacancies and have personnel either in the training process or already trained to fill those vacancies upon their occurrence. This concept is different in that it allows hiring to anticipate vacancies, rather than waiting until a vacancy occurs before starting the hiring process.

Under the current reactive hiring practice, the average time period required to hire and train a police officer, to the point where the officer can be assigned as a solo officer, is about 7 months. This further assumes the candidate has the required academy training. City of Englewood Human Resources reports that since 2004, there have been 38 vacancies, which is an average of 3.4 police officer vacancies created per year. Currently, the police department has been below authorized staffing for about two (2) years. In the past 20 month period, the police department has conducted five (5) reactive hiring processes to fill vacancies.

Once the employee is hired by Englewood through the proactive process, the new employee would be sent to a regional law enforcement academy while being paid a salary and benefits package by the City. Equipment that is mandatory for the academy would be paid for by the City as well. The academy is either managed by a municipal or county government, or the academy is managed by one of several community colleges. All Colorado law enforcement academies use a similar curriculum, which is a standardized curriculum set by State Statute and the State of Colorado Peace Officer Standards & Training Board. Costs associated with the strategic hiring process would include the academy and its associated costs, required equipment, the field training component, and the salary (and benefits) of the officers while they are in training.

Arapahoe Community College (A.C.C.)

- 19 week commitment, composing 720 hours of instruction, (and the recruit would earn 40 college credits).
- Tuition is \$6,745.

**There are four (4) E.P.D. officers that are employed as “Adjunct Faculty” at A.C.C. and teach in the Law Enforcement Academy. This is a unique opportunity for us to observe the students on an ongoing basis throughout their training cycle.

Salary and Benefits Package paid while in the Academy and in Field Training

- Based on the 19 week academy: \$31,057.78 (estimate)
- Based on 17 weeks of Field Training: \$27,788.54

**The actual salary for a new employee based upon the time spent in the 19-week academy has yet to be determined.

Cost to equip a Recruit for the Academy and FTO Training

- The basic cost is \$4,315.

Field Training Officer (FTO)

- The cost to provide field training to the new-hire officer: \$7,588.

**An FTO is paid one FTO Stipend per shift in which they are actively training a recruit officer. One FTO Stipend is the equivalent to two hours of overtime. All current FTO's are a level one police officer. FTO training takes 17 weeks to complete, provided there are no extensions/remedial training needs.

2015 Drop Employees		Position	Drop Date
O Donnell, Martha E		Communication Supervisor	12/31/2015

2016 Drop Employees			
Condreay, Gary W		Commander	8/28/2016

2018 Drop Employees			
Siegal, Stephen		Police Officer	12/1/2018
Scheider, Thomas Matthew		Police Sergeant	12/29/2018

2019 Drop Employees			
Johnson, James (Brad)		Police Officer	1/26/2019
Clancy, George F Jr		Police Sergeant	3/9/2019
Atkinson, James T (Ted)		Police Officer	9/21/2019

8 additional employees that are eligible to "retire" (55+ and 15 years of experience) as of 2015. That number increases to 12 in 2016, 13 in 2017, 14 in 2019.

Cost Analysis for Proactive/Strategic Hiring Concept

Academy (19 weeks) \$ 6,745.00

Academy Salary/Benefits \$ 31,057.78

Salary/Benefits FTO (17 weeks) \$ 27,788.54

Equipment \$ 4,315.00

Stipened Training Officer \$ 7,588.00
\$ 77,494.32