

City Council Dinner Available at 5:30 p.m.

- I. Englewood Estates PUD Project 6:00 p.m. – 6:15 p.m.**
Metropolitan Residential Advisors will be present to discuss the Englewood Estates PUD Project.
- II. Financial Report 6:15 p.m. – 6:25 p.m.**
- III. Discussion on Planned Unit Developments (PUD), the PUD District Plan and the PUD Site Plan for the General Iron Works property 6:25 p.m. – 6:40 p.m.**
Community Development Planner II Audra Kirk will be present to discuss PUDs for the General Iron Works property.
- IV. Proposed Strategic Plan & Capital Projects Review 6:40 p.m. – 7:25 p.m.**
City Manager Eric Keck will be present to discuss the proposed Operational Plan & Capital Projects Overview.
- V. Parks and Recreation Master Plan and Pirates Cove Feasibility and Expansion Plan 7:25 p.m. – 7:55 p.m.**
- VI. Council Member's Choice**
- VII. City Manager's Choice**
- VIII. City Attorney's Choice**



TO: Honorable Mayor and Members of the City Council

FROM: Eric A. Keck, City Manager

DATE: 10 December 2015

SUBJECT: 1296 W. Quincy Avenue Development Project

Metropolitan Residential Advisors, Inc and their Development Manager, Michael Warren, will be present at the 14 December 2015 study session to discuss their proposal to develop property located at 1296 W. Quincy Avenue. This project was formerly known as the Englewood Estates project. However, as the new developer of this property, Metropolitan Homes is proposing to develop twelve (12) market rate single-family attached homes on this site.

While it is important to note that Planning staff is still working with Metropolitan Residential Advisors on the PUD for this project, Mayor Jefferson and Mayor Pro Tem Gillit believed that having a brief presentation on the project with the Council would be helpful given the failure of the previous development proposal.

Should you have any questions, please do not hesitate to contact me.



To: Mayor Joe Jefferson and City Council
Through: Eric Keck, City Manager
From: Shelley Becker, Finance and Administrative Services Director
Date: December 10, 2015
Subject: November 2015 Financial Report

GENERAL FUND REVENUES: The calendar year is approximately **92%** complete. YTD revenues received, **\$40,949,749** are **98.4%** of the revenue estimate budgeted. The revised yearend revenue estimate of **\$42,981,652** is **3.26%** or **\$1,355,954** more than the 2015 budget revenue estimate.

Revenues	2015				2014			2015 vs 2014	
	Budget	Nov-15	% Budget	YE Estimate	Dec-14	Nov-14	% YTD	\$ Diff	% Diff
Property Tax	2,900,000	2,898,635	99.95%	2,900,000	2,892,433	2,870,091	99.23%	28,544	0.99%
Specific Ownership Tax	260,000	266,160	102.37%	260,000	291,670	243,575	83.51%	22,585	9.27%
Sales & Use Taxes	24,200,000	24,742,924	102.24%	26,081,262	24,839,297	22,998,084	92.59%	1,744,840	7.59%
Cigarette Tax	179,000	169,323	94.59%	179,000	188,652	171,793	91.06%	(2,470)	-1.44%
Franchise Fees	3,017,550	2,869,347	95.09%	3,148,550	3,207,978	2,766,667	86.24%	102,680	3.71%
Hotel/Motel Tax	12,000	12,822	106.85%	12,000	11,948	11,097	92.88%	1,725	15.54%
Licenses & Permits	1,107,122	1,455,314	131.45%	1,168,222	1,576,299	1,482,899	94.07%	(27,585)	-1.86%
Intergovernmental Revenue	1,400,924	1,422,685	101.55%	1,624,318	1,869,045	1,298,577	69.48%	124,108	9.56%
Charges for Services	3,335,262	2,697,172	80.87%	2,905,192	3,215,032	2,894,860	90.04%	(197,688)	-6.83%
Recreation	2,556,900	2,377,554	92.99%	2,485,500	2,466,421	2,379,332	96.47%	(1,778)	-0.07%
Fines & Forfeitures	1,396,844	980,286	70.18%	1,008,350	1,350,164	1,261,446	93.43%	(281,160)	-22.29%
Interest	88,164	51,381	58.28%	88,164	68,340	83,862	122.71%	(32,481)	-38.73%
EMRF Rents	858,882	796,990	92.79%	858,882	684,683	619,492	90.48%	177,498	28.65%
Miscellaneous	313,050	209,156	66.81%	262,212	210,531	193,181	91.76%	15,975	8.27%
Total Revenues	41,625,698	40,949,749	98.38%	42,981,652	42,872,493	39,274,956	91.61%	1,674,793	4.26%

Sales and Use Tax by Business Area:

Business Area	\$ YTD Variance CY vs PY	% YTD Variance CY vs PY	YTD New Businesses	YTD Closed Businesses	YTD Net New (Closed) Businesses	Comments
Area 1	77,211	2.47%	20	(13)	7	In Jan 2014 we received additional tax dollars from a tax remitter that did not occur in Jan 2015. If we adjust for the timing of these receipts, Area 1 would report a favorable variance of \$201,202 or 6.4% increase in 2015 over 2014.
Area 2	80,318	4.74%	30	(20)	10	Variance is due to better economic conditions experienced in 2015 versus 2014.
Area 3	297,615	20.41%	30	(20)	10	Variance is due primarily to better economic conditions in 2015 versus 2014.
Area 4	67,795	4.95%	8	(5)	3	Variance is due primarily to better economic conditions in 2015 versus 2014.
Area 5	(3,872)	-0.49%	6	(6)	-	Variance is due primarily to better economic conditions in 2015 versus 2014. Please note the Littleton King Soopers reopened 1/28/2015 after being closed for a year during their reconstruction project at Broadway and Littleton Blvd.
Area 6	448,279	14.74%	53	(55)	(2)	Variance is due primarily to better economic conditions in 2015 versus 2014.
Area 7	359,943	5.07%	336	(212)	124	Variance is due primarily to better economic conditions in 2015 versus 2014.
Area 8	(40,884)	-2.76%	-	-	-	Variance is due in part to mild temperatures that led to lower energy usage in 2015 versus 2014 and to more customers switching from landlines to cellphones in 2015 as compared to 2014.
Area 13	32,226	11.56%	-	-	-	Variance is due primarily to better economic conditions in 2015 versus 2014.
Regular Use	484,132	18.29%	N/A	N/A	N/A	Use tax revenue fluctuates depending on the timing of when businesses replace large ticket items such as operating machinery and equipment. If items purchased outside of Englewood at a local tax rate less than 3.5%, then the tax payer is liable for the difference between the local tax paid and 3.5% tax due.
Totals	1,802,763	7.84%	483	(331)	152	

Outside City (Business Area 7):

- Outside City sales tax receipts (cash basis) were up **\$379,024** or **5.7** percent compared to last year.
- At this time potential refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed; the balance of the account to cover intercity claims is \$1,150,000.

City Center Englewood (Business Area 1):

- Sales tax revenue collected through November 2015 were **\$2,909,106** or **\$29,573** more than last year during the same period of time.

GENERAL FUND EXPENDITURES: YTD expenditures, **\$40,040,578** are **89.8%** of the budget appropriation. The 2015 yearend expenditure estimate of **\$44,058,211** is anticipated to be approximately **1.14%** or **\$508,498** less than the 2015 budget appropriation.

Expenditures	2015				2014			2015 vs 2014		Variance comments updated each quarter (Jan, Apr, Jun and Oct)
	Budget	Nov-15	% Budget	YE Estimate	Dec-14	Nov-14	% YTD	\$ Diff	% Diff	
Legislation	357,575	315,676	88.28%	356,381	329,738	308,649	93.60%	7,027	2.28%	No executive search expense in 2015 as what existed in 2014.
City Attorney's Office	869,106	625,646	71.99%	886,605	726,377	639,117	87.99%	(13,471)	-2.11%	Variance is due to a combination of a reduction to benefits relating to full time salaries and a reduction in outside attorney fees.
Municipal Court	1,085,494	867,980	79.96%	1,038,709	942,264	827,975	87.87%	40,005	4.83%	Variance is due to anticipated increases and the timing of the software maintenance fee payment in 2015 versus 2014.
City Manager's Office	731,307	703,011	96.13%	735,410	673,402	598,830	88.93%	104,181	17.40%	The addition of a 20 hour per week administrative assistant and the inclusion of contract cost for the summer meals program and 4th of July planner increased expenses over 2014.
Human Resources	482,893	502,638	104.09%	628,079	441,956	387,253	87.62%	115,385	29.80%	Variance is due in part to the salary and benefits of 1.6 FTE reclassified from the Employee Benefits and Risk Management Funds to the General Fund (\$45,000) and to the NEOGov and Perform Software Maintenance Agreement (\$22,100)
Finance and Administrative Services	1,805,052	1,468,210	81.34%	1,811,926	1,566,733	1,350,010	86.17%	118,200	8.76%	Variance is due in part to the Director's annual leave payout (\$26,500), the vacancy of the Sales Tax Auditor Position from February 1 to November 3, 2014 and the Revenue Technician Position from 6/27/2014 to 10/20/2014 (2015 increase in salary and benefits from February through September is approx \$53,000), and a \$10,000 YTD increase in banking fees associated with the usage of the online MUNIRevs business licensing and tax collection system (2014 first full year of new system).
Information Technology	1,425,389	1,179,256	82.73%	1,438,163	1,348,275	1,152,909	85.51%	26,347	2.29%	The variance is due in part to unanticipated increase to software and hardware maintenance fees in 2015 versus 2014 (\$27,600) and unplanned Council Chambers upgrade in 2015 (\$16,800).
Public Works	5,790,091	4,984,416	86.09%	5,730,645	5,440,975	4,761,050	87.50%	223,366	4.69%	
Fire Services	9,139,834	9,444,615	103.33%	8,534,799	9,176,241	7,460,802	81.31%	1,983,813	26.59%	Variance due to firefighter payout and closure of department.
Police Services	12,157,100	11,020,738	90.65%	12,236,555	11,872,226	10,619,251	89.45%	401,487	3.78%	Variance is due in part to \$450,000 in anticipated increases to salary and benefits and filling three new positions; \$83,000 in reimbursable E911 Radio Grant purchases, \$20,000 in maintenance service agreements and \$67,000 in reimbursable POST costs.
Community Development	1,288,781	958,315	74.36%	1,237,019	1,128,034	930,399	82.48%	27,916	3.00%	The CD variance is due to the 2015 appropriation of \$100K for the Englewood Forward initiatives.
Library Services	1,317,657	1,041,351	79.03%	1,283,016	1,165,446	1,038,106	89.07%	3,245	0.31%	Charges for online databases are due quarterly -- expenses will be charged by the end of the year.
Recreation Services	6,053,116	5,002,391	82.64%	6,027,588	5,574,428	5,067,318	90.90%	(64,927)	-1.28%	The reduced YTD expenditure variance for 2015 is due to the following: 1) Insurance Refund to Pirates Cove Expenditures for hail damage that occurred in 2014, 2) Personnel attrition and staff reorganization and 3) Parks - Lower petroleum cost, water savings from weather conditions and 2014 sewer project.
Debt Service	1,863,314	1,692,510	90.83%	1,863,316	1,869,902	1,867,077	99.85%	(174,567)	-9.35%	
Contingency	200,000	233,825	116.91%	250,000	211,623	208,260	98.41%	25,565	12.28%	Variance is due to an increase in annual leave payouts in 2015 versus 2014 for employees separating from the City.
Total Expenditures	44,566,709	40,040,578	89.84%	44,058,211	42,467,620	37,217,006	87.64%	2,823,572	7.59%	

GENERAL FUND REVENUES OVER/UNDER EXPENDITURES:

YTD revenues exceed expenditures by **\$909,171** compared to revenues exceeding expenditures by \$2,057,950 in 2014.

The **two graphs on the right** show how closely the revenue and expenditure amounts track on a monthly basis. Fund Balance reserves help to stabilize operations for unexpected adverse fluctuations in revenue or expenditure amounts.

GENERAL FUND TRANSFERS:

Net 2015 transfers-out to date of **\$1,475,740** were made by the end of November 2015 (please refer to page 18). Please note this includes a transfer of \$1,500,000 to the Public Improvement Fund for the Dartmouth Bridge (Reso 43, 2015), \$361,516 Recreation Center HVAC (Reso 43 and 53, 2015), \$10,000 for the Council Chambers Improvements (Reso 50, 2015) Projects, \$51,450 and \$50,000 transferred in from the Donors Fund for the City’s Branding/Marketing Initiative (Reso 54, 2015) and Commercial Catalyst Program (Reso 58, 2015) respectively.

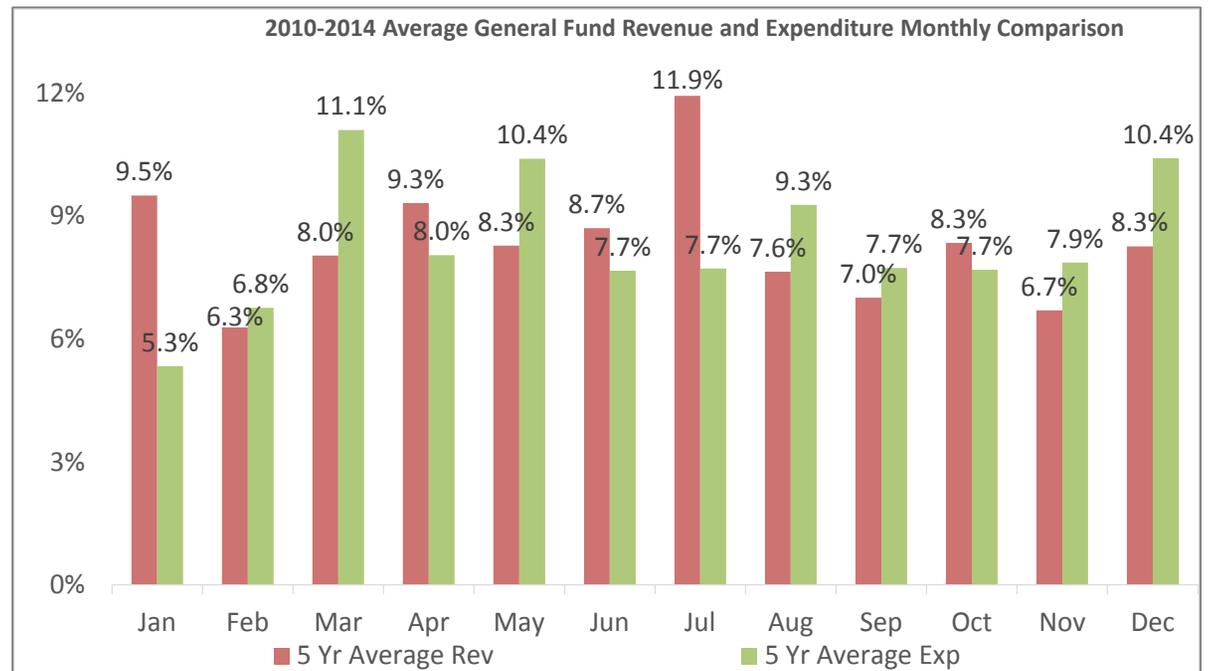
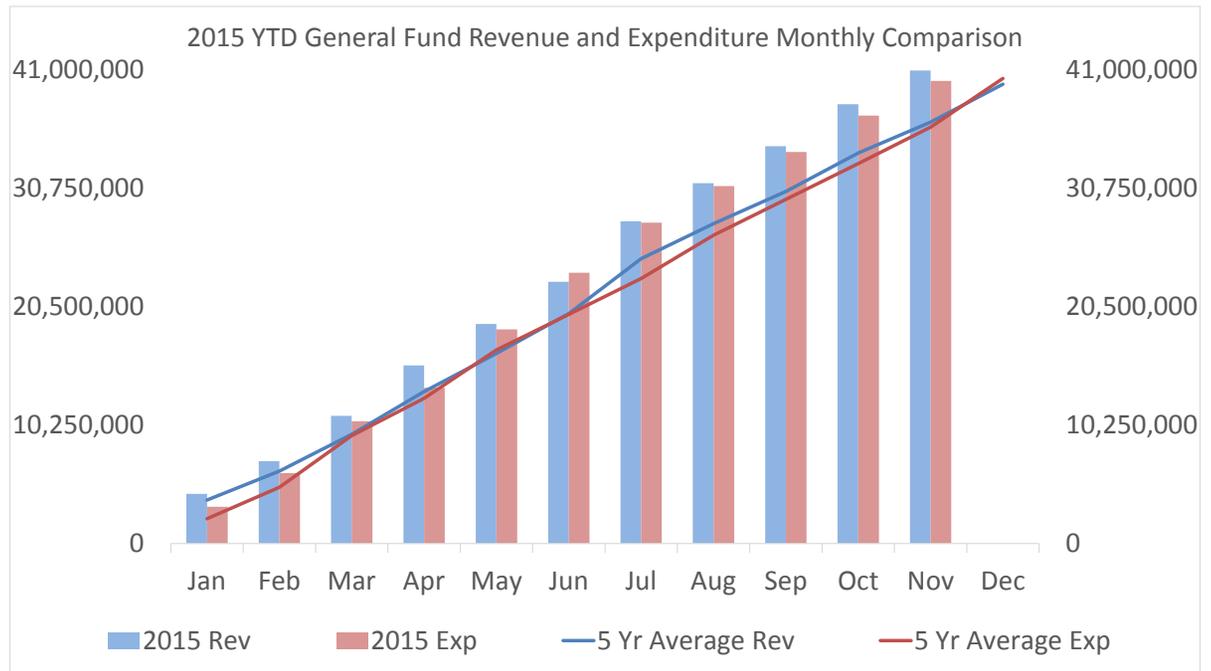
GENERAL FUND - FUND BALANCE:

The estimated fund balance is **\$9,658,951** or **22.5** percent of estimated revenue.

- The estimated unassigned fund balance for 2015 is projected at **\$5,595,852** or **13.02** percent of estimated revenues.
- The Long Term Asset Reserve (LTAR) balance is **\$2,663,099** (please refer to page 18).
- The TABOR Emergency Reserve is **\$1,400,000**.

PUBLIC IMPROVEMENT FUND (PIF):

The PIF has collected \$6,376,838 in revenues and spent \$4,181,782 year-to-date. Prior to adjustments to budget estimates, the estimated year-end **unappropriated fund balance** is **\$2,367,161**.



City of Englewood, Colorado

November 2015 Financial Report

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

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

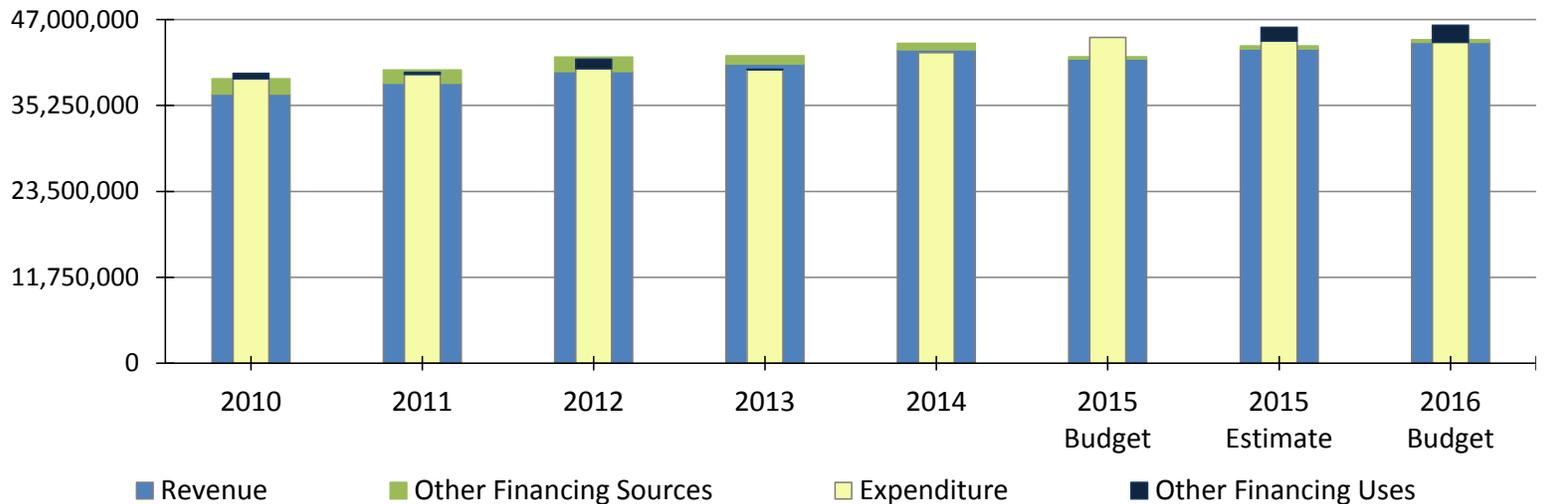
GENERAL FUND OVERVIEW AND ANALYSIS

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

General Fund - Surplus and Deficit

The graph below depicts the history of sources and uses of funds from 2010 to 2015 Estimate. As illustrated, both surpluses and deficits have occurred in the past. The gap has narrowed over the past few years by reducing expenditures, freezing positions, negotiating lower-cost health benefits, increased revenue collections. Continued efforts will be required to balance revenues and expenditures, especially with persistent upward pressure on expenditures due to increases in the cost of energy, wages and benefits.

General Fund: Total Sources and Uses of Funds



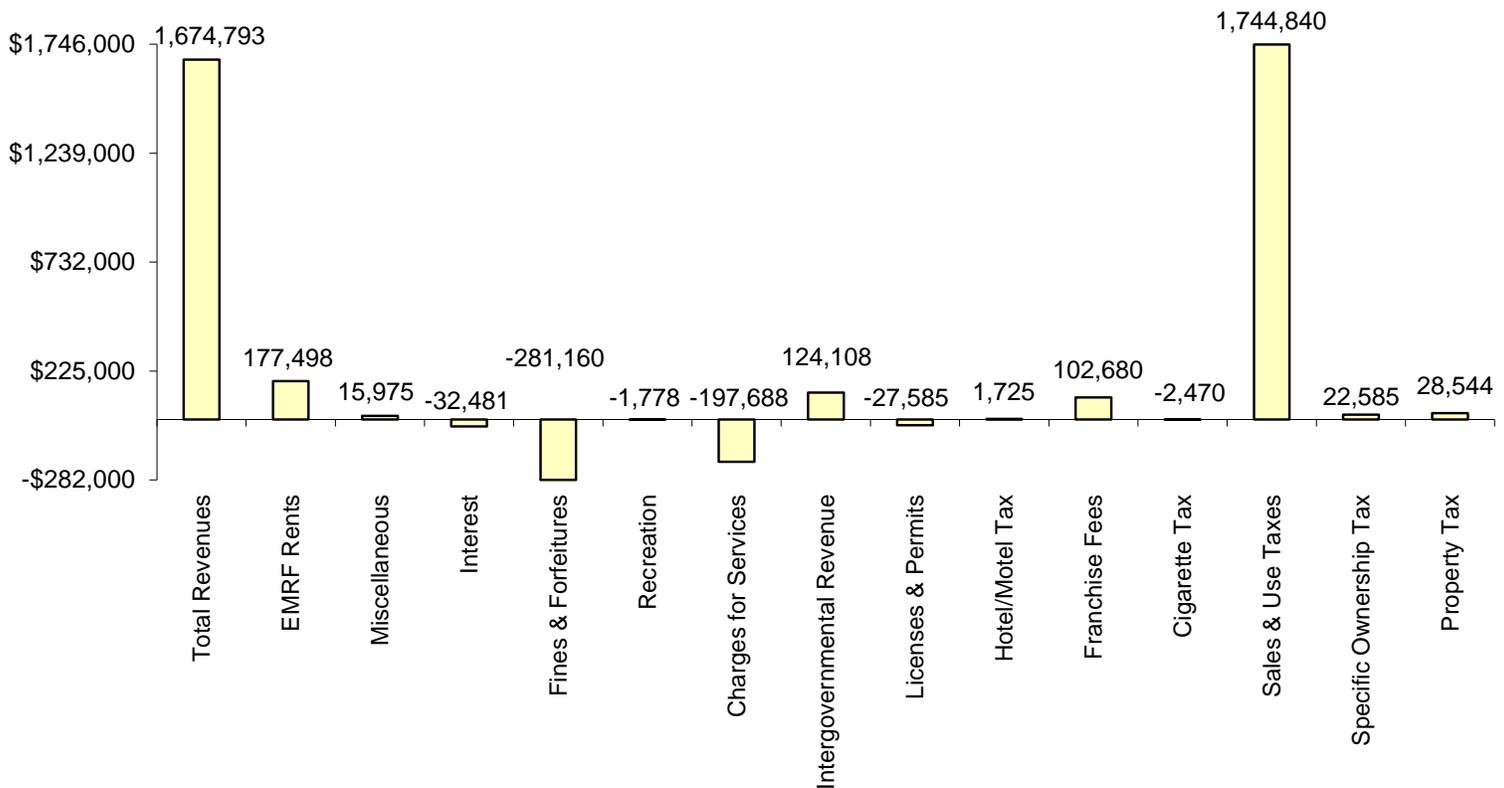
The following table summarizes General Fund Year-To-Date (YTD) Revenue, Expenditure, Sales & Use Tax Revenue and Outside City Sales & Use Tax Revenue for the month ended November, 2015. Comparative figures for years 2014 and 2013 are presented as well. The table also highlights the dollar and percentage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

	2015	2015 vs 2014		2014	2014 vs 2013		2013
		Increase (Decrease)			Increase (Decrease)		
General Fund							
Year-To-Date Revenue	\$ 40,949,749	\$ 1,674,793	4.26%	\$ 39,274,956	\$ 1,963,794	5.26%	\$ 37,311,162
Year-To-Date Expenditure	40,040,578	\$ 2,823,572	7.59%	37,217,006	\$ 1,136,622	3.15%	36,080,384
Net Revenue (Expenditure)	\$ 909,171	\$ (1,148,779)		\$ 2,057,950	\$ 827,172		\$ 1,230,778
Unassigned Fund Balance	\$ 5,595,852	\$ (2,552,299)	(31.32%)	\$ 8,148,151	\$ 1,272,446	18.51%	\$ 6,875,705
Sales & Use Tax Revenue YTD	\$ 24,742,924	\$ 1,744,840	7.59%	\$ 22,998,084	\$ 1,606,689	7.51%	\$ 21,391,395
Outside City Sales Tax YTD	\$ 7,461,764	\$ 359,943	5.07%	\$ 7,101,821	\$ 683,704	10.65%	\$ 6,418,117

General Fund Revenues

The City of Englewood's total budgeted revenue is \$41,625,698. Total revenue collected through November 2015 was \$38,026,379 or \$1,618,806 (4.45 percent) more than was collected in 2014. The chart below illustrates changes in General Fund revenues this year as compared to last year.

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

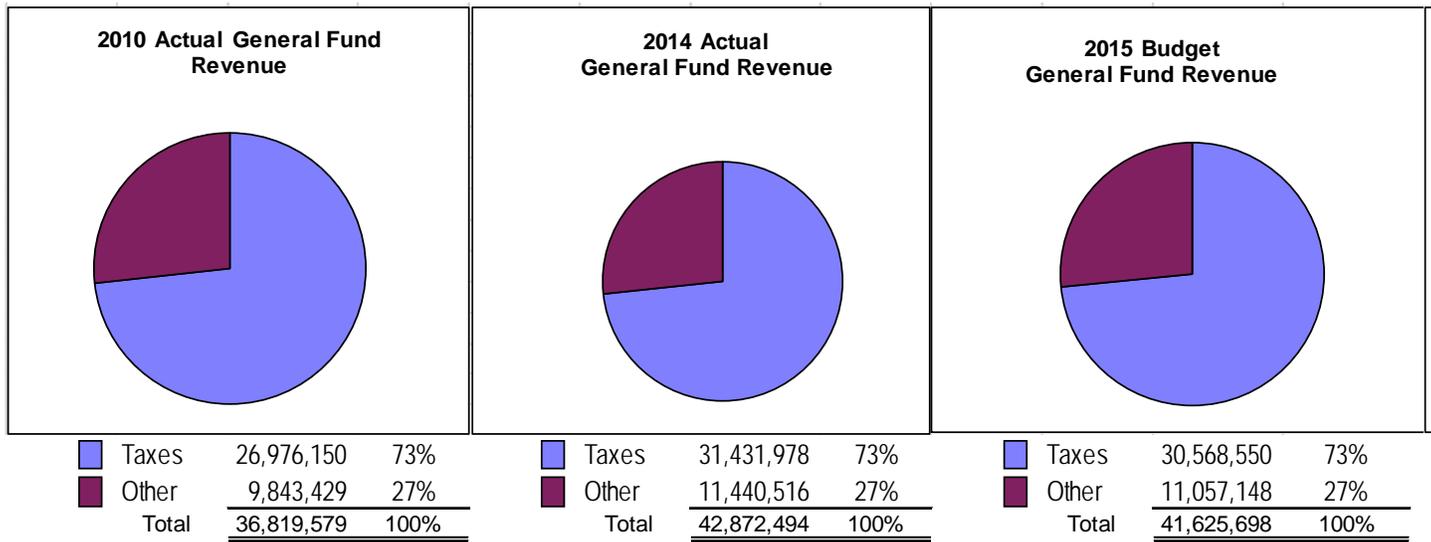


General Fund - Taxes

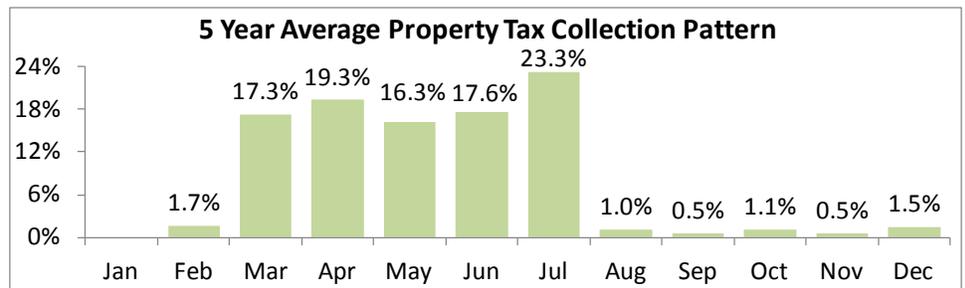
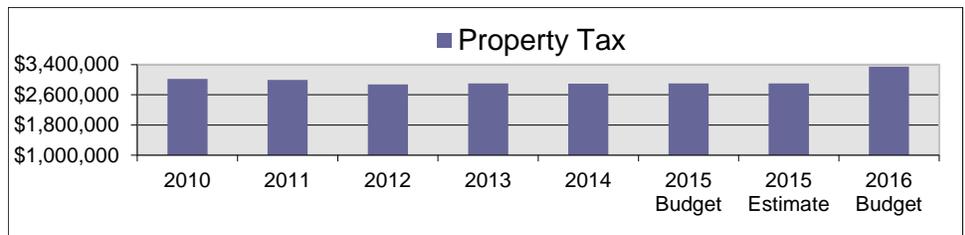
The General Fund obtains most of its revenue from taxes. In 2014 total revenues were \$42,872,494 of which \$31,431,978 (73.3 percent) came from tax collections. Taxes include property, sales and use, specific ownership, cigarette, utilities, franchise fees,

and hotel/motel. The pie charts on the next page illustrate the contribution of taxes to total revenue for 2009, 2013 and 2014 Budget. Taxes as a percentage of total revenue have declined slightly as other fees and charges have been increased to help offset rising costs and relatively flat tax revenues.

General Fund Revenues - Taxes vs. Other

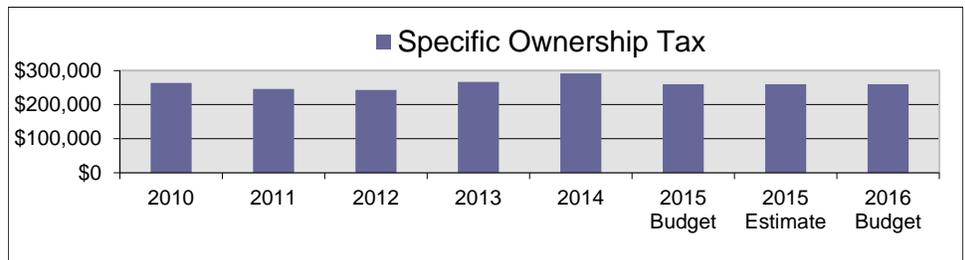


Property taxes: These taxes are collected based on the assessed value of all the properties in the City and the mill levy assessed against the property. The City's total 2014 mill levy collected in 2015 is 8.124 mills. The 2014 mill levy for general operations collected in 2015 is 5.880 mills. Voters approved a separate, dedicated mill levy for principal and interest payments on the City's general obligation debt for the construction of parks and recreation projects. This dedicated general obligation debt mill levy is accounted for in the Debt Service Fund. Property tax collections declined from \$3,020,884 in 2010 to \$2,892,433 in 2014. This was a decrease of \$128,451 or 4.2 percent. In 2014 the City collected \$2,892,433 or 9.2 percent of 2014 total taxes and 6.8 percent of total revenues from property taxes. The City budgeted \$2,900,000 for 2015; and collected \$2,898,635 through November 2015. The estimate for the year is \$2,900,000.



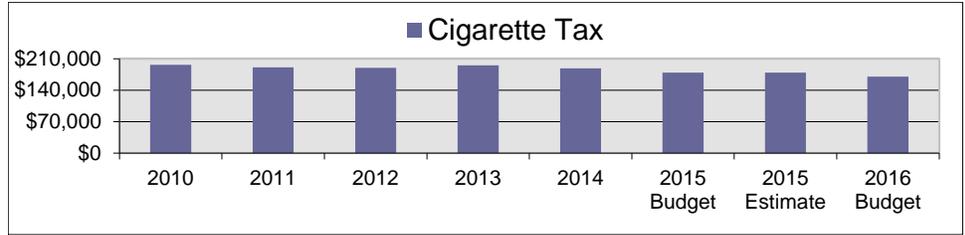
Property Tax Mill Levy	2009	2010	2011	2012	2013	2014 Budget	2014 Estimate	2015 Budget
General Fund	5.880	5.880	5.880	5.880	5.880	5.880	5.880	5.880
Debt Service Fund	1.947	2.031	2.130	1.741	1.914	2.244	2.244	2.244
Total Mill Levy	7.827	7.911	8.010	7.621	7.794	8.124	8.124	8.124

Specific ownership: These taxes are based on the age and type of motor vehicles, wheeled trailers, semi-trailers, etc. These taxes are collected by the County Treasurer and remitted to the City on the fifteenth day of the following month. The City collected \$263,434 in 2010 and \$291,670 in 2014 which is an increase of \$28,236 or 10.7 percent. The



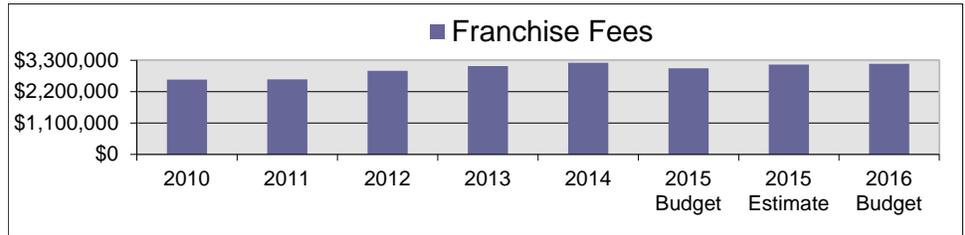
City collected \$291,670 in 2014 which is less than one percent of total revenues and total taxes. The City budgeted \$260,000 for 2015 and collected \$266,160 through November 2015. The estimate for the year is \$260,000.

Cigarette Taxes: The State of Colorado levies a \$.20 per pack tax on cigarettes. The State distributes 46 percent of the gross tax to cities and towns based on the pro rata share of state sales tax collections in the previous year. These taxes have fallen significantly in the past and continue to fall after the 2009

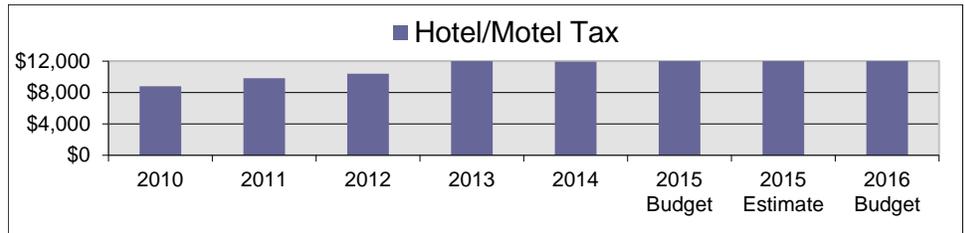


federal tax increase of approximately \$.62 per pack went into effect. This federal tax increase will fund the State Children's Health Insurance Program (SCHIP). In 2010 the City collected \$196,320, but in 2014 the City collected \$188,652, which is a decrease of \$7,668 or 3.9 percent. These taxes accounted for less than one percent of total taxes and less than one percent of total revenues in 2014. The City budgeted \$179,000 for the year and collected \$169,323 through November 2015, which is \$2,470 or 1.44 percent less than the \$171,793 collected in same period last year. The estimate for the year is \$179,000.

Franchise Fees: The City collects a number of taxes on various utilities. This includes franchise tax on water, sewer, and public services, as well as occupational tax on telephone services. The City collected \$2,620,191 in 2010 and \$3,207,978 in 2014, an increase of \$587,787 or 22.4 percent. These taxes accounted for 10.2 percent of taxes and 7.5 percent of total revenues in 2014. The City budgeted \$3,017,550 for the year; collections through November totaled \$2,869,347 compared to \$2,766,667 collected during the same period last year. The estimate for the year is revised from \$3,017,550 to \$3,148,550

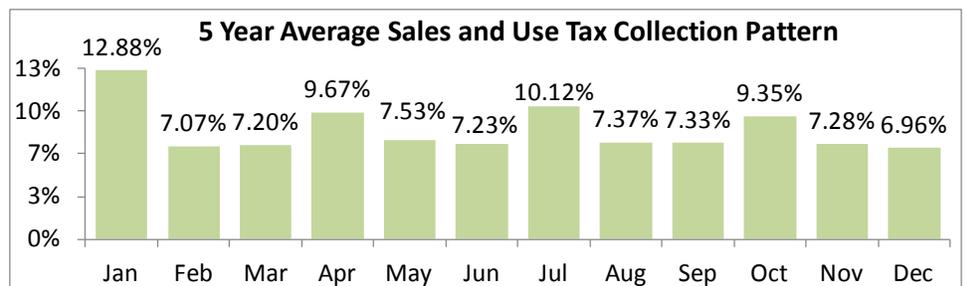
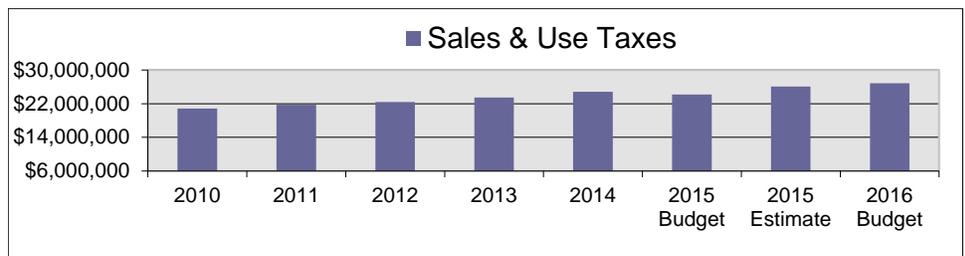


Hotel/Motel Tax: This tax is levied at two percent of the rental fee or price of lodging for *under* 30 days duration. The City budgeted \$12,000 for the year and has collected \$12,822 through November 2015. The estimate for the year is \$12,000.



Sales and Use Taxes Analysis

Sales and use taxes are the most important (and volatile) revenue sources for the City. Sales and use taxes generated 79 percent of all taxes and 58 percent of total revenues collected in 2014. In 2010, this tax generated \$20,866,515 for the City of Englewood; in 2014 the City collected \$24,839,297, an increase of \$3,972,782 (19 percent). This tax is levied on the sale price of taxable goods. Sales tax is calculated by multiplying the sales price of taxable goods times the sales tax rate of 3.5 percent. Vendors no longer receive a fee for collecting and remitting their sales/use taxes. Taxes for the current month are due to the City by the twentieth day of the following month. The City budgeted \$24,200,000 for 2015. Sales and Use Tax revenue (cash basis)



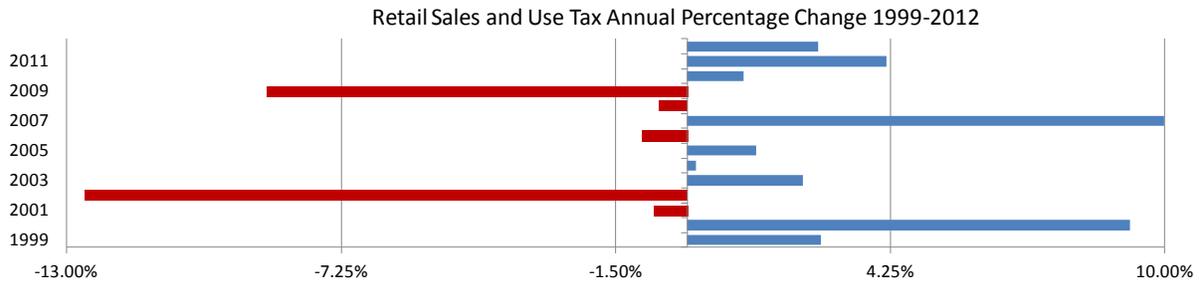
through November 2015 was \$24,742,924 while sales tax collected year-to-date for November 2014 was \$22,998,084 an increase of \$1,744,840 or 7.59 percent.

In 2013, the City partnered with MUNIREns to provide the City’s business licensing and tax collection system. The system more accurately reports the sales versus use tax collections. In the former system, if an account was coded as a sales tax account, both sales and use tax remitted by the account was reported as sales tax. This was also the case with an account coded as use tax, both use and sales tax remitted by the account was reported as use tax. In total the amount of sales and use tax collections is the same, the allocation between sales and use has changed. This month we have restated 2013 to match the restated 2014 reporting. The revised Sales and Use Tax Collections Year-To-Date Comparison (Cash Basis) report is located on page 24.

Collections (cash basis) for November 2015 were \$1,960,990 while collections for November 2014 and November 2013 were \$1,808,249 and \$1,843,739 respectively. November 2015 collections were 8.45 percent or \$152,741 more than November 2014 collections and \$117,250 or 6.4 percent more than November 2013 collections.

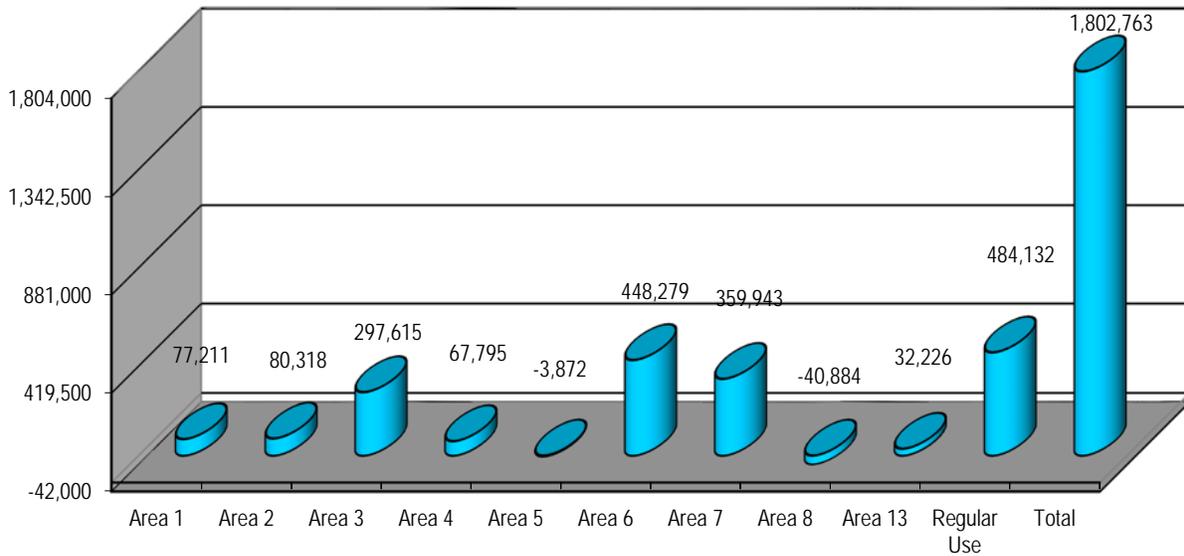
Based on the last five years of sales tax collection data, November contributes 92.8 percent of total year’s sales tax collections; if this pattern holds this year, 7.2 percent is left to collect over the remainder of the year. Based on year-to-date collections, the City will collect an additional \$1,919,382 over the remainder of the year for a total of \$26,720,367. Collections through November were 107.84 percent of last November collections. If this were applied to the entire year, the total collected would be \$26,747,819. The average of the two forecasts is \$26,734,093 (\$2,534,093 or 10.5 percent over the amount budgeted for the year). The estimate for the year is revised from \$24,200,000 to \$26,863,699.

This revenue source tends to ebb and flow (often dramatically) with the economy, growing during economic expansions and contracting during downturns. The past several years (1999-2012) of sales tax collections have been exceptionally erratic making it extremely difficult to make accurate short or long term forecasts. It is important to continually review and analyze sales and use tax data including trends in the various geographic areas of the City.



The chart on the next page, “Change in Sales/Use Tax Collections by Area 2015 vs. 2014,” provides for the month the annual sales and use tax increases and decreases in the various geographic areas. Economic conditions, judged by sales and use tax collections, appears to be a “mixed bag” with some geographic areas increasing and some decreasing compared to the same period last year.

Change in Sales/Use Tax Collections by Area 2015 vs 2014

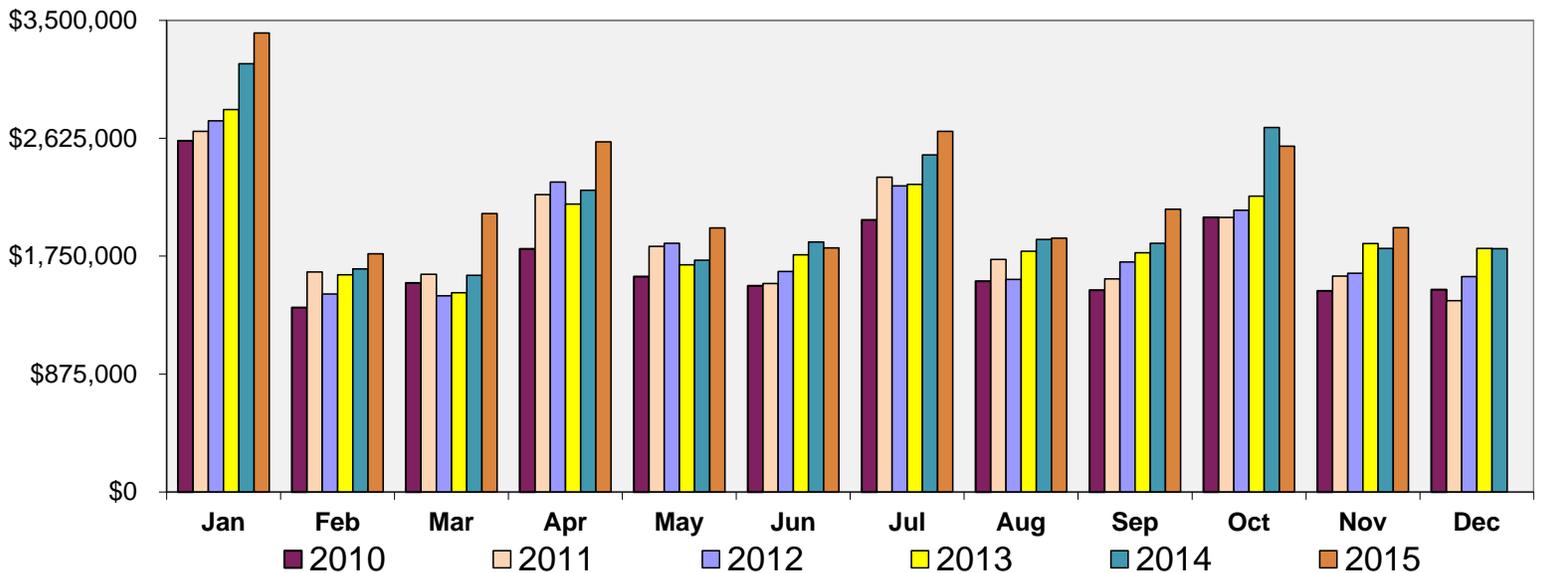


Please note that the geographic map of the sales tax areas was changed in 2012. EURA Areas 9 & 10 and EURA Areas 11 & 12 were incorporated into Areas 1, 2 and 6. Specific changes include:

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

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

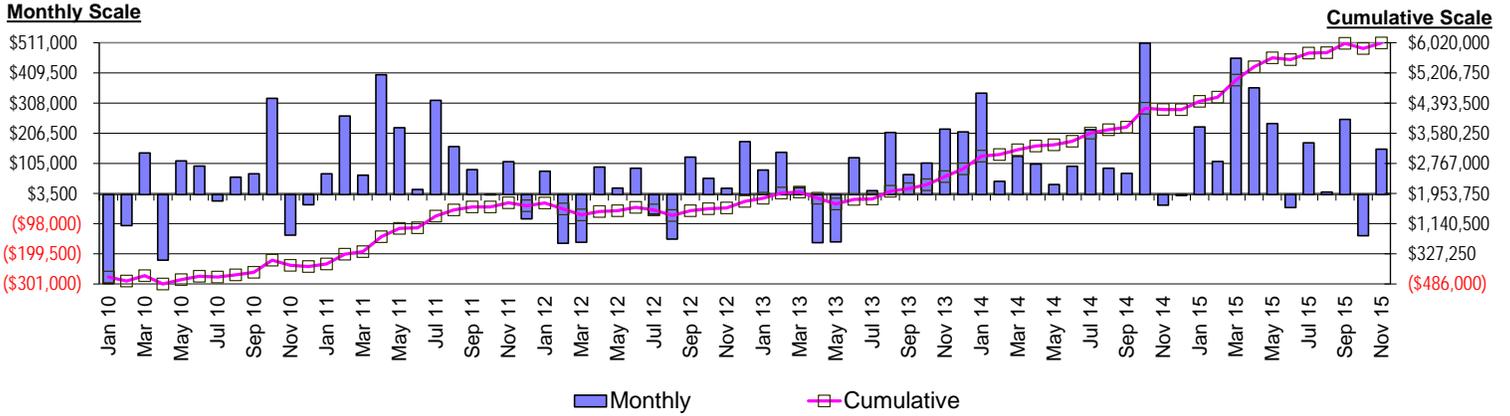
2010-2015 YTD Sales/Use Tax Collections by Month - Cash Basis



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

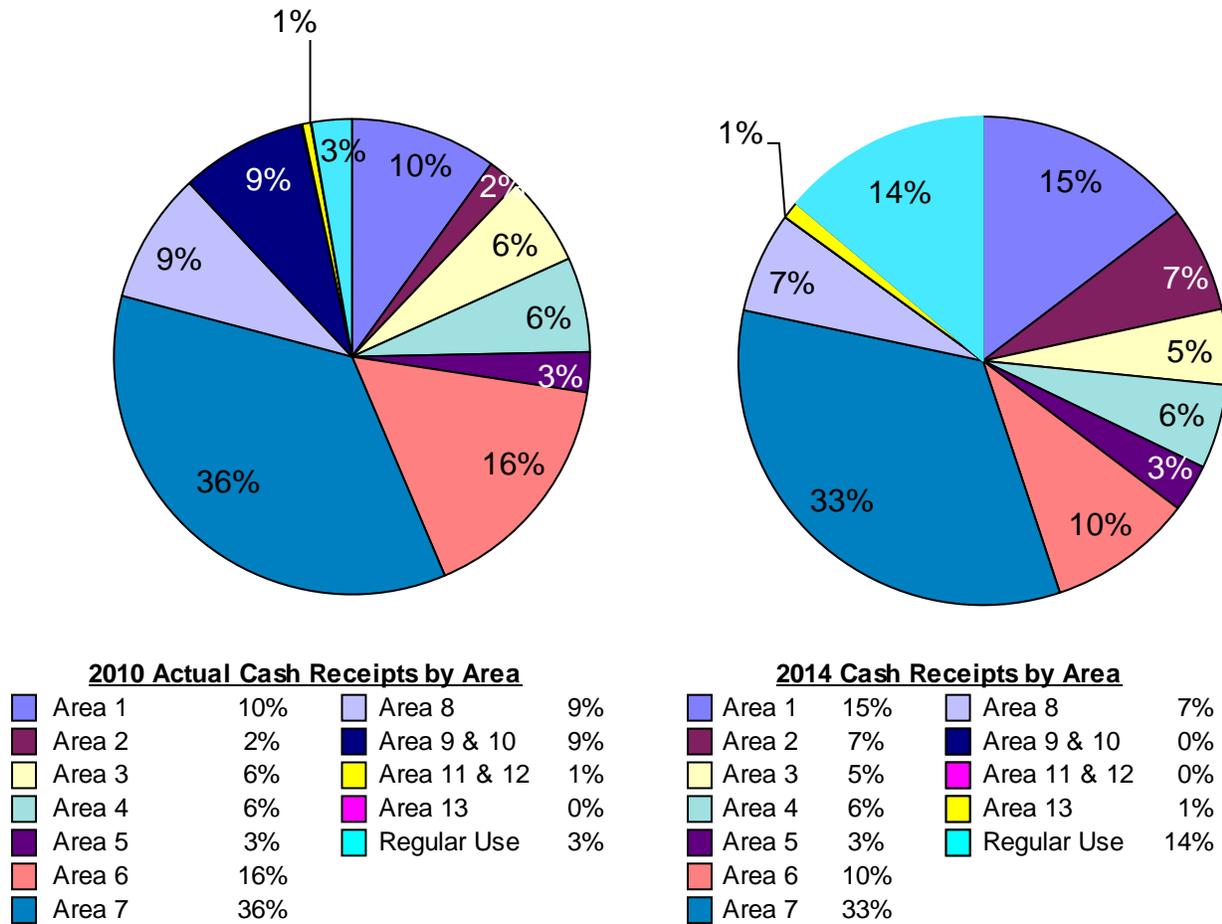
graph is based on the beginning period monthly change in sales and use tax collections as adjusted by each consecutive month change.

2010 - 2015 Monthly Change Sales and Use Tax Receipts



Sales tax collections are reported by various geographic areas as illustrated in the following pie charts. These illustrate the changing collection patterns for 2010 and 2014.

Geographic Sales Tax Collection Areas



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

Area 1: This geographic area accounts for the sales tax collections from CityCenter Englewood. CityCenter Englewood had collections of \$3,207,726 year-to-date or 2.47 percent more than was collected during the same period last year.

Area 5: This area includes the remodeled King Soopers. Year to date collections for November were \$3,872 or .49 percent less than last year. The closure of the Littleton King Soopers Store (Broadway and Littleton Blvd) has had a significant impact to the increased collections of this area. The Littleton King Soopers Store reopened in Jan 2015 so collections in the future might not grow quite as much as in the past.

Area 6: This geographic area is up 14.74 percent or \$448,279 from last year.

Area 7: This geographic area records the outside city sales tax collections (Outside City). Outside City has been the geographic area responsible for much of the sales tax growth (and decline) in past years. Outside City collections have increased 5.7 percent from the same period last year. The chart below illustrates this area’s contribution to total sales and use taxes (cash basis) as well as YTD revenues since 2011. The importance of Outside City has declined as a percentage of sales and use tax collections but it continues to remain an important impact on the City’s General Fund as illustrated by the following:

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Total Sales and Use Tax Revenue	20,203,274	20,735,928	21,391,395	22,998,084	24,742,924
Outside City Collections	7,484,116	6,899,525	6,418,117	7,101,821	7,461,764
Percentage of Total	37.0%	33.3%	30.0%	30.9%	30.2%
Total General Fund Revenues	35,543,832	36,673,162	37,311,162	39,274,956	40,949,749
Outside City Collections	7,484,116	6,899,525	6,418,117	7,101,821	7,461,764
Percentage of Revenues	21.1%	18.8%	17.2%	18.1%	18.2%

The City records the proceeds of some returns from Outside City into an unearned revenue (liability) account. The criteria staff uses to decide if proceeds should be placed in the unearned account is if a reasonable probability exists for another municipality to claim the revenue. This account currently has a balance of \$1,150,000 to cover intercity claims. The City paid \$134,381 in sales/use tax claims through November 2015 compared to \$75,804 through November 2014. At this time *potential* refunds total approximately \$1,500,000 for claims submitted to Englewood but not completed.

Area 8: This geographic area consists of collections from public utilities. Collections through November were 2.76 percent less than last year. Weather conditions, energy usage conservation, and rising energy prices play an important role in revenue collections. Collections could increase or decrease if the remainder of the year is significantly hotter/colder than normal.

Area 13: This geographic area encompasses the Kent Place Development. Collections through November were \$310,898 compared to \$278,672 last year.

Other Sales Tax Related Information

Finance and Administrative Services Department collected \$293,021 in sales and use tax audit revenues and general collections of balances on account through the month of November 2015, this compares to \$221,208 collected in 2014 and \$116,635 collected in 2013.

Of the 79 sales tax accounts reviewed in the various geographic areas, 58 (73 percent) showed improved collections and 21 (27 percent) showed reduced collections this year compared to the same period last year.

The Department issued 483 new sales tax licenses through November 2015; 363 and 367 were issued through November 2014 and 2013 respectively.

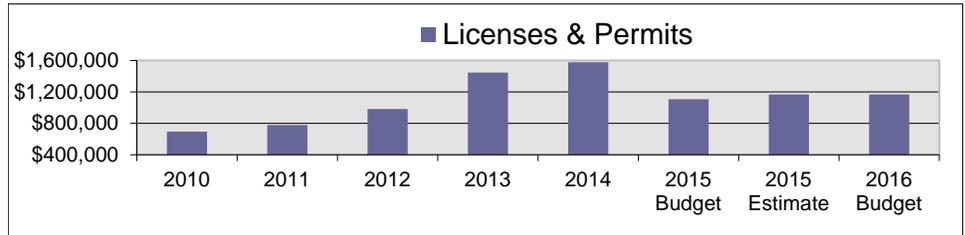
City records indicate that year-to-date 331 businesses closed (212 were outside the physical limits of Englewood) and 483 opened (336 of them were outside the physical limits of Englewood).

General Fund - Other Revenue

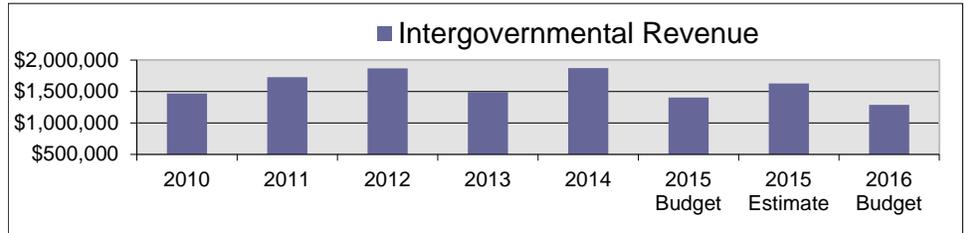
Other revenues (including McLellan rent) accounted for \$11,440,516 or 26.7 percent of the total revenues for 2014. The City budgeted \$11,057,148 for 2015 and the revised estimate is \$10,400,840.

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

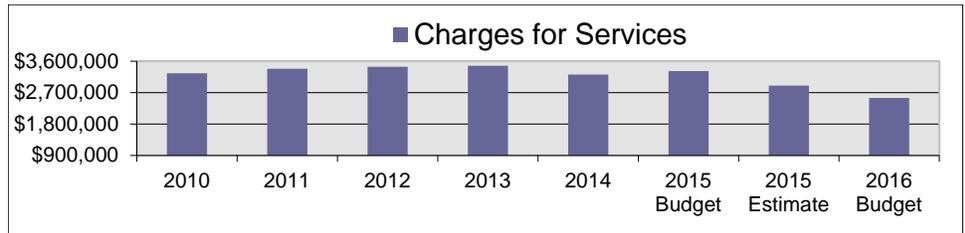
Licenses and Permits: This category includes fees from business and building licenses and permits. This revenue source generated \$1,576,121 during 2014 or 3.7 percent of total revenue and 13.8 percent of total other revenue. This revenue source totaled \$695,563 in 2010 and increased to \$1,576,299 in 2014, a 126.6 percent increase. The City budgeted \$1,107,122 for 2015 and year-to-date collected \$1,455,314 or \$27,858 (1.46 percent) less than the \$1,482,899 collected through November 2014. The estimate for the year is revised from \$1,107,122 to \$1,168,222.



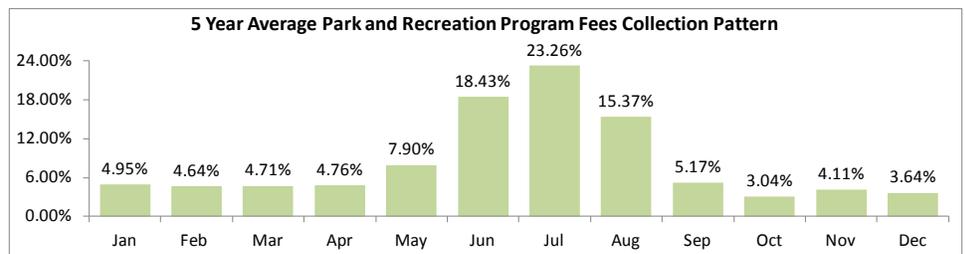
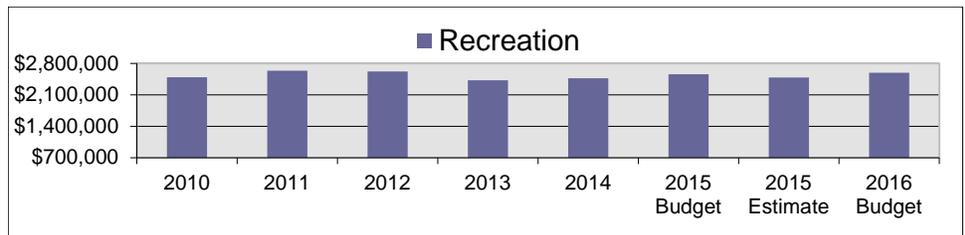
Intergovernmental Revenues: This revenue source includes state and federal shared revenues including payments in lieu of taxes. These revenues are budgeted at \$1,400,924 for 2015. This revenue source totaled \$1,465,970 in 2010 and the City collected \$1,869,045 in 2014, a 27.5 percent increase. The City collected \$1,422,685 through November 2015 this is \$124,108 more than the \$1,298,577 collected in the same period last year. The estimate for the year is revised from \$1,400,924 to \$1,624,318.



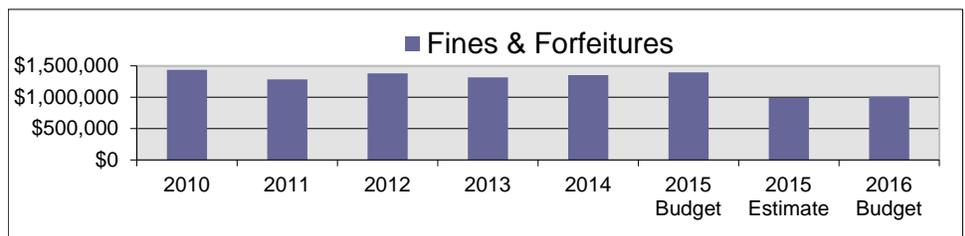
Charges for Services: This includes general government, public safety, fees for the administration of the utilities funds, court costs, highway and street and other charges. This revenue source is budgeted at \$3,335,262 for 2015. This revenue source totaled \$3,254,830 in 2010 and decreased to \$3,125,032 in 2014, a 1.2 percent decrease. Total collected year-to-date was \$2,697,172 or \$197,688 (6.83 percent) less than the \$2,894,860 collected year-to-date last year. The estimate for the year is revised from \$3,335,262 to \$2,905,192.



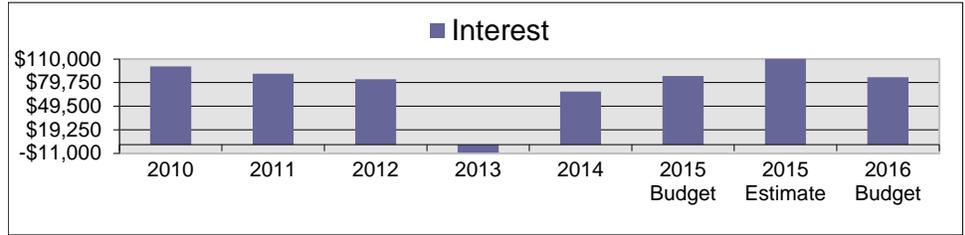
Recreation: This category of revenue includes the fees and charges collected from customers to participate in the various programs offered by the Parks and Recreation Department. This revenue source is budgeted at \$2,556,900 for 2015. This revenue source totaled \$2,489,781 in 2010 and decreased to \$2,466,421 in 2014, a .9 percent decrease. Total collections through November 2015 were \$2,377,554 compared to \$2,379,332 collected year-to-date last year. The estimate for the year is revised from \$2,556,900 to \$2,485,500.



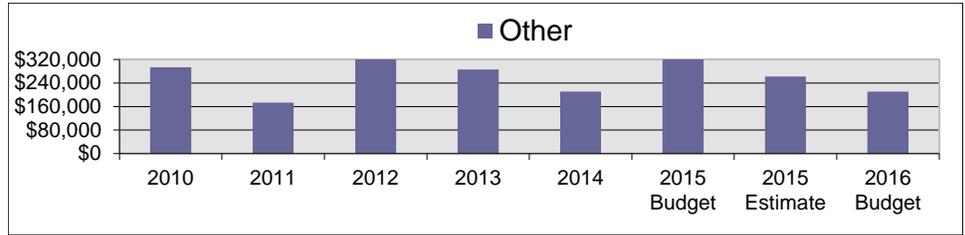
Fines and Forfeitures: This revenue source includes court, library, and other fines. The 2015 budget for this source is \$1,396,844. This revenue source totaled \$1,437,957 in 2010 and decreased to \$1,350,164 in 2014, a 6.1 percent decrease. Total collected year-to-date was \$980,286 or \$281,106 (22.3 percent) less than the \$1,261,446 collected in the same time period last year. The estimate for the year is revised from \$1,396,844 to \$1,008,350.



Interest: This is the amount earned on the City's cash investments. The 2015 budget for this source is \$88,164. This revenue source totaled \$100,545 in 2010 and decreased to \$68,342 in 2014, a 32 percent decrease. The City earned \$51,381 through November 2015; compared to \$83,682 through the same period last year. The estimate for the year is \$88,164.



Other: This source includes all revenues that do not fit in another revenue category. The 2015 budget for this source is \$313,050. This revenue source totaled \$293,658 in 2010 and decreased to \$210,530 in 2014, a 28.3 percent decrease. Total collected year-to-date is \$209,156 or (8.3 percent) more than the \$193,181 collected last year during the same period. The estimate for the year is revised from \$313,050 to \$262,212.



Economic Incentives

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

Business	Public Use of Incentive Funds
King Soopers (Federal and Bellevue)	Storm sewer replacement, water line improvements, access modifications and electrical line undergrounding.
Oxford LCP	Construct sidewalk enhancements in the public right of way.
Flood Middle School	Relocate City Ditch and sanitary sewer line, upgrade water line and underground electrical lines.
Restaurant at Englewood Market Place	Landscaping, maintenance and ADA ramp.
Cadence dba Broadbell LLC for Sprouts Farmers Market	Intersection and signalized intersection.
KRF II LLC (dba Kentro Group) for the Rite Aid Pharmacy	Underground/relocation of current overhead utility lines; Relocation and demolition of existing sewer line; Construction of underground detention/water quality; and Potential relocation of city ditch (depending on the development plan of northern parcel).

General Fund - Expenditures

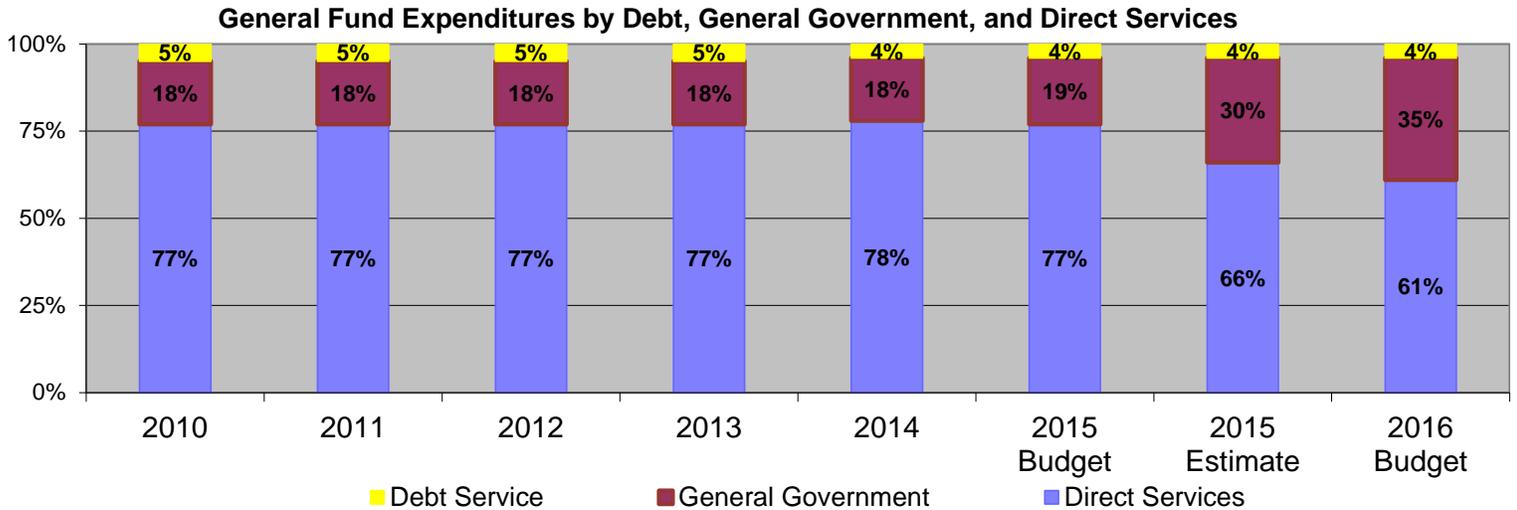
In 2006 the City adopted an outcome based budgeting philosophy. City Council and Staff outlined five outcomes to reflect, more appropriately, the desired result of the services delivered to the citizens of Englewood. The five outcomes identified are intended to depict Englewood as:

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

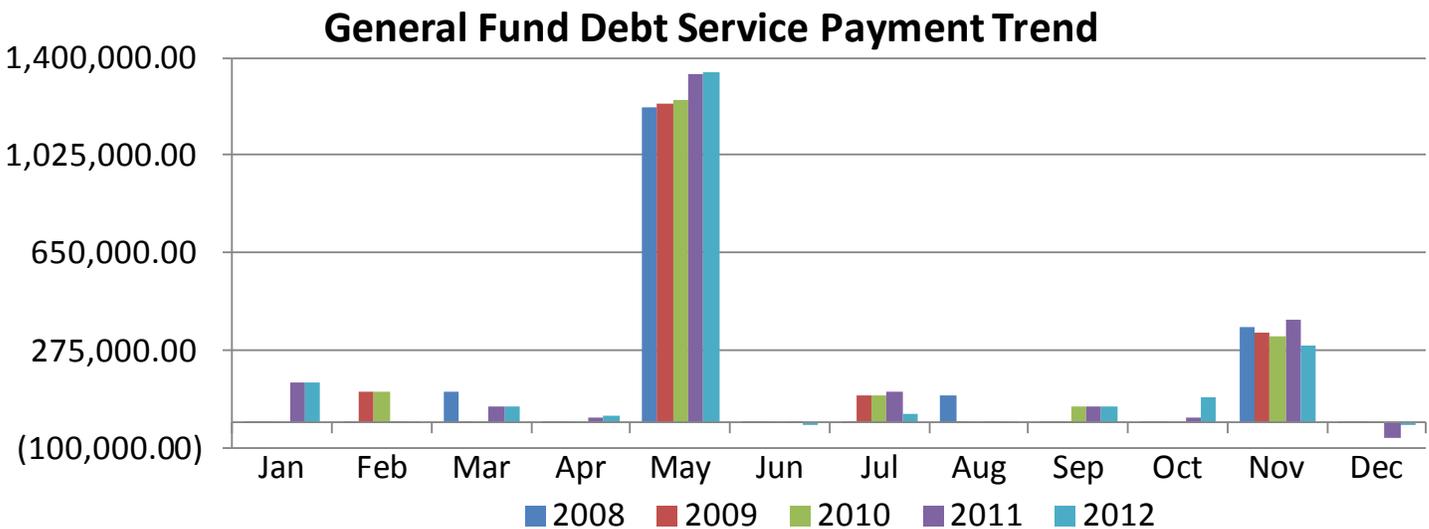
*The 2015 Budget will be the last year to incorporate the Outcome Based Budget philosophy. Beginning with the preparation of the 2016 Budget, the City will turn its direction to **Priority Based Budgeting (PBB)**. **PBB** is a process used by cities to understand their larger community priorities/ values,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

The City budgeted total expenditures at \$44,566,709 for 2015, this compares to \$42,467,619 and \$40,125,364 expended in 2014 and 2013 respectively. Budgeted expenditures for 2015 general government (City Manager, Human Resources, etc.) totals \$8,245,597 or 18.5 percent of the total. Direct government expenditures (Police, Fire, etc.) are budgeted at \$34,457,798 or 77.3 percent of the total. Debt service (fixed costs) payments are \$1,863,314 or 4.2 percent of the total. Total expenditures through November were \$40,040,578 compared to \$37,217,006 and \$36,080,384 in 2013. The expenditure estimate for the year is revised from \$44,566,709 to \$44,058,211.

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



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



The schedule on the next page provides the expenditure for each of the General Fund departments for the years 2010 through 2015 Budget.

Expenditure	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Budget
General Government								
Legislation	309,870	298,731	316,043	280,920	329,738	357,575	356,381	365,572
City Manager	659,882	639,184	658,047	675,844	673,402	731,307	8,226,080	6,586,762
City Attorney	702,228	706,841	712,036	719,781	726,377	869,106	886,605	810,022
Municipal Court	901,469	848,775	886,249	922,245	942,264	1,085,494	1,038,709	1,058,583
Human Resources	419,422	430,792	469,343	408,551	441,955	482,893	-	-
Finance & Administrative Services	1,445,581	1,446,313	1,464,305	1,533,061	1,566,733	1,805,052	3,878,168	3,965,669
Information Technology	1,280,660	1,332,766	1,373,943	1,336,590	1,348,275	1,425,389	-	-
Community Development	1,301,473	1,359,264	1,262,451	1,113,710	1,128,034	1,288,781	2,081,148	2,134,378
Contingencies	48,138	152,423	143,810	88,360	211,623	200,000	250,000	250,000
Contribution to Component Unit(s)	-	-	-	-	-	-	-	-
General Government Subtotal	7,068,723	7,215,089	7,286,227	7,079,062	7,368,401	8,245,597	16,717,091	15,170,986
Direct Services								
Public Works	5,137,364	5,259,875	5,202,903	5,234,382	5,440,975	5,790,091	5,730,645	6,208,706
Police	10,312,633	10,395,239	10,788,935	11,226,157	11,872,226	12,157,100	12,436,555	13,247,547
Fire	7,425,903	7,666,842	8,100,554	8,002,677	9,176,241	9,139,834	-	-
Library	1,284,083	1,145,613	1,180,771	1,174,656	1,165,446	1,317,657	1,283,016	1,241,179
Parks and Recreation	5,811,809	5,717,147	5,649,246	5,402,600	5,574,428	6,053,116	6,027,588	6,136,594
Direct Services Subtotal	29,971,792	30,184,716	30,922,409	31,040,472	33,229,316	34,457,798	25,477,804	26,834,026
Debt Service								
Debt Service-Civiccenter	1,570,705	1,658,857	1,570,921	1,565,625	1,434,082	1,568,988	1,568,988	1,520,979
Debt Service-Other	290,122	437,606	486,030	440,205	435,820	294,326	294,328	350,665
Debt Service Subtotal	1,860,827	2,096,463	2,056,951	2,005,830	1,869,902	1,863,314	1,863,316	1,871,644
Total Expenditure	38,901,342	39,496,268	40,265,587	40,125,364	42,467,619	44,566,709	44,058,211	43,876,656
% Expenditure Change	-2.25%	1.53%	1.95%	-0.35%	5.84%	10.68%	-1.14%	-0.41%
Other Financing Uses								
Transfers Out	750,000	301,246	1,339,330	73,006	-	0	1,871,516	2,330,000
Total Other Financing Uses	750,000	301,246	1,339,330	73,006	0	0	1,871,516	2,330,000
Total Uses of Funds	39,651,342	39,797,514	41,604,917	40,198,370	42,467,619	44,566,709	45,929,727	46,206,656
% Uses of Funds Change	-0.81%	0.37%	4.54%	-3.38%	5.65%	7.12%	3.06%	0

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

	2010	2011	2012	2013	2014	2015 Budget	2015 Estimate	2016 Budget
Population*	30,375	30,799	31,286	31,675	31,675	31,675	31,675	31,675
General Fund								
General Government Services	\$ 233	\$ 234	\$ 233	\$ 223	\$ 233	\$ 260	\$ 528	\$ 479
Direct Services	\$ 987	\$ 980	\$ 988	\$ 980	\$ 1,049	\$ 1,088	\$ 804	\$ 847
Public Works	\$ 169	\$ 171	\$ 166	\$ 165	\$ 172	\$ 183	\$ 181	\$ 196
Police	\$ 340	\$ 338	\$ 345	\$ 354	\$ 375	\$ 384	\$ 393	\$ 418
Fire	\$ 244	\$ 249	\$ 259	\$ 253	\$ 290	\$ 289	\$ -	\$ -
Library	\$ 42	\$ 37	\$ 38	\$ 37	\$ 37	\$ 42	\$ 41	\$ 39
Parks & Recreation	\$ 191	\$ 186	\$ 181	\$ 171	\$ 176	\$ 191	\$ 190	\$ 194
Debt Service	\$ 61	\$ 68	\$ 66	\$ 63	\$ 59	\$ 59	\$ 59	\$ 59
Total Expenditure Per Capita	\$ 1,281	\$ 1,282	\$ 1,287	\$ 1,267	\$ 1,341	\$ 1,407	\$ 1,391	\$ 1,385
Debt Service Fund								
General Obligation Debt Per Capita	\$ 36	\$ 31	\$ 31	\$ 30	\$ 35	\$ 35	\$ 35	\$ 35

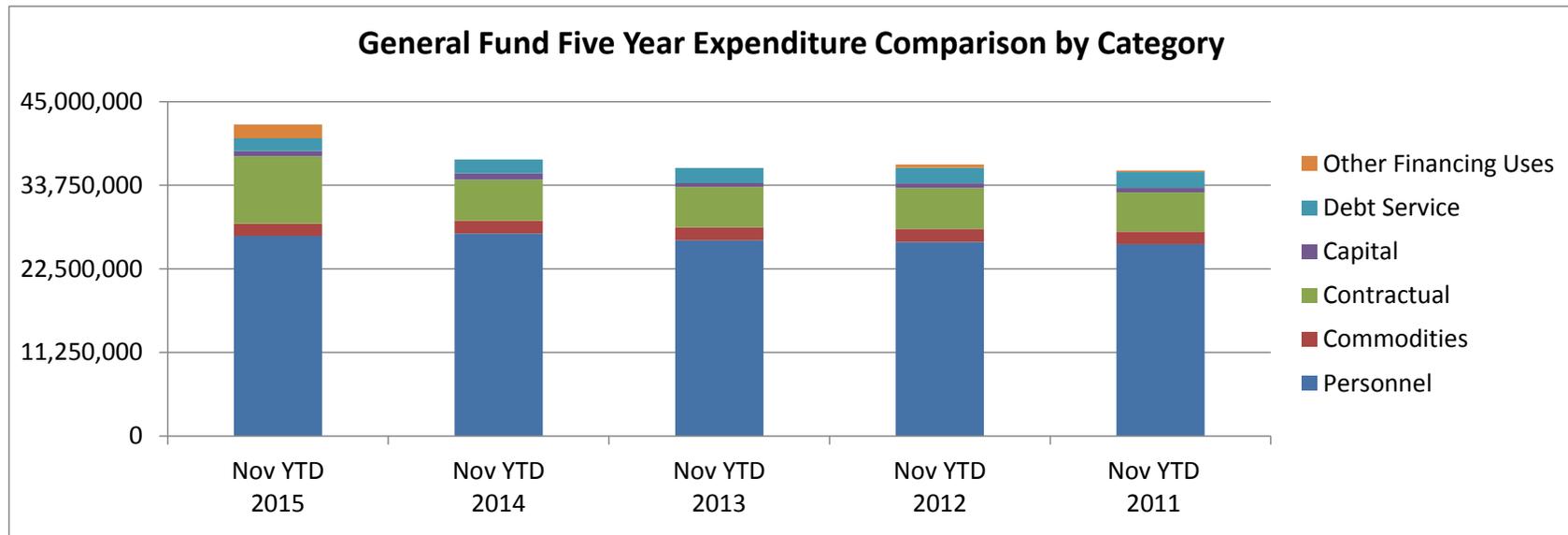
* Source: Colorado Department of Local Affairs Municipal Population Estimates By County

City of Englewood, Colorado

General Fund - Five Year Expenditure Comparison by Category

	Nov YTD 2015	YTD % Change	% of Total	Nov YTD 2014	YTD % Change	% of Total	Nov YTD 2013	YTD % Change	% of Total	Nov YTD 2012	YTD % Change	% of Total	Nov YTD 2011	% of Total
Personnel services														
Salaries and wages	19,847,253	0.840%	44.534%	19,682,716	0.850%	46.348%	19,517,551	-0.820%	48.553%	19,677,996	0.780%	47.297%	19,525,161	49.061%
Overtime	524,894	-41.370%	1.178%	895,222	43.980%	2.108%	621,764	4.520%	1.547%	594,880	18.500%	1.430%	502,000	1.261%
Benefits	6,553,593	-2.020%	14.705%	6,688,373	8.200%	15.749%	6,181,313	5.700%	15.377%	5,848,250	1.220%	14.057%	5,777,759	14.518%
Personnel services total	26,925,740	-1.250%	60.417%	27,266,310	3.590%	64.205%	26,320,627	0.760%	65.477%	26,121,125	1.230%	62.784%	25,804,921	64.841%
Commodities total	1,649,059	-4.860%	3.700%	1,733,386	-1.940%	4.082%	1,767,632	0.370%	4.397%	1,761,150	3.520%	4.233%	1,701,333	4.275%
Contractual services total	9,088,445	65.570%	20.393%	5,489,113	0.630%	12.925%	5,454,657	-0.740%	13.569%	5,495,572	4.160%	13.209%	5,276,309	13.258%
Capital total	705,059	-18.440%	1.582%	864,445	64.030%	2.036%	527,016	-19.070%	1.311%	651,174	4.020%	1.565%	625,980	1.573%
Total Expenditures	38,368,302	8.530%	86.092%	35,353,253	3.770%	83.248%	34,069,933	0.120%	84.755%	34,029,022	1.860%	81.791%	33,408,542	83.946%
Debt service total	1,687,255	-9.470%	3.786%	1,863,752	-7.300%	4.389%	2,010,454	-2.490%	5.001%	2,061,772	-4.280%	4.956%	2,154,020	5.412%
Other financing uses total	1,871,516			0			0			434,000			186,321	
Total Uses of Funds	41,927,073	0.000%	89.878%	37,217,006	0.000%	87.636%	36,080,386	0.000%	89.756%	36,524,794	0.000%	86.746%	35,748,883	89.827%
Annual Total	44,566,709	4.943%		42,467,619	5.645%		40,198,370	-3.381%		41,604,917	4.541%		39,797,514	
YTD % of Annual Total	94.077%			87.636%			89.756%			87.790%			89.827%	

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General Fund - Transfers

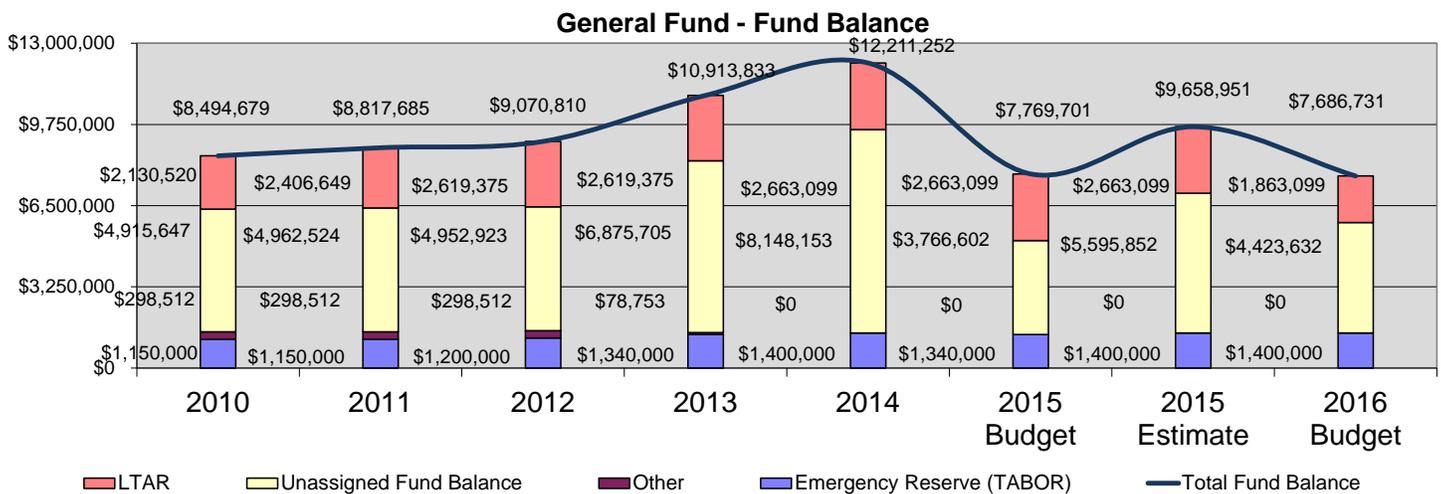
The General Fund has provided funds to and has received funds from Special Revenue Funds, Capital Projects Funds, and Internal Service Funds in order to buffer temporary gaps in revenue and expenditure amounts. The General Fund received the following net transfers:

Source of Funds	2015 Budget Amount	2015 YTD Net Amount	2014 Net Annual Amount
Special Revenue Funds			
Donors Fund	\$ -	\$ 101,450	\$ -
Capital Project Funds			
Public Improvement Fund (PIF)	294,326	(1,577,190)	479,544
Enterprise Funds			
Golf Course Fund	-	-	63,000
Internal Service Funds			
Central Services Fund	-	-	50,000
Servicenter Fund	-	-	300,000
Net Transfers In (Out) Total	\$ 294,326	\$ (1,475,740)	\$ 892,544

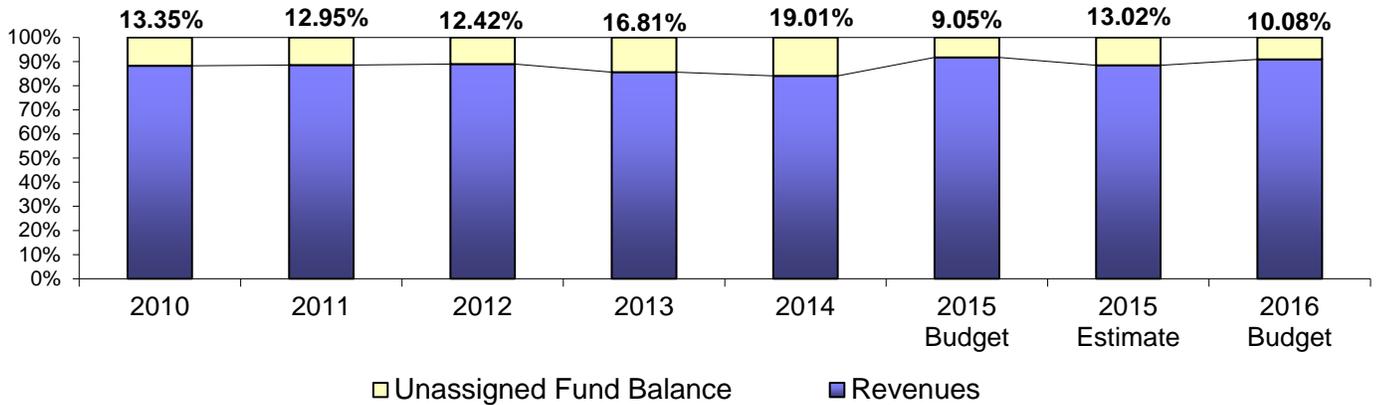
General Fund - Fund Balance

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

Long Term Asset Reserve (LTAR) At the 2008 Budget workshop, City Council discussed and directed staff to establish a General Fund reserve account to accumulate funds from the sale, lease, or earnings from long-term assets. It was also determined that these funds should be used in a careful, judicious and strategic manner. The funds restricted in this account are to be expended if the funds are appropriated in the annual budget or by supplemental appropriation. The balance at the end of December 2014 was \$2,663,099. The current and estimated year-end LTAR balance is \$2,663,099.



Unassigned Fund Balance As A Percentage of Revenue



The City’s General Fund ended 2014 with total reserves of \$12,211,252, and an unassigned fund balance of \$8,148,153 or 19 percent of revenues (19.2 percent of expenditures). The *budgeted* total reserves for 2015 are \$7,769,701 with an unassigned fund balance of \$3,766,602 or nine percent of budgeted revenues or 8.5 percent of budgeted expenditures. Estimated total reserves for 2015 are \$9,658,951 with an unassigned fund balance of \$5,595,852 or 13.02 percent of estimated revenue. The \$5,595,852 unassigned fund balance would allow the City to operate for approximately 46 days (using average daily projected expenditures) if all other revenues and financing sources ceased. In these times of economic uncertainty, it is more important than ever to maintain reserves to help the City make up for revenue shortfalls and unexpected expenditure increases given that the one-time transfers made to the General Fund to help maintain reserves are no longer available.

PUBLIC IMPROVEMENT FUND OVERVIEW

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

The table on the next page illustrates the PIF Year-To-Date (YTD) revenues and expenditures for the years 2013 through 2015. The dollar and percentage change between each year is also provided. The Estimated Ending Fund Balance is included in order to account for the remaining PIF appropriation in addition to the remaining annual revenue anticipated for the fund.

Public Improvement Fund (PIF)	2015	2015 vs 2014 Increase (Decrease)		2014	2014 vs 2013 Increase (Decrease)		2013
YTD Revenues	\$ 6,376,838	\$ 2,841,763	80.39%	\$ 3,535,075	\$ 183,530	5.48%	\$ 3,351,545
YTD Expenditures	4,181,782	\$ 564,393	15.60%	3,617,389	\$ 447,871	14.13%	3,169,518
Net Revenues (Expenditures)	\$ 2,195,056	\$ 2,277,370		\$ (82,314)	\$ (264,341)		\$ 182,027
Beginning PIF Fund Balance	\$ 2,345,137			\$ 1,905,453			\$ 1,320,371
Ending PIF Fund Balance Before Remaining Annual Revenue and Appropriation	\$ 4,540,193			\$ 1,823,139			\$ 1,502,398
Plus: Remaining Annual Revenue	293,648			138,319			213,118
Less: Remaining Annual Appropriation	(2,466,680)			(1,455,467)			(789,265)
Estimated Ending Unappropriated Fund Balance	\$ 2,367,161			\$ 505,991			\$ 926,251
Unappropriated Fund Balance as of December 31,				\$ 869,835			\$ 785,553

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

	2015 Estimate	2015 Adopted Budget	2015 YTD Actual	2015 Vs 2014 Amount	%	2014 YTD Actual	2014 Vs 2013 Amount	%	2013 YTD Actual
Vehicle Use Tax	\$ 1,600,000	\$ 1,350,000	\$ 1,540,576	\$ 205,490	15%	\$ 1,335,087	\$ 151,339	13%	\$ 1,183,747
Building Use Tax	\$ 1,985,000	\$ 1,550,000	\$ 2,610,447	\$ 722,059	38%	\$ 1,888,388	\$ 91,407	5%	\$ 1,796,982
Arapahoe County Road and Bridge Tax	\$ 195,000	\$ 199,000	\$ 184,462	\$ (790)	0%	\$ 185,252	\$ (3,349)	-2%	\$ 188,601

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

2015 Year-To-Date City Funds At-A-Glance

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

	Beginning Balance	Revenue	Expenditure	Other Sources (Uses)	Restricted/ Committed Balance	Estimated Ending Balance
Governmental Fund Types (Fund Balance)						
General Fund	12,211,250	40,152,758	40,055,557	1,413,599	4,063,099	9,658,951
Special Revenue Funds						
Conservation Trust	1,491,458	240,947	77,884	(1,372,914)	-	281,606
Open Space	1,562,993	183,548	499,531	(1,058,788)	-	188,222
Donors	346,859	413,670	85,107	(101,450)	-	573,972
Community Development	-	223,585	242,610	19,025	-	-
Malley Center Trust	233,626	3,106	1,582	-	-	235,150
Parks & Recreation Trust	457,594	8,023	7,338	-	-	458,279
Debt Service Fund						
General Obligation Bond	61,105	1,108,604	1,106,988	-	-	62,721
Capital Projects Funds						
PIF	2,345,137	4,505,322	2,140,119	(2,343,180)	-	2,367,161
MYCP	972,799	196,389	856,756	(308,064)	-	4,368
Proprietary Fund Types (Funds Available Balance)						
Enterprise Funds						
Water	11,237,162	7,506,200	7,278,081	-	-	11,465,280
Sewer	4,539,031	16,266,385	13,230,076	-	1,000,000	6,575,340
Stormwater Drainage	1,232,976	330,621	236,242	-	102,500	1,224,855
Golf Course	672,683	1,988,594	1,746,275	-	215,773	699,228
Concrete Utility	499,552	862,805	705,675	-	-	656,682
Housing Rehabilitation	1,455,047	458,633	845,583	-	-	1,068,097
Internal Service Funds						
Central Services	73,390	251,120	256,918	-	-	67,592
ServiCenter	1,450,471	2,103,568	1,771,321	-	-	1,782,718
CERF	1,621,229	852,170	499,716	-	-	1,973,682
Employee Benefits	33,719	5,550,978	5,819,570	-	-	(234,874)
Risk Management	8,722	1,529,852	1,182,941	-	-	355,633

CLOSING

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

This report will be reviewed with City Council at an upcoming study session. If you have any questions regarding this report, please contact me at **303.762.2401**.

FUNDS GLOSSARY

FUNDS GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MOA – Museum of Outdoor Arts

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

FUNDS GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

General Fund Comparative Revenue, Expenditure & Fund Balance Report

as of November 30, 2015

Percentage of Year Completed = 92%

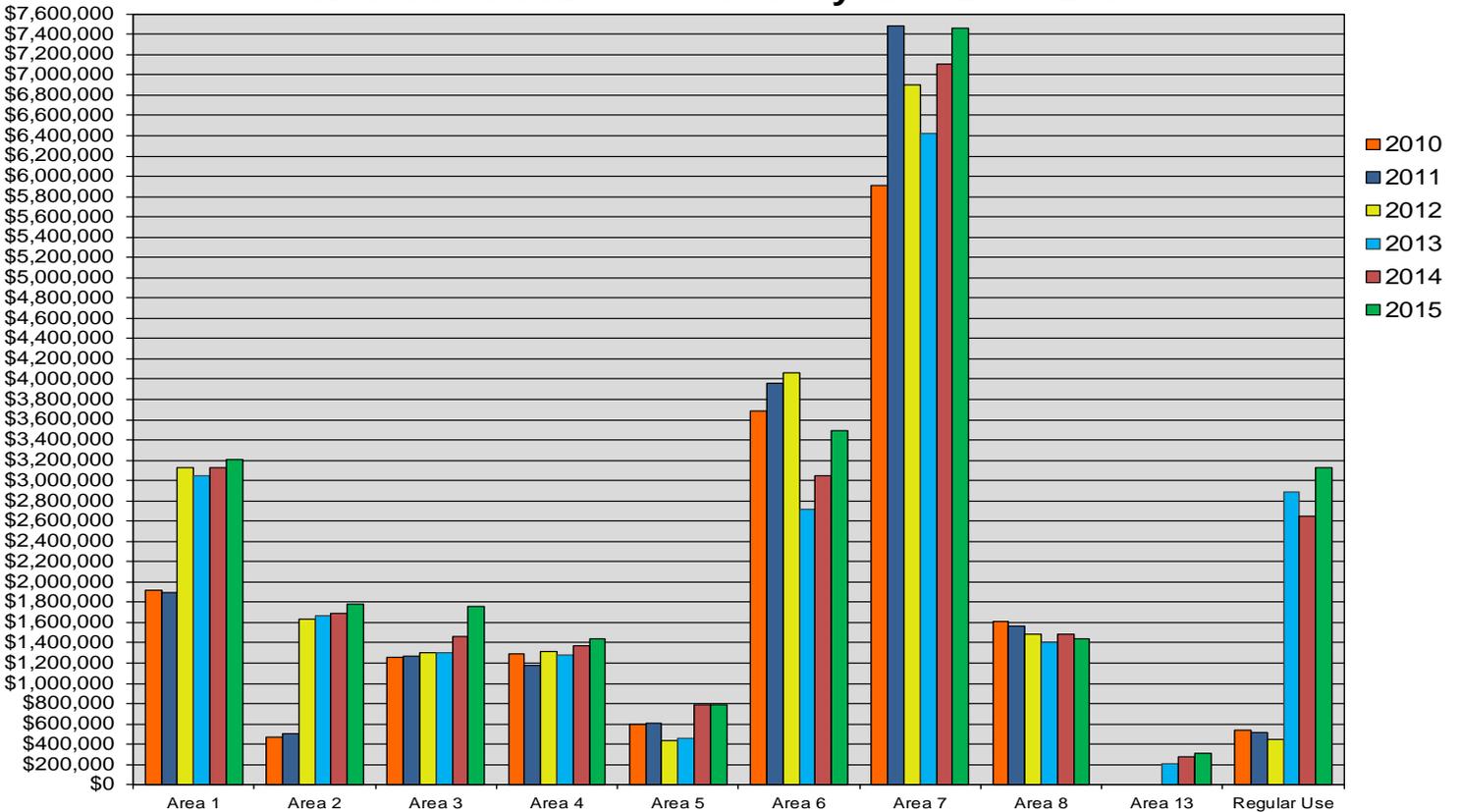
Fund Balance January 1	\$ 10,416,386	\$ 12,211,250	\$ 12,211,250	\$ 10,913,833	\$ 10,913,833	\$ 9,070,810	\$ 9,070,810				
	2015				2014			2013			
	Budget	Nov-15	% Budget	YE Estimate	Dec-14	Nov-14	% YTD	Dec-13	Nov-13	% YTD	
Revenues											
Property Tax	2,900,000	2,898,635	99.95%	2,900,000	2,892,433	2,870,091	99.23%	2,900,715	2,879,165	99.26%	
Specific Ownership Tax	260,000	266,160	102.37%	260,000	291,670	243,575	83.51%	266,881	225,314	84.42%	
Sales & Use Taxes	24,200,000	24,742,924	102.24%	26,081,262	24,839,297	22,998,084	92.59%	23,433,775	21,391,395	91.28%	
Cigarette Tax	179,000	169,323	94.59%	179,000	188,652	171,793	91.06%	195,088	177,949	91.21%	
Franchise Fees	3,017,550	2,869,347	95.09%	3,148,550	3,207,978	2,766,667	86.24%	3,101,310	2,673,729	86.21%	
Hotel/Motel Tax	12,000	12,822	106.85%	12,000	11,948	11,097	92.88%	12,039	11,109	92.28%	
Licenses & Permits	1,107,122	1,455,314	131.45%	1,168,222	1,576,299	1,482,899	94.07%	1,446,578	1,382,475	95.57%	
Intergovernmental Revenue	1,400,924	1,422,685	101.55%	1,624,318	1,869,045	1,298,577	69.48%	1,488,204	1,186,049	79.70%	
Charges for Services	3,335,262	2,697,172	80.87%	2,905,192	3,215,032	2,894,860	90.04%	3,469,845	3,010,045	86.75%	
Recreation	2,556,900	2,377,554	92.99%	2,485,500	2,466,421	2,379,332	96.47%	2,420,443	2,327,274	96.15%	
Fines & Forfeitures	1,396,844	980,286	70.18%	1,008,350	1,350,164	1,261,446	93.43%	1,317,707	1,216,759	92.34%	
Interest	88,164	51,381	58.28%	88,164	68,340	83,862	122.71%	(10,223)	20,283	-198.41%	
EMRF Rents	858,882	796,990	92.79%	858,882	684,683	619,492	90.48%	573,526	529,610	92.34%	
Miscellaneous	313,050	209,156	66.81%	262,212	210,531	193,181	91.76%	285,931	280,006	97.93%	
Total Revenues	41,625,698	40,949,749	98.38%	42,981,652	42,872,493	39,274,956	91.61%	40,901,819	37,311,162	91.22%	
Expenditures											
Legislation	357,575	315,676	88.28%	356,381	329,738	308,649	93.60%	280,920	235,279	83.75%	
City Attorney	869,106	625,646	71.99%	886,605	726,377	639,117	87.99%	719,781	639,442	88.84%	
Court	1,085,494	867,980	79.96%	1,038,709	942,264	827,975	87.87%	922,245	819,960	88.91%	
City Manager	731,307	703,011	96.13%	735,410	673,402	598,830	88.93%	675,844	601,022	88.93%	
Human Resources	482,893	502,638	104.09%	628,079	441,956	387,253	87.62%	408,551	368,501	90.20%	
Financial Services	1,805,052	1,468,210	81.34%	1,811,926	1,566,733	1,350,010	86.17%	1,533,060	1,342,325	87.56%	
Information Technology	1,425,389	1,179,256	82.73%	1,438,163	1,348,275	1,152,909	85.51%	1,336,591	1,205,168	90.17%	
Public Works	5,790,091	4,984,416	86.09%	5,730,645	5,440,975	4,761,050	87.50%	5,234,383	4,644,781	88.74%	
Fire Department	9,139,834	9,444,615	103.33%	8,534,799	9,176,241	7,460,802	81.31%	8,002,677	7,115,268	88.91%	
Police Department	12,157,100	11,020,738	90.65%	12,236,555	11,872,226	10,619,251	89.45%	11,226,157	10,020,157	89.26%	
Community Development	1,288,781	958,315	74.36%	1,237,019	1,128,034	930,399	82.48%	1,113,710	985,108	88.45%	
Library	1,317,657	1,041,351	79.03%	1,283,016	1,165,446	1,038,106	89.07%	1,174,656	1,047,355	89.16%	
Recreation	6,053,116	5,002,391	82.64%	6,027,588	5,574,428	5,067,318	90.90%	5,402,599	4,958,732	91.78%	
Debt Service	1,863,314	1,692,510	90.83%	1,863,316	1,869,902	1,867,077	99.85%	2,005,830	2,012,279	100.32%	
Contingency	200,000	233,825	116.91%	250,000	211,623	208,260	98.41%	88,360	85,007	96.21%	
Total Expenditures	44,566,709	40,040,578	89.84%	44,058,211	42,467,620	37,217,006	87.64%	40,125,364	36,080,384	89.92%	
Excess revenues over (under) expenditures	(2,941,011)	909,171	-30.91%	(1,076,559)	404,873	2,057,950		776,455	1,230,778		
Net transfers in (out)	294,326	(1,475,740)	-501.40%	(1,475,740)	892,544	892,544	100.00%	1,066,568	1,139,574	106.84%	
Total Fund Balance	\$ 7,769,701	\$ 11,644,681	149.87%	\$ 9,658,951	\$ 12,211,250	\$ 13,864,327	113.54%	\$ 10,913,833	\$ 11,441,162	104.83%	

Fund Balance Analysis											
Total Fund Balance	\$ 7,769,701	\$ 11,644,681	\$ 9,658,951	\$ 12,211,250	\$ 10,913,833						
Restricted Fund Balance											
-Emergencies (TABOR)	1,340,000	1,400,000	1,400,000	1,400,000	1,340,000						
Committed Fund Balance											
-LTAR	2,663,099	2,663,099	2,663,099	2,663,099	2,619,375						
-COPS Grant	-	-	-	-	78,753						
Restricted/Committed	\$ 4,003,099	\$ 4,063,099	\$ 4,063,099	\$ 4,063,099	\$ 4,038,128						
Estimated Unassigned Fund Balance	\$ 3,766,602	\$ 7,581,582	\$ 5,595,852	\$ 8,148,151	\$ 6,875,705						
As a percentage of projected revenues	8.76%	17.64%	13.02%	19.01%	16.81%						
As a percentage of budgeted revenues	9.05%	18.21%	13.44%								
Target	4,162,570	-	6,243,855								

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

	2010	% Change	2011	% Change	2012	% Change	2013	% Change	2014	% Change	2015	% Change	\$ Change
Area 1	1,913,601	-10.16%	1,900,451	-0.69%	3,128,315	64.61%	3,047,125	-2.60%	3,130,515	2.74%	3,207,726	2.47%	77,211
Area 2	465,800	6.86%	502,746	7.93%	1,638,022	225.81%	1,662,229	1.48%	1,696,185	2.04%	1,776,503	4.74%	80,318
Area 3	1,261,773	10.42%	1,264,110	0.19%	1,307,914	3.47%	1,305,707	-0.17%	1,457,911	11.66%	1,755,527	20.41%	297,615
Area 4	1,293,127	-8.05%	1,175,858	-9.07%	1,318,377	12.12%	1,283,732	-2.63%	1,369,510	6.68%	1,437,305	4.95%	67,795
Area 5	599,394	-2.77%	613,208	2.30%	441,128	-28.06%	463,140	4.99%	793,568	71.35%	789,696	-0.49%	-3,872
Area 6	3,681,891	-9.71%	3,956,134	7.45%	4,062,138	2.68%	2,712,599	-33.22%	3,042,162	12.15%	3,490,441	14.74%	448,279
Area 7	5,910,708	-22.00%	7,484,116	26.62%	6,899,525	-7.81%	6,418,117	-6.98%	7,101,821	10.65%	7,461,764	5.07%	359,943
Area 8	1,605,547	-11.22%	1,570,546	-2.18%	1,489,227	-5.18%	1,409,996	-5.32%	1,480,296	4.99%	1,439,412	-2.76%	-40,884
Area 13			0	0.00%	0	0.00%	213,703	0.00%	278,672	30.40%	310,898	11.56%	32,226
Regular Use	540,306	40.07%	512,908	-5.07%	447,648	-12.72%	2,882,612	543.95%	2,647,583	-8.15%	3,131,714	18.29%	484,132
Subtotal	17,272,146	-11.79%	18,980,077	9.89%	20,732,294	9.23%	21,398,960	3.22%	22,998,222	7.47%	24,800,985	7.84%	1,802,763
Area 9	1,638,935	-2.72%	1,652,144	0.81%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 10	32,228	66.72%	23,951	-25.68%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 9 and 10	1,671,163	1.61%	1,676,096	0.30%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 11	127,574	-7.21%	132,669	3.99%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 12	2,926	-26.97%	3,349	14.47%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Area 11 and 12	130,499	-2.27%	136,018	4.23%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Subtotal	1,801,662	1.32%	1,812,113	0.58%	0	-100.00%	0	0.00%	0	0.00%	0	0.00%	0
Total	19,073,808	0.10%	20,792,191	9.01%	20,732,294	-0.29%	21,398,960	3.22%	22,998,222	7.47%	24,800,985	7.84%	1,802,763
Refunds	215,756	-24.87%	45,233	-79.04%	236,998	423.95%	32,152	-86.43%	75,804	135.77%	136,484	80.05%	60,680
Audit & Collections Rev	375,242	-21.08%	192,805	-48.62%	158,918	-17.58%	116,635	-26.61%	221,208	89.66%	310,876	40.54%	89,667
**included Above													
Unearned Sales Tax	600,000	0.00%	1,100,000	83.33%	1,150,000	4.55%	1,150,000	0.00%	1,150,000	0.00%	1,150,000	0.00%	0
Building Use	523,220	38.94%	579,228	10.70%	774,712	33.75%	1,796,982	131.95%	1,888,388	5.09%	2,610,447	38.24%	722,059
Vehicle Use	871,708	-4.32%	909,415	4.33%	1,181,120	29.88%	1,306,658	10.63%	1,447,955	10.81%	1,687,071	16.51%	239,116

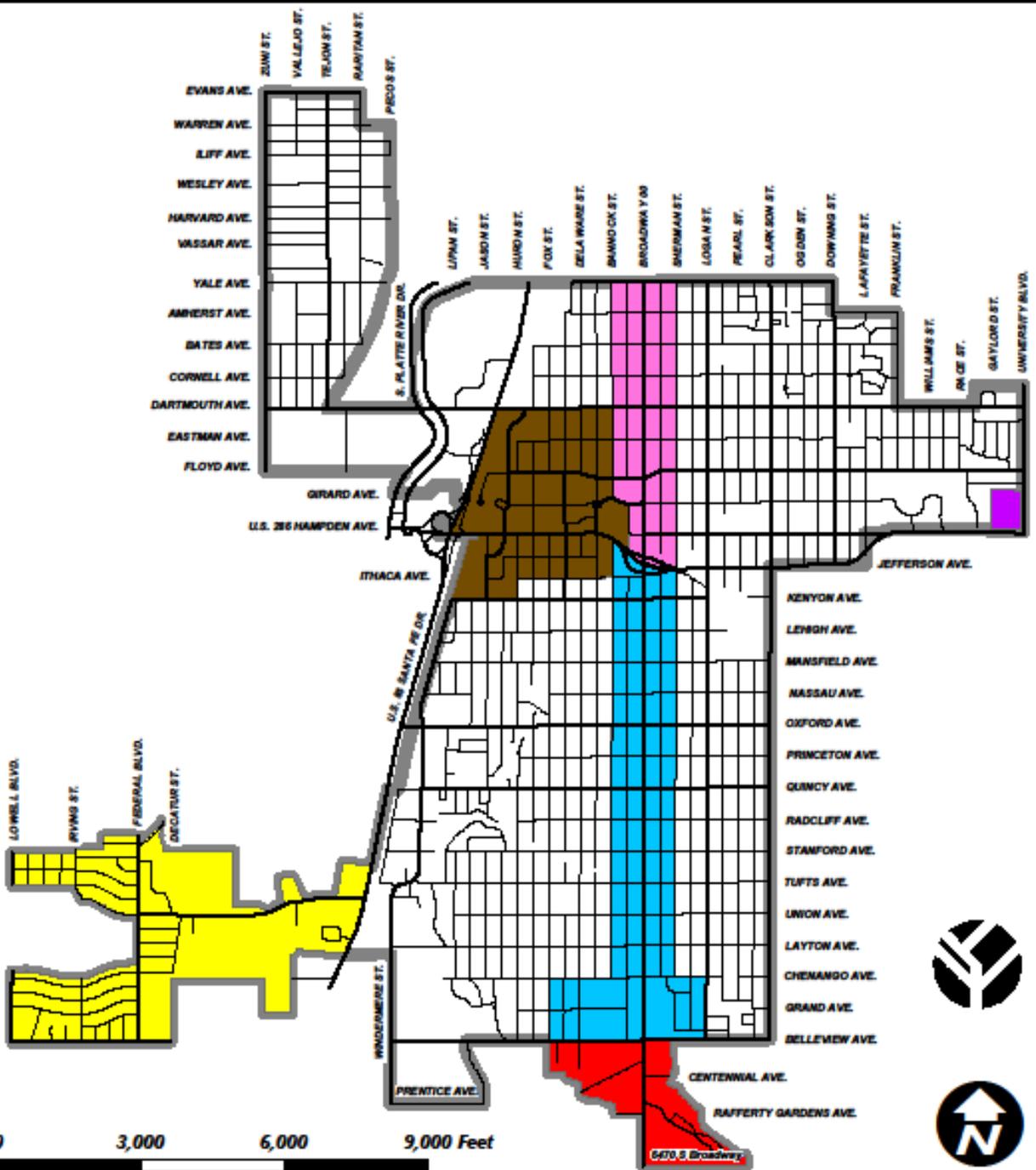
November YTD Collections by Area 2010-2015



Area Descriptions

Area 1 - CityCenter (Formerly Cinderella City)
 Area 2 - S of Yale, north & south side of Jefferson Ave/US 285 between Bannock and Sherman
 Area 3 - S of Jefferson Ave/US 285 between Bannock & Sherman and north side of Belleview between Logan & Delaware
 Area 4 - Broadway and Belleview (Between Fox and Sherman and south side of Belleview and to the Southern City Limits)

Area 5 - Federal and Belleview W of Santa Fe Drive
 Area 6 - All other City locations
 Area 7 - Outside City limits
 Area 8 - Public Utilities
 Area 13 - Hampden Avenue (US 285) and University Boulevard



City of Englewood, Colorado: Sales Tax Areas

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

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

https://www.englewoodcolorado.gov/2012/02/01/englewood_colorado_sales_tax_areas.pdf



TO: Mayor Jefferson and City Councilmembers

THRU: Michael Flaherty, Deputy City Manager

FROM: Audra Kirk, Planner II
Harold J. Stitt, Senior Planner

DATE: December 14, 2015

SUBJECT: Planned Unit Developments

The Foundry Apartments Site Development Plan of the Sand Creek PUD

City Council approved the Sand Creek Planned Unit Development (PUD) District Plan on February 4, 2013, Ordinance 4, Series of 2013. The Sand Creek PUD parcel is 10.55 acres and was formerly occupied by the General Iron Works (GIW). The District Plan stipulated that site development plan approval for industrial, office or retail uses would be reviewed and approved administratively, whereas, any residential development must have the site development plan reviewed and approved by the Planning and Zoning Commission and City Council.

The first development of the Sand Creek PUD is a residential project on a 2.13 acre parcel located on the south east portion of the Sand Creek PUD. This project, the Foundry Apartments, is a three story, 70 unit multi-family residential development. City Council will consider the Foundry Apartments site development plan on December 21, 2015.

In addition to the Foundry Apartments site development plan, a second residential development proposed by Boulevard Builders for the remainder of the Sand Creek PUD site will be coming forward for Planning and Zoning Commission and City Council review and approval of their site plan and amendments to the district plan. Development details are currently being finalized and a submittal is anticipated in the first quarter of 2016. (See attached The Foundry Apartments Site Plan.)

Englewood's PUD Process

A planned unit development (PUD) is an integrated development located on a single tract of land or on two or more tracts of land that may be separated only by a street or other right-of-way. A PUD is a form of development used today to advance smart growth and sustainability objectives. A PUD has a number of distinct advantages over conventional lot-by-lot development. A PUD establishes specific zoning and site planning criteria to meet the needs of a specific development proposal that may not be accommodated within existing zoning development regulations. A PUD offers a degree of flexibility that allows creativity in land planning, site design, and the protection of environmentally sensitive lands not possible with conventional subdivision and land development practices.

As adopted and implemented by Englewood, a PUD is composed to two major elements; a District Plan and a Site Plan. The District Plan provides the regulatory framework within which development may occur and the Site Plan provides for the spatial distribution of land uses within the proposed development. The specific requirements governing PUDs are set forth in Title 16-2-8: **Planned Unit Development (PUD) Rezoning Process and Requirements.**

E. Approval Criteria. PUD rezonings shall be consistent with the Comprehensive Plan and the Planning and Zoning Commission and City Council may approve, a proposed PUD rezoning only if they find that the proposed rezoning meets the criteria listed below:

1. The proposed development shall comply with all applicable use, development, and design standards that are not otherwise modified or waived according to the rezoning approval. In addition, the proposed rezoning shall meet at least one of the following criteria:
 - a. The proposed development will exceed all applicable development quality standards; levels of public amenities; and/or levels of design innovation, and the proposed development would not be allowed or practicable under a standard zone district.
 - b. The property cannot be developed, or no reasonable economic use of the property can be achieved, under the existing zoning, even through the use of conditional uses, zoning variances or administrative adjustments.
2. All PUD rezonings must meet the following criterion:
 - a. The property will not have a significant negative impact on those properties surrounding the rezoned area and the general public health, safety and welfare of the community will be protected.

F. PUD Approval Process Summary: The Planned Unit Development zone district requires three (3) steps for PUD project review and approval:

- 1) Pre-application review and neighborhood meeting;
- 2) PUD District Plan review and approval;
- 3) PUD Site Development Plan review and approval. If an applicant provides site-specific development plans, the PUD District Plan and PUD Site Development Plan steps may be combined.

The PUD rezoning may be processed in one (1) phase or two (2), at the option of the developer. A complete and final PUD shall not take effect until and unless all of the information required below for both a PUD District Plan and a PUD Site Development Plan have been reviewed and approved by the City.

PUD District Plan

The PUD District Plan is a general plan for the land within the boundaries of the application, and includes general land uses and densities, building heights, general design intent, parking ratios, and a conceptual layout of the site. Approval of PUD District Plan requires a later approval of a PUD Site Development Plan prior to any development or issuance of a Building Permit.

PUD Site Development Plan

The PUD Site Development Plan is a more detailed plan for the development of the site by applying the standards set forth in the District Plan, but shall also include a statement of architectural intent; design standards necessary to achieve the architectural intent; location of major transportation and circulation systems; parking standards; landscaping requirements; common elements and other details required to demonstrate that the development will meet or exceed the standards set forth on the District Plan and the qualities of development otherwise required by City standards in the base zone district.

The Foundry Apartments, 601 Bates Ave.
 (Part of the Sand Creek PUD, City of Englewood, CO)
 Current Zoning: PUD, Proposed Use: Multi-Unit Residential (3-story)
CONCEPTUAL PROGRAM

PERCENT of TTL	Bed/Bath	Name	AV NRA	QTY	TTL	NOTES
80.0%	1/1	1A	618	42	25,956	
40.0%	2/2	2A	825	28	23,100	
			Average SF	700.8	70	49,056 Total



N
 CONCEPTUAL MASTER SITE PLAN
 1" = 100'-0"

THE FOUNDRY APARTMENTS
 PROJ. NO. 14019
 DATE: 08-19-2015

SW+ DEVELOPMENT GROUP

2882 Wyandot Street • Denver, CO 80211 • 303.433.4004
S H O P W O R K S
 architecture

TO: Honorable Mayor and Members of the City Council

FROM: Eric A. Keck, City Manager

DATE: 10 December 2015

SUBJECT: Operational Plan and Capital Project Overview

Staff has been diligently working upon an operational plan that has been designed to address a number of challenges facing each area of our organization. This plan is a politically neutral plan geared toward increasing employee accountability as well formulated to help create a higher performing organization. This plan also serves as a catalyst for the City Council to come alongside the staff and create an overarching strategic plan that will address the four thematic areas of human capital, revenue and funding, process/procedures, and technology/automation.

The operational plan, attached in Powerpoint format, also achieves alignment with the City's mission and vision statement as well as our Priority Based Budgeting results. This is not a coincidence as we have been working intentionally to create the systems and framework that will help us achieve this alignment and guide us to success with all of our initiatives. This also provides greater clarity for our employees who are seeking to understand how their work aids in the overall improvement of our organization and service delivery.

The goal statements and objectives contained within the operational plan will be achieved through the concerted efforts of staff from all levels in the organization. We have made a deliberate attempt to reach deep into the organization and engage as many employees as possible as well identify high potential employees that can provide their perspective and ideas on how to achieve successful results. This in turn will help with not only the successful outcome for the objectives but also allow staff to stretch and grow in their skillsets and experience.

I will provide a high level of overview of the operational plan as well as help Mayor Jefferson set the table for the City Council to begin to think about high level strategies that can be incorporated into a more detailed strategic plan that the Mayor desires to put into place to guide the next two year period.

In addition to the operational plan, staff will also be discussing capital projects that on its face appears to be a completely separate topic. However, the capital needs of the City are the common theme in most of the overarching themes previously mentioned in this correspondence. The obvious tie-in is with our infrastructure needs but also with some large expenditures required in the information technology area within the City. What the City is missing is a long range funding/revenue strategy. The City has become quite myopic with how it views its financial picture and in the past has only typically projected out by one year at a time. This is very short sighted and has perhaps led to the absence of a vision for the long term.



The City has a twenty year capital project funding need that that is well north of \$200 million. As one can see from the accompanying spreadsheet, the capital projects listed are many and varied. Staff will discuss the priority needs within this list at the study session as well as elicit thoughts and priorities from the City Council as to how to move forward with a revenue and funding model for the future.

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



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

The vision of the City of Englewood is to promote and ensure a high quality of life, economic vitality and a uniquely desirable community identity through the delivery of reliable, affordable, and flexible services and proactively collaborating with our citizens and businesses to develop an environment that fosters safety and opportunity.

Values:

Integrity

Trust

Respect

Excellence

Accountability

Teamwork



Strategy and Planning

A strategic plan helps us to achieve our vision. If we don't have a strategic plan we don't know how to set priorities or allocate resources effectively.

Issue:

The proposed Comprehensive Plan provides guidance for what our community looks like, now and in the future. It does not, however, provide guidance for how we do business today. We need a strategic plan to help define action for the City and every department.

Consequences:

- The City as a whole will continue to operate without unified direction and focus

Expectations:

- Evaluate, prioritize and integrate all existing plans to include but is not be limited to:
 - Englewood Forward
 - Priority Based Budgeting Results
 - Branding Platform
 - Twenty Year Capital Plan
 - IT Capital Plan
 - CERF
 - Service Center
 - Parks & Recreation Master Plan
 - Facilities Master Plan
 - Traffic Master Plan
 - Other existing plans



Strategy and Planning

Expectations:

- Implement needed plans
- Implement strategic planning process
- Engage employees and stakeholders in the strategic planning process
- These strategic plans will provide each employee with a clear line of sight into how their role aligns with strategic objectives
- Departmental Strategic Plans will be clear, concise and to the point with well defined measures of success
- Planning is a fluid and ongoing process. Our strategic plan will be constantly evaluated and measured as a part of regular management activities

Direction/ Action:

1. Evaluate & Prioritize Plans by **3/30/16**
2. Identify Planning Gaps by **3/30/16**
3. Develop Strategic Planning Process by **1/31/16**
4. Engage Employees & Stakeholders by **1/31/16**
5. Develop Missing Plans by **6/30/16**
6. Each department will develop a strategic plan that will role into a unified City strategic plan by **12/31/16**



Communications/Marketing

Communications and marketing provides clarity of purpose, tells our story, and engages and informs our entire community.

Issue:

Lack of streamlined, consistent, positive, targeted messaging throughout the city.

Consequences:

- Confusion, misinformation, rumors, fear of the unknown, inability to highlight why people and business should invest in Englewood

Expectations

- Implement an overarching communications strategy for the City that incorporates the Brand Platform
- Implement standards, protocols, templates for how to effectively deliver our message to both internal and external customers
- Proactive and accountable for effective two-way dialogue
- Every department will understand its customer base and design, develop and deliver services that create a positive image of the City and meet customer needs
- Effectively utilize technology, all new and emerging communications and marketing channels



Communications/Marketing

Direction/Action:

1. Develop a Citywide communications and marketing plans by **2/29/16**
2. Provide training for appropriate staff by **4/30/16**
3. Evaluate methods of measuring communications and marketing effectiveness by **2/29/16**
4. Define and implement measures of communications and marketing effectiveness by **4/30/16**
5. Continually evaluate and improve effectiveness (**Ongoing**)



Customer Service

Our purpose is to deliver excellent customer service that permeates all areas of the organization, not just the public-facing activities.

Issue:

The City lacks consistent, focused, and effective customer service strategy.

Consequences:

- Poor or inconsistent customer service leads to a disengaged and distrustful community and organization. It affects the image and perception of the City

Expectations:

Customer service will be:

- Benchmarked
- Incorporated in training and onboarding
- Measured and evaluated for effectiveness
- Modeled
- Celebrated



Direction/Action:

1. Assess and evaluate current customer service strategies by **03/15/2016**
2. Establish global customer service strategy by **05/01/2016**
3. Develop and implement departmental customer service guidelines by **07/01/2016**



Systems and Technology

Efficient, seamless, convenient and accessible systems enhance our ability to grow and serve our customers.

Issue:

Lack of streamlined and efficient systems impedes the ability of the City to deliver excellent services.

Consequences:

- Limits the City's ability to grow
- Creates and reinforces a silo mentality
- Wastes time and money
- Frustrates employees
- Inhibits effective communication



Expectation:

- Adopting and implementing industry standard software & hardware will assist employees in providing quality service to departments, citizens and the business community
- Evaluation of best practices will lead to continuous improvement of all systems and ensure all employees are expected to experiment, suggest, and explore possibilities
- Investment in systems and technology will reflect quantifiable improvement in productivity

Direction/ Action:

1. Assess and Audit all current systems, hardware and software by **5/1/2016**
2. Quantify the cost of each system and technology including human capital investment by **5/15/2016**
3. Determine priorities for operational improvements by **06/01/2016**
4. Develop a systems and technology master plan by **10/01/2016**



Loss Prevention

We share a collective responsibility to protect the human and physical assets with which we are entrusted.

Issue:

The City lacks a comprehensive approach for dealing with loss control, including identification and tracking assets and safety incidents in the workplace.

Consequences:

- Loss of assets
- A waste of taxpayer resources from avoidable claims
- Negatively impacts employee productivity, health and morale

Expectations:

- Increased sense of ownership and responsibility by all employees
- Procurement and risk management practices will lead to timely and efficient services
- 100% compliance with all state and federal regulations



Loss Prevention

Direction/ Action:

1. Implement a risk management sector within safety team by **12/31/2016**
2. Assess and reorganize the procurement and asset management duties by **02/29/16**
3. Audit all capital equipment and assets by **04/01/2016**
4. Establish benchmark standards by **05/01/2016**
5. Develop risk management strategy for City operations by **06/01/2016**
6. Develop and deliver standard training to all employees by **08/01/2016**



Productivity / Efficiency

Employees will have the technological infrastructure and resources needed to simplify how work gets done

Issue:

Without a comprehensive and tested approach to productivity and efficiency, departmental practices have become unstructured, haphazard and misaligned with the City's strategic mission, vision and values.

Consequences:

- Decreased employee morale
- Work loads and tasks are unintentionally duplicated
- Unnecessary meetings
- Time and resources are wasted
- Inefficient customer service

Expectations:

- Clear benchmarks will lead to increased productivity
- Processes are in place to encourage and empower all employees to participate in continuous improvement



Productivity / Efficiency

Direction/ Action:

1. Explore options for partnerships on a national and state level with the ICMA Center for Performance Management by **02/29/2016**
2. Assess and evaluate current productivity in comparison with appropriate standards and benchmarks by **07/01/2016**
3. Establish an internal resource team to support city-wide efforts in productivity by **08/01/2016**



Processes & Standards

Employees will have the defined processes, procedures and standards needed to ensure consistent execution and performance.

Issue:

Clearly defined processes, procedures, policies and standards reflecting “How” work is to be performed are not deployed across all departments.

Enforcement of codes is not consistently applied.

Consequences:

- Failure to successfully measure compliance with established expectations results in inconsistencies in execution and variances in results and internal/external customer satisfaction



Processes & Standards

Expectations:

- Each department will identify appropriate resources to assist with evaluating, developing and improving process and standards
- All departments will have defined processes, procedures, policies and standards deployed at the appropriate level
- Processes and standards will guide how work is to be governed and performed

Direction/Action:

1. Identify existing process, standard, procedure, and policy gaps by **2/29/16**
2. Form team to identify and prioritize identified gaps by **2/29/16**
3. Conduct review of existing process, standard, procedure and policy gaps as appropriate based Failure Mode Effect Analysis (FMEA) by **7/01/16**
4. Develop plan for closing critical gaps by **7/01/16**
5. Automate processes where appropriate by **(Ongoing)**



We will proactively create and maintain a safe environment for all employees and citizens.

Issues:

Reactive approach for safety incidents

Fear environment present in the workplace

Employee's lack of knowledge on how to react to an incident

Fiscal liabilities

Lack of standard procedures across departmental lines

Failure to follow state and federal guidelines



Consequences:

- Risk of injury or death to employees and the public
- Negative City image relative to personal safety
- Violation of federal guidelines
- Civil and fiscal liability

Expectations:

- All employees will be properly trained in all areas related to safety
- We will create a safe environment of working, living and doing business in the City
- City-wide safety plan will be implemented

Direction/Action:

1. Develop a citywide safety team that will guide safety policy across all departments by **12/01/15**
2. Develop and implement an emergency response plan by **6/30/16**
3. Implement the standard response protocol which includes city employee training by **3/31/16**
4. Update continuity of operations plan by **4/30/16**
5. Develop and implement an emergency notification plan by **3/31/16**



Council Relationship

The future of our community depends on the positive collaboration of City Council, staff and citizens.

Issues:

A newly elected council will require time to formulate and understand their role in providing competent leadership that will lead to success. Initially there may be a vacuum in leadership and strategy that will challenge staff to obtain clear direction amongst disparate political agendas, ideas and initiatives that will most likely not be well defined.

The need for a clear, concise and politically neutral business and operational plan will be crucial to the organization's success.

Helping the City Council to focus on policy rather than operating at staff's level of responsibility will be paramount. Communication and protocol relating to interaction between council and staff will also be required to be in place.



Council Relations

Consequences:

- Ill defined and unclear objectives and priorities
- Council involvement in operational and personnel matters
- Failure to provide clear policy direction to City Manager

Expectations:

- Council will implement internal roles, responsibilities and protocols
- Council will provide clear policy direction and constructive leadership to City Manager
- Council will effectively and positively engage with the entire community



Council Relations

Direction/Action:

1. City Council will select Mayor and Mayor Pro-tem and establish overall roles, responsibilities and protocols by **12/31/15**
2. City Manager and staff will provide effective orientation and training to new Council by **12/31/15**
3. Complete review of current City Council policies by **12/31/16**
4. City Manager and staff will engage Council in the strategic planning process development by **1/31/16**
5. City Manager and staff will provide timely responses to Council concerns (**Ongoing**)



Infrastructure

Modern infrastructure reflects the high quality of life, health, safety and vitality that citizens, employees and visitors demand.

Issue:

Englewood is struggling with multiple aging systems; streets, bridges, buildings, storm systems and water.

The City lacks a complete infrastructure strategic plan that addresses all the affected issues and the ability to fund it in order to not fall further into disrepair or failure.



Infrastructure

Consequences:

- Failing infrastructure will hinder effective service delivery to citizens
- Continually increasing cost for repair or replacement of infrastructure
- Safety of employees, citizens and other is threatened
- Reflects negatively on City's image

Expectations:

- Infrastructure will be safe, functional and provide a positive image of the City
- Costs will be identified and a long-range plan for improvements will be implemented

Direction/Action:

1. Develop a long-term capital improvement plan that identifies total infrastructure needs by **4/30/16**
2. Develop system for prioritizing and ranking City-wide infrastructure needs by **4/30/16**
3. Identify funding sources to meet current and future needs by **9/30/16**
4. Factor on-going capital maintenance cost into all future City facilities and systems by **9/30/16**



Competency

Well-defined and demonstrated competencies will enable us to achieve our strategic objectives

Issue:

Lack of clearly defined competencies, roles, and responsibilities

Consequences:

- Leads to staff who are inefficient, frustrated and confused – it creates inequity in compensation and poorly coordinated training

Expectations:

- Implement clearly defined competencies, roles and responsibilities
- Roles and responsibilities will be clearly understood



Competency

Direction/Action:

1. Develop, define and train competencies desired throughout the organization by **3/31/16**
2. Review and audit job descriptions that are based on industry standard competencies and the City's mission, vision and values by **6/30/16**
3. Hiring, training, mentoring and retention of competent employees will be incorporated into every manager and supervisor job descriptions/responsibilities (**ongoing**)



Training/ development

Training and development provides the vehicle through which we achieve our individual and collective potential.

Issue:

There is not a clear organizational path and understanding of the value and need of training and development.

Consequence:

- Without an established competency model the workforce does not have a clear definition of what's necessary to attain organizational alignment
- Lack of training and development negatively impacts retention, morale and customer service



Training/Development

Expectations:

- Fully executed training strategy
- Implemented mentoring and coaching program
- Training and development results in the understanding and performance alignment of our organization and will be continuously revised and measured to meet organizational needs

Direction/Action:

1. Evaluate training needs by **4/30/16**
2. Identify training resources by **5/31/16**
3. Identify high potential employees and possible individuals with mentoring capabilities by **6/30/16**
4. Create a framework for a mentoring and coaching program **9/30/16**
5. Establish a human capital strategy which will encompass individual development plans geared toward the mission and strategic development of the organization by **12/31/16**
6. Evaluate, measure, refine training and development programs (**Ongoing**)



Performance Management/Accountability

Employees need clear and defined goals and expectations to consistently achieve desired results

Issue:

Expectations, evaluations and perceptions are inconsistent across the workforce and do not align with the mission, vision and values.

Consequences:

- Employee understanding and accountability is inconsistent and unmeasurable throughout the organization causing a tendency for employees to operate in a segregated fashion. Inconsistent evaluations lead to unequal and unfair compensation



Performance Management/Accountability

Expectations:

- Implemented process for consistent employee evaluation and accountability measures
- Well defined merit-based compensation system
- Utilize technology in the measurement and management of employee performance

Direction / Action:

1. Identify key performance measures by **4/30/16**
2. Align individual performance objectives with departmental strategic objectives by **12/31/16**
3. Create an evaluation process that consistently and appropriately measures performance based on merit by **12/31/16**



Funding/Revenue Model

- **Reliable, diversified, sustainable and equitable funding sources are essential to the continuity of services and continued growth.**

Issue:

A new funding and revenue model is necessary because the City currently lacks a strategy for a fiscally sustainable future.

Operations and capital expenditures will be outpacing revenues as an unbalanced revenue model with limited growth capability currently exists.

Consequences:

- Further reduction in or the elimination of City services
- Possibility of forced outsourcing of functions



Funding/Revenue Model

Expectations:

- Consistent, reliable and sustainable revenue streams in place
- Realistic capital plans approved and funded
- Flexible and adaptable to changing economic conditions
- Adherence to financial practices and policies

Direction / Action:

1. Evaluate and identify potential and viable revenue streams by **3/30/16**
2. Identify, evaluate and prioritize current and future expenditures by **12/31/16**
3. Create and implement industry standard financial policies and practices by **3/30/16**
4. Engage internal and external stakeholders in the development process (**Ongoing**)



Compensation

To attract, recruit and retain highly competent employees we must ensure a transparent and competitive total compensation strategy.

Issue:

The City currently does not have a clearly defined total compensation plan.

Consequences:

- Dissatisfaction, confusion and unclear objectives result in difficulty recruiting and retaining high caliber employees



Compensation Committee

Expectations:

- Implementation of an equitable, flexible, clearly defined and sustainable compensation program

Direction/Action:

1. Utilize various industry entities and stakeholders to develop an understanding of current benefits by **2/29/16**
2. Analyze current benefits and compensation by **2/29/16**
3. Research and develop robust and competitive compensation program that will lead to attracting, recruiting and retaining high caliber employees by **12/31/16**
4. Rollout and communicate compensation program by **1/1/17**



Cost Containment or Doing More With Less

We will effectively and efficiently utilize the resources entrusted to us.

Issue:

Lack of concerted effort to maximize resources and seek cost containment alternatives.

Consequences:

- Costs will continue to outstrip revenues
- Capital projects will be limited in the future
- Operational enhancements will not be able to be implemented



Cost Containment Task Committee

Expectations:

- A culture of ownership of cost containment will be in place
- Resources will be utilized through effective stewardship

Direction/Action:

1. The implementation of the Priority Based Budgeting methodology by **12/31/15**
2. Comprehensive analysis of external or internal service delivery will need to be completed by **6/30/16**
3. Develop expectations and training surrounding the effective use of resources by **3/30/16**



Human Capital

Well-qualified, engaged and motivated employees ideally positioned will ensure best-in-class performance.

Issue:

Unsubstantiated allocation of existing human capital resources throughout the organization.

Consequences:

- A lack of a clear directive creates uncertainty in the organization
- Failure to ensure employees are adequately qualified, compensated and well resourced
- Lack of efficiency and customer service



Human Capital

Expectations:

- Appropriately and adequately deployed human capital resources throughout each functional area
- Ensure that the right people are in the right seats on the right bus

Direction/Action:

1. Benchmark staffing levels to ensure industry best practices throughout each functional area by **6/30/16**
2. Conduct internal audit and staffing assessment by **9/30/16**



Capital Improvement Project Prioritization List

Please add your prioritized capital projects and the projected amount required each year in the 20-year span.

PROJECT	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTALS	
Public Work Projects																							
Road and Bridge	\$ 750,000.00	\$ 1,038,000.00	\$ 1,444,000.00	\$ 1,444,000.00	\$ 1,444,000.00	\$ 1,444,000.00	\$ 1,680,000.00	\$ 1,680,000.00	\$ 1,680,000.00	\$ 1,680,000.00	\$ 1,680,000.00	\$ 1,970,000.00	\$ 1,970,000.00	\$ 1,970,000.00	\$ 1,970,000.00	\$ 1,970,000.00	\$ 2,310,000.00	\$ 2,310,000.00	\$ 2,310,000.00	\$ 2,310,000.00	\$ 2,310,000.00	\$ 2,310,000.00	
Transportation Imp. Program	\$ 175,000.00	\$ 90,000.00	\$ 165,000.00	\$ 285,000.00	\$ 275,000.00	\$ 245,000.00	\$ 385,000.00	\$ 465,000.00	\$ 435,000.00	\$ 435,000.00	\$ 455,000.00	\$ 455,000.00	\$ 455,000.00	\$ 455,000.00	\$ 455,000.00	\$ 465,000.00	\$ 655,000.00	\$ 355,000.00	\$ 355,000.00	\$ 355,000.00	\$ 355,000.00	\$ 355,000.00	\$ 355,000.00
Concrete Utility	\$ 280,000.00	\$ 280,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 580,000.00	\$ 580,000.00	\$ 580,000.00	\$ 580,000.00	\$ 580,000.00	\$ 680,000.00	\$ 680,000.00	\$ 680,000.00	\$ 680,000.00	\$ 680,000.00	\$ 790,000.00	\$ 790,000.00	\$ 790,000.00	\$ 790,000.00	\$ 790,000.00	\$ 790,000.00	\$ 790,000.00
Bridge Repairs	\$ 2,200,000.00	\$ 50,000.00	\$ 1,570,000.00	\$ 1,570,000.00	\$ 1,570,000.00	\$ 1,570,000.00	\$ 1,250,000.00	\$ 900,000.00	\$ 900,000.00	\$ 900,000.00	\$ 890,000.00	\$ 430,000.00	\$ 430,000.00	\$ 430,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Facilities & Operations CPF			\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00	\$ 450,000.00
Facilities & Operations CERF			\$ 1,270,000.00	\$ 1,440,000.00	\$ 1,480,000.00	\$ 1,530,000.00	\$ 1,570,000.00	\$ 1,620,000.00	\$ 1,670,000.00	\$ 1,720,000.00	\$ 1,840,000.00	\$ 1,820,000.00	\$ 1,870,000.00	\$ 1,930,000.00	\$ 1,980,000.00	\$ 2,040,000.00	\$ 2,100,000.00	\$ 2,160,000.00	\$ 2,220,000.00	\$ 2,260,000.00	\$ 2,460,000.00	\$ 2,460,000.00	\$ 2,460,000.00
Civic Center Maintenance	\$ 26,506.00																						
Recreation Center Maint.	\$ 13,200.00																						
Malley Center Maintenance	\$ 19,200.00																						
Miller Building Maintenance	\$ 354.00																						
Fox Substation Maintenance	\$ 3,505.00																						
Jefferson Station Maint.	\$ 7,600.00																						
Acoma Station Maintenance	\$ 5,800.00																						
Tejon Station Maintenance	\$ 7,020.00																						
Pirates Cove Maintenance	\$ 2,925.00																						
Hampden Hall Maintenance	\$ 1,500.00																						
Library Maintenance	\$ 7,240.00																						
MOA Maintenance	\$ 580.00																						
Rec Center Cooling Tower	\$ 495,000.00																						
Rec Center Sloped Roof Replace	\$ 475,000.00																						
RC Original Flat Roof Replace			\$ 350,000.00																				
RC Addition Flat Roof Replace																							
RC Domestic Hot Water Exchanger		\$ 58,000.00																					
RC Boiler Stack Replacement		\$ 10,000.00																					
RC Signage Upgrade/ADA		\$ 25,000.00																					
RC Fan upgrades		\$ 25,000.00																					
RC Kid Pool Skylight Replacement		\$ 75,000.00																					
RC Wood Floors Full Refinish			\$ 15,000.00	\$ 15,000.00	\$ 5,000.00																	\$ 15,000.00	\$ 15,000.00
RC Air Handler Refurbishment						\$ 50,000.00																	
CC HVAC Controls and VFDs		\$ 85,000.00																					
CC 3 Floor Carpet - Suites		\$ 55,000.00																					
CC Roofing Repairs		\$ 30,000.00																					
CC Freight Elevator Modernization		\$ 110,000.00																					
CC Revolving door Removal		\$ 20,000.00																					
CC Carpet Replacements			\$ 55,000.00	\$ 55,000.00	\$ 55,000.00																		
CC HVAC Intellipack Replacements											\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00						
SS Fire Systems Replacement		\$ 40,000.00																					
SS Roof Replacement		\$ 60,000.00																					
SS Carpeting			\$ 50,000.00	\$ 50,000.00																			
SS HVAC Replacements										\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00										
MC Carpet Replacement		\$ 60,000.00																					
MC Fan Upgrades		\$ 12,000.00																					
MC Wood Floors Full Refinish				\$ 15,000.00	\$ 15,000.00																		
MC HVAC Replacements						\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00														
Jefferson Fire Rehab DFD		\$ 317,500.00																					
Acoma Fire Rehab DFD		\$ 207,500.00																					
Alley Program	\$ 150,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 820,000.00	\$ 820,000.00	\$ 820,000.00	\$ 820,000.00	\$ 820,000.00	\$ 960,000.00	\$ 960,000.00	\$ 960,000.00	\$ 960,000.00	\$ 960,000.00	\$ 960,000.00	\$ 1,120,000.00	\$ 1,120,000.00	\$ 1,120,000.00	\$ 1,120,000.00	\$ 1,120,000.00	\$ 1,120,000.00	\$ 1,120,000.00
Concrete Ramps	\$ 20,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 120,000.00	\$ 140,000.00	\$ 140,000.00	\$ 140,000.00	\$ 140,000.00	\$ 140,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00	\$ 160,000.00
Golf Course Clubhouse Rehab	\$ 15,000.00																						
Compact Crawler	\$ 155,000.00																						
Street Light/Furniture Repair	\$ 40,000.00																						
Vehicle Wash at Servicenter	\$ 418,000.00																						
Fleet CERF	\$ 960,000.00	\$ 1,130,000.00	\$ 1,711,000.00	\$ 820,000.00	\$ 875,000.00	\$ 1,304,393.00	\$ 1,110,000.00	\$ 2,500,000.00	\$ 1,100,000.00	\$ 1,144,000.00	\$ 1,189,760.00	\$ 1,237,350.40	\$ 1,286,844.42	\$ 1,338,318.19	\$ 1,391,850.92	\$ 1,447,524.96	\$ 1,505,425.96	\$ 1,565,642.99	\$ 1,628,268.71	\$ 1,693,399.46	\$ 1,761,135.44		
Fleet Operations	\$ 2,007,910.00	\$ 1,823,309.00	\$ 1,878,008.27	\$ 1,934,348.52	\$ 1,992,378.97	\$ 2,052,150.34	\$ 2,113,714.85	\$ 2,177,126.30	\$ 2,242,440.09	\$ 2,309,713.29	\$ 2,379,004.69	\$ 2,450,374.83	\$ 2,523,886.07	\$ 2,599,602.66	\$ 2,677,590.74	\$ 2,757,918.46	\$ 2,840,656.01	\$ 2,925,875.69	\$ 3,013,651.96	\$ 3,104,061.52	\$ 3,197,183.37		
Total:	\$ 7,438,340	\$ 6,399,309	\$ 10,108,008	\$ 9,213,349	\$ 9,311,379	\$ 9,810,543	\$ 9,933,715	\$ 11,237,126	\$ 9,922,440	\$ 10,083,713	\$ 10,328,765	\$ 10,667,725	\$ 10,890,730	\$ 11,077,921	\$ 10,854,442	\$ 11,060,443	\$ 12,081,082	\$ 12,136,519	\$ 12,096,921	\$ 12,507,461	\$ 12,668,319	\$ 219,828,250	

Parks & Rec Projects	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTALS
Please see attached spread sheet for details																						
Open Space Fund	\$ 833,000.00	\$ 700,000.00	\$ 600,000.00	\$ 600,000.00	\$ 600,000.00	\$ 614,800.00	\$ 614,800.00	\$ 614,800.00	\$ 614,800.00	\$ 614,800.00	\$ 632,000.00	\$ 632,000.00	\$ 632,000.00	\$ 632,000.00	\$ 632,000.00	\$ 602,800.00	\$ 602,800.00	\$ 602,800.00	\$			

Department of Parks and Recreation
20 Year Capital Plan

<i>Grand Total for Parks, Open Space, Golf, CTF and Recreation = 2015 to 2034 = \$62,103,919</i>										
			2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034
		<i>Open Space Fund Grand Total for 2015 to 2034</i>	\$ 833,000	\$ 700,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,074,000	\$ 3,160,000	\$ 3,014,000
		<i>Parks Grand Total for 2015 to 2034</i>	\$ 102,015	\$ 1,467,016	\$ 1,895,017	\$ 2,375,018	\$ 1,400,019	\$ 667,000	\$ 1,515,000	\$ 7,152,000
		<i>Golf Grand Total for 2015 to 2034</i>	\$ 371,015	\$ 707,516	\$ 1,056,017	\$ 859,518	\$ 968,519	\$ 2,335,000	\$ 4,330,000	\$ 3,283,000
		<i>CTF Grand Total for 2015 to 2034</i>	\$ 377,015	\$ 339,516	\$ 335,017	\$ 358,018	\$ 390,019	\$ 1,508,600	\$ 1,387,320	\$ 1,351,744
		<i>Recreation Grand Total for 2015 to 2034</i>	\$ -	\$ -	\$ 391,500	\$ 214,500	\$ 8,000,000	\$ 2,965,000	\$ 1,060,000	\$ 361,000
		<i>Yearly Totals</i>	\$ 1,683,045	\$ 3,214,048	\$ 4,277,551	\$ 4,407,054	\$ 11,358,557	\$ 10,549,600	\$ 11,452,320	\$ 15,161,744

Department of Parks and Recreation 20 Year Capital Plan

<i>Open Space Fund</i>												
Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034		
1	10	Open Space	Tree Maintenance Program	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000	\$ 150,000	\$ 150,000	
2	10	Open Space	* Grant Matching Funds	\$ 20,000	\$ 114,000	\$ 63,000	\$ 211,000	\$ 160,000	\$ 1,219,000	\$ 1,205,000	\$ 409,000	1. Reauthorization of Open Space in 2023 projected to continue
3	10	Open Space	Parks Flowerbed Program	\$ 20,000	\$ 21,000	\$ 22,000	\$ 22,000	\$ 23,000	\$ 115,000	\$ 115,000	\$ 115,000	
4	10	Open Space	Open Space Land Bank	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	\$ 400,000	\$ 400,000	
5	10	Open Space	Park Landscape Improvements	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	2. Items 1- 17 Open Space Shareback Fund
6	10	Open Space	Tennis/ Basketball Court Renovations	\$ 45,000		\$ 50,000		\$ 50,000		\$ 100,000	\$ 100,000	
7	10	Open Space	Irrigation System Replacement		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000	\$ 375,000	\$ 375,000	
8	10	Open Space	Small Equipment Replacement	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 100,000	\$ 100,000	\$ 100,000	3. Expect additional \$300,000.00/ year in grant awards
9	10	Open Space	Parks Maintenance Employee Compensation	\$ 63,000	\$ 65,000	\$ 65,000	\$ 67,000	\$ 67,000	\$ 340,000	\$ 340,000	\$ 340,000	
10	10	Open Space	Contingency	\$ 125,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 125,000	\$ 125,000	\$ 125,000	
11	10	Open Space	Romans Playground ACOS Grant Match			\$ 50,000						
12	10	Open Space	Romans Basketball Court Replacement			\$ 50,000						4. *Open Space Share Back Funds
13	10	Open Space	Bates Logan Basketballcourt Replacement		\$ 50,000							
14	10	Open Space	Rotolo Playground ACOS Grant Match		\$ 50,000							
15	10	Open Space	Plaza Dam Replacement	\$ 300,000							\$ 500,000	
16	10	Open Space	River Run Development	\$ 100,000	\$ 100,000							
17	10	Open Space	River Run Maintenance								\$ 150,000	
			Total	\$ 833,000	\$ 700,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 3,074,000	\$ 3,160,000	\$ 3,014,000	

Department of Parks and Recreation 20 Year Capital Plan

<i>Parks Division</i>											
	Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034
18	02	Parks	Baker Park Expansion		\$ 500,000						
19	02	Parks	Baker Park Playground Replacement			\$ 200,000					
20	02	Parks	Baker Shelter/Restroom Replacement			\$ 300,000					
21	02	Parks	Baker Irrigation Replacement					\$ 500,000			\$ 500,000
22	02	Parks	Bates Logan Irrigation Replacement							\$ 200,000	
23	02	Parks	Bates Logan Playground Replacement							\$ 200,000	
24	02	Parks	Bates Logan Shelter/ Restroom Replacement				\$ 200,000				
25	02	Parks	Bellevue Ballfield Lighting			\$ 200,000					
26	02	Parks	Bellevue Ballfield Sign	\$ 10,000							
27	02	Parks	Bellevue Ballfield Fencing		\$ 15,000						\$ 19,000
28	02	Parks	Bellevue Shelter 2 Replacement							\$ 200,000	
29	02	Parks	Bellevue Shelter 3 & 4 Replacement					\$ 200,000			
30	02	Parks	Bellevue Post Tension Tennis Court					\$ 90,000			
31	02	Parks	Bellevue Shop				\$ 400,000				
32	02	Parks	Bellevue Wetwell /Irrigation Replacement				\$ 500,000				\$ 520,000
33	02	Parks	Bellevue Playground Replacement								\$ 200,000
34	02	Parks	Bellevue Ballfield Renovation			\$ 10,000				\$ 15,000	
35	02	Parks	Centennial Ballfield Lighting							\$ 200,000	
36	02	Parks	Centennial Ballfield Renovation				\$ 10,000				\$ 15,000
37	02	Parks	Centennial Well Replacement					\$ 50,000			\$ 52,000
38	02	Parks	Centennial Shelter /Restroom Replacement		\$ 400,000						
39	02	Parks	Spencer Field Fence Replacement			\$ 15,000					\$ 19,000
40	02	Parks	Centennial Playground Replacement			\$ 300,000					
41	02	Parks	Cushing Well/Irrigation Replacement			\$ 300,000					\$ 310,000
42	02	Parks	Cushing Shelter 1 Replacement		\$ 180,000						
43	02	Parks	Cushing Shelter 2 Replacement							\$ 180,000	
44	02	Parks	Cushing Playground Replacement								\$ 250,000
45	02	Parks	Cushing Restroom Replacement			\$ 175,000					
46	02	Parks	Duncan Playground Replacement								\$ 200,000
47	02	Parks	Hosanna Irrigation Replacement								\$ 250,000
48	02	Parks	Hosanna Wetwell Pumps Replacement								\$ 200,000
49	02	Parks	Jason Well/Irrigation Replacement				\$ 200,000				\$ 270,000
50	02	Parks	Jason Playground Replacement			175,00.00					
51	02	Parks	Jason Shelter/ Restroom Replacement					\$ 225,000			
52	02	Parks	Miller Building Removal	\$ 90,000							
53	02	Parks	Miller Shelter/Restroom			\$ 175,000					

Department of Parks and Recreation 20 Year Capital Plan

	Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes
54	02	Parks	Miller Well/ Irrigation Replacement				\$ 275,000				\$ 290,000	
55	02	Parks	Romans Restroom Replacement						\$ 180,000			
56	02	Parks	Romans Playground Replacement					\$ 200,000				
57	02	Parks	Romans Post Tension Tennis Court				\$ 90,000					
58	02	Parks	Rockies Pump Station Replacement								\$ 270,000	
59	02	Parks	Rockies Ballfield Lighting								\$ 200,000	
60	02	Parks	Rotolo Playground Replacement		\$ 200,000						\$ 200,000	
61	02	Parks	Northwest Playground Replacement								\$ 200,000	
62	02	Parks	Rec. Facilities/Fire Stations Landscaping			\$ 75,000	\$ 75,000	\$ 75,000	\$ 300,000	\$ 300,000	\$ 300,000	
63	02	Parks	Accent Light Replacement/New Wiring								\$ 2,000,000	
64	02	Parks	Mitigation/Removal/Replacement			\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 60,000	\$ 250,000	
65	02	Parks	3/4 Ton Truck		\$ 30,000						\$ 40,000	
66	02	Parks	4 Passenger Gator			\$ 20,000					\$ 20,000	
67	02	Parks	High Ranger				\$ 200,000					
68	02	Parks	Tubgrinder				\$ 250,000					
69	02	Parks	Stump Grinder			\$ 35,000					\$ 40,000	
70	02	Parks	Track Drive Skid Loader				\$ 90,000					
71	02	Parks	John Deere 4540 Tractor/Attachments		\$ 80,000						\$ 90,000	
72	02	Parks	Box Trailer		\$ 20,000						\$ 26,000	
73	02	Parks	Hotsy						\$ 9,000		\$ 9,000	
74	02	Parks	Aerator			\$ 8,000					\$ 9,000	
75	02	Parks	Aeravator								\$ 10,000	
76	02	Parks	2X4 1/2 Ton Truck				\$ 25,000				\$ 28,000	
77	02	Parks	Trailer Replacement			\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000		\$ 30,000	
78	02	Parks	Asphalt Path Replacement with Concrete		\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 160,000	\$ 160,000	\$ 160,000	
79	02	Parks	4 Passenger Gator			\$ 22,000					\$ 25,000	
80	02	Parks	RiverRun Maintenance								\$ 150,000	
			Total	\$ 102,015	\$ 1,467,016	\$ 1,895,017	\$ 2,375,018	\$ 1,400,019	\$ 667,000	\$ 1,515,000	\$ 7,152,000	
			Total for Parks and Open Space Fund	\$ 935,015	\$ 2,167,016	\$ 2,495,017	\$ 2,975,018	\$ 2,000,019	\$ 3,741,000	\$ 4,675,000	\$ 10,166,000	

Department of Parks and Recreation 20 Year Capital Plan

<i>Golf Division</i>												
Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes	
1	43	Golf	Golf Cart Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 275,000	\$ 300,000	\$ 325,000	
2	43	Golf	Landscape Improvement	\$ 21,000	\$ 45,000	\$ 45,000	\$ 21,000	\$ 21,000	\$ 125,000	\$ 130,000	\$ 140,000	
3	43	Golf	Restaurant Equipment	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000	\$ 50,000	\$ 50,000	
4	43	Golf	Driving Range Mats	\$ 20,000					\$ 25,000	\$ 30,000	\$ 35,000	
5	43	Golf	Driving Range Dispenser		\$ 25,000				\$ 30,000	\$ 32,000	\$ 35,000	
6	43	Golf	Jr. Golf Clubs	\$ 10,000				\$ 10,000	\$ 15,000	\$ 15,000	\$ 20,000	
7	43	Golf	Paint-Clubhouse, Range, Bridge			\$ 30,000			\$ 35,000	\$ 40,000	\$ 45,000	
8	43	Golf	Clubhouse Carpet			\$ 20,000			\$ 25,000		\$ 30,000	
9	43	Golf	Bathrooms Upgrade				\$ 25,000		\$ 30,000		\$ 35,000	
10	43	Golf	Pro Shop Upgrade			\$ 30,000				\$ 35,000		
11	43	Golf	Restaurant Tables & Chairs					\$ 25,000		\$ 30,000		
12	43	Golf	Banquet Room Tables & Chairs						\$ 20,000		\$ 25,000	
13	43	Golf	Driving Range Conveyor System				\$ 10,000		\$ 12,000	\$ 14,000	\$ 17,000	
14	43	Golf	Driving Range Holiding/Cleaning Bins				\$ 15,000		\$ 18,000			
15	43	Golf	Driving Range Lights				\$ 50,000		\$ 60,000		\$ 75,000	
16	43	Golf	Driving Range Netting		\$ 55,000				\$ 60,000		\$ 65,000	
17	43	Golf	Other Improvements	\$ 9,000	\$ 9,000	\$ 10,000	\$ 12,000	\$ 12,000	\$ 60,000	\$ 60,000	\$ 60,000	
18	43	Golf	Well Renovation	\$ 100,000	\$ 100,000	\$ 50,000			\$ 100,000		\$ 100,000	
19	43	Golf	Fairway Aerator, 3 Pt.			\$ 40,000			\$ 42,000		\$ 44,000	
20	43	Golf	Coring Greens Aerator		\$ 25,000					\$ 27,000		
21	43	Golf	Large Utility Vehicle	\$ 6,000	\$ 49,000	\$ 36,000	\$ 38,000	\$ 20,000	\$ 38,000	\$ 144,000		
22	43	Golf	Mataway Seeder		\$ 9,000				\$ 12,000			
23	43	Golf	Trap Rake	\$ 18,000		\$ 18,000			\$ 20,000	\$ 40,000		
24	43	Golf	Greens Slit Aerator			\$ 25,000						
25	43	Golf	Greens Seeder			\$ 5,000					\$ 6,000	
26	43	Golf	Walking Greens		\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 36,000	\$ 36,000	\$ 36,000	
27	43	Golf	Irrigation Truck, 4x4			\$ 30,000				\$ 31,000		
28	43	Golf	Greens Roller				\$ 15,000		\$ 17,000	\$ 18,000		
29	43	Golf	Deep Tine Greens Aerator						\$ 25,000		\$ 30,000	
30	43	Golf	Driving Range Ball Picker		\$ 5,000				\$ 6,000	\$ 6,000	\$ 6,000	
31	43	Golf	Golf Car Batteries	\$ 29,000	\$ 9,000	\$ 9,000	\$ 9,500	\$ 9,500	\$ 45,000	\$ 45,000	\$ 45,000	
32	43	Golf	Utility Cart		\$ 68,000	\$ 7,000		\$ 17,000	\$ 61,000	\$ 100,000	\$ 48,000	
33	43	Golf	Rotary Mower, Medium			\$ 22,000			\$ 24,000		\$ 28,000	
34	43	Golf	Rotary Mower, Large		\$ 48,000	\$ 48,000			\$ 100,000	\$ 104,000	\$ 108,000	
35	43	Golf	Triplex Greens Mower	\$ 26,500	\$ 54,000	\$ 90,000			\$ 120,000	\$ 122,000	\$ 122,000	
36	43	Golf	Topdresser, Drop Style		\$ 10,000	\$ 10,000			\$ 21,000	\$ 22,000	\$ 12,000	
37	43	Golf	Topdresser, Spinner Plate					\$ 15,000		\$ 17,000		
38	43	Golf	Triplex Trim Mower	\$ 69,500	\$ 26,500				\$ 96,000	\$ 99,000	\$ 102,000	

Department of Parks and Recreation 20 Year Capital Plan

	Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes
39	43	Golf	Chemical Sprayer					\$ 9,000		\$ 10,000		
40	43	Golf	Sweeper/Vac, 3 Pt.						\$ 25,000			
41	43	Golf	Turbine Blower				\$ 9,000			\$ 10,000		
42	43	Golf	Core Harvester			\$ 6,000			\$ 7,000	\$ 8,000	\$ 9,000	
43	43	Golf	Corral Fencing @ Entryway		\$ 50,000					\$ 50,000		
44	43	Golf	Tree Planting/Trimming			\$ 5,000		\$ 5,000	\$ 15,000	\$ 15,000	\$ 15,000	
45	43	Golf	Rip Rap Front 9 Lakes				\$ 20,000					
46	43	Golf	Install Ped Bridge #8				\$ 85,000					
47	43	Golf	Rain Shelter(s)						\$ 10,000	\$ 25,000	\$ 50,000	
48	43	Golf	Potable Water for Range Tee				\$ 60,000					
49	43	Golf	Bunker Reno Front 9/Par 3					\$ 40,000				
50	43	Golf	Bridge Replacement/S. Platte								\$ 1,000,000	
51	43	Golf	Clivus Replacement							\$ 150,000		
52	43	Golf	Dredge Back 9 Lakes						\$ 150,000			
53	43	Golf	Dredge Front 9 Lakes							\$ 175,000		
54	43	Golf	P/H's Water Treatment Equip.		\$ 40,000					\$ 40,000		
55	43	Golf	Replace Front 9 Pumps, 4					\$ 100,000				
56	43	Golf	Drainage Install F9 and Par 3		\$ 10,000						\$ 15,000	
57	43	Golf	Driving Range Tee Rebuild					\$ 90,000				
58	43	Golf	Oxford Landscaping/Irrigation						\$ 75,000			
59	43	Golf	Back 9 Renovation/Irrigation			\$ 375,000	\$ 375,000	\$ 375,000				
60	43	Golf	Renovate Short Game Area							\$ 100,000		
61	43	Golf	Pesticide Storage Area						\$ 150,000			
62	43	Golf	Cart Path Replacment All					\$ 150,000				
63	43	Golf	Approved Wash Off Area			\$ 75,000				\$ 100,000		
64	43	Golf	Design Renovation Holes 1-6						\$ 200,000	\$ 2,000,000	\$ 200,000	
65	43	Golf	Upgrade Irrigation Holes 1-6						\$ 100,000	\$ 100,000	\$ 100,000	
66	43	Golf	Bridge from 8 Green to 9 Tee				\$ 45,000					
67	43	Golf	Maintenance of Trailhead								\$ 250,000	
			Total	\$ 371,015	\$ 707,516	\$ 1,056,017	\$ 859,518	\$ 968,519	\$ 2,335,000	\$ 4,330,000	\$ 3,283,000	

Department of Parks and Recreation 20 Year Capital Plan

<i>Conservation Trust Fund</i>												
Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes	
1	03	CTF	ERC/Malley Fitness Equipment Replacement	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 250,000	\$ 250,000	
2	03	CTF	Belleview Park Children's Train Track Repair	\$ 12,000		\$ 10,000		\$ 10,000	\$ 20,000	\$ 30,000	\$ 20,000	
3	03	CTF	ERC Pool Regrout Tile	\$ 13,000								
4	03	CTF	Contingency	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 375,000	\$ 375,000	\$ 375,000	
5	03	CTF	RiverRun Trailhead Funding	\$ 75,000	\$ 75,000							
6	03	CTF	Pirates Cove Expansion Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000				
7	03	CTF	PC Slides/Play Structure Maintenance	\$ 50,000			\$ 75,000		\$ 225,000	\$ 150,000	\$ 225,000	
8	03	CTF	Inline Hockey Rink Renovation / Pickleball		\$ 7,500							
9	03	CTF	Rec Trac POS Hardware Replacement			\$ 5,000		\$ 5,000	\$ 10,000	\$ 15,000	\$ 10,000	
10	03	CTF	PC Lazy River Surface Paint				\$ 48,000		\$ 57,600	\$ 69,120	\$ 82,944	
11	03	CTF	PC Leisure Pool Resurface						\$ 50,000		\$ 60,000	
12	03	CTF	PC Filter Media					\$ 28,000			\$ 34,000	
13	03	CTF	PC Leisure Pool Resurface						\$ 50,000		\$ 60,000	
14	03	CTF	PC Comp Pool Resurface							\$ 84,000		
15	03	CTF	PC Concession Refrigerator						\$ 20,000			
16	03	CTF	PC Chlorinator						\$ 15,000	\$ 18,000	\$ 21,600	
17	03	CTF	PC Lounge Chairs								\$ 60,000	
18	03	CTF	PC Cabana Replacement			\$ 18,000				\$ 21,500		
19	03	CTF	PC Shade Umbrellas						\$ 50,000		\$ 50,000	
20	03	CTF	PC Theme Elements								\$ 35,000	
21	03	CTF	PC Filter Replace						\$ 250,000	\$ 250,000		
22	03	CTF	PC UV Replace						\$ 55,000			
23	03	CTF	PC Permanent Stanchions		\$ 7,000							
24	03	CTF	ERC Chlorinator		\$ 5,000					\$ 6,000	\$ 7,200	
25	03	CTF	ERC Small Slide Gel Coat		\$ 6,000					\$ 8,700		
26	03	CTF	ERC Slide Gel Coat					\$ 30,000			\$ 36,000	
27	03	CTF	ERC Pool Resurface			\$ 75,000				\$ 90,000		
28	03	CTF	ERC Filter Replace					\$ 50,000				
29	03	CTF	ERC UV Replace						\$ 55,000			
30	03	CTF	ERC Scoreboard Replacement		\$ 12,000						\$ 15,000	
31	03	CTF	Malley Room Bridge Tables (15)				\$ 8,000					
32	03	CTF	Malley Computer Lab Equipment					\$ 40,000				
33	03	CTF	Malley Scoreboard						\$ 6,000			
34	03	CTF	Malley Seating Area Couches and Lobby Chairs							\$ 20,000		
35	03	CTF	Recreation Vehicle Upgrade						\$ 10,000		\$ 10,000	

Department of Parks and Recreation 20 Year Capital Plan

	Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes
36	03	CTF	Malley Exterior Concrete Benches/Planters and Tables						\$ 10,000			
Total				\$ 377,015	\$ 339,516	\$ 335,017	\$ 358,018	\$ 390,019	\$ 1,508,600	\$ 1,387,320	\$ 1,351,744	

Department of Parks and Recreation 20 Year Capital Plan

<i>Recreation Division</i>												
	Fund	Department	Description	2015	2016	2017	2018	2019	2020-2024	2025-2029	2030-2034	Notes
37	02	PR	Miller Field Renovation						\$ 1,800,000			
38	02	PR	Ballfield Improvements				\$ 45,000			\$ 60,000		
39	02	PR	Bellevue Park Children's Farm and Train Improvements						\$ 1,000,000			
40	02	PR	Pirates Cove Expansion					\$ 5,000,000				
41	02	PR	PC Pool Boilers				\$ 94,500				\$ 136,000	
42	02	PR	ERC Pool Boiler			\$ 31,500					\$ 45,000	
43	02	PR	ERC Rebuilt Chemical Room						\$ 35,000			
44	02	PR	ERC Wave Rider					\$ 1,500,000				
45	02	PR	ERC Weight Equipment Replacement			\$ 150,000					\$ 180,000	
46	02	PR	ERC Renovation					\$ 1,500,000				
47	02	PR	Malley Fitness Ceiling Fans/Skylights			\$ 60,000						
48	02	PR	Malley - Exterior Lighting			\$ 30,000						
49	02	PR	Malley Art Room Upgrade-Cabinets, Tables, Storage Shelves, Kiln			\$ 10,000			\$ 30,000			
50	02	PR	Malley Windows/Sills (Energy Efficient)			\$ 100,000						
51	02	PR	Malley Windows Coverings			\$ 10,000						
52	02	PR	Malley Weight Equipment Replacement						\$ 100,000			
53	02	PR	Malley Renovation							\$ 1,000,000		
54	02	PR	Malley By-Fold Door Replacement				\$ 15,000					
55	02	PR	Recreation Facility Security System Upgrade				\$ 60,000					
			Total	\$ -	\$ -	\$ 391,500	\$ 214,500	\$ 8,000,000	\$ 2,965,000	\$ 1,060,000	\$ 361,000	
			Total for Recreation and CTF	\$ 377,015	\$ 339,516	\$ 726,517	\$ 572,518	\$ 8,390,019	\$ 4,473,600	\$ 2,447,320	\$ 1,712,744	

MEMORANDUM



TO: Eric Keck, City Manager
THROUGH: Dorothy Hargrove, Parks, Recreation & Library Director
FROM: Dave Lee, Open Space Manager ✓
DATE: December 4, 2015
SUBJECT: Parks & Recreation Master Plan and Pirates Cove Expansion Feasibility Study

The Parks and Recreation Department is in the process of hiring a firm to complete a new Parks and Recreation Master Plan and Pirates Cove Expansion Feasibility Study. The current 2006 Parks Master Plan is becoming outdated and does not include master planning information for recreation or address any of the needs for Pirates Cove. An updated master plan is required for submitting grant applications, prioritizing capital projects and determining new opportunities for funding.

Three firms responded during the request for proposal process. An interview committee comprised of staff from Parks and Recreation, Community Development, Finance and an Englewood resident made the recommendation to hire Logan Simpson to develop the master plan. Logan Simpson was hired based on the experience the firm had with producing parks and recreation master plans for other municipalities, the firm's involvement with Englewood Forward Comprehensive Plan and their overall familiarity with the City of Englewood.

The Logan Simpson master plan proposal was the middle cost proposal. However, staff was able to negotiate the cost of the Logan Simpson proposal down in price by \$7,202.

The Pirates Cove Expansion Feasibility Study is a top priority for staff and the firm. This portion of the project will be completed by early June 2016 to allow for capital budgeting purposes coming forward in 2017. The expected completion date for the remainder of the project is late fall of 2016.

Englewood Parks and Recreation Plan

November 18, 2015

	Totals	
	Labor	Exp

PHASE 1 – Scouting

1.1 Public Involvement (14 meetings/events)	\$14,072	\$500	\$14,572
Public events (2 at 3 times in the process = total 6)	\$525	\$0	\$525
City Council and Parks and Recreation Commission updates and draft plan (2 each)	\$525	\$0	\$525
sMAP social mapping tool	\$0	\$3,200	\$3,200
Stakeholder Interviews and neighborhood liaisons interviews (2 days)	\$2,435	\$15	\$2,450
Citywide survey	\$2,356	\$10,000	\$12,356
1.2 Progress Reporting/Monthly Staff Coordination	\$5,301	\$0	\$5,301
1.3 Inventory and Analysis of Existing Level of Service	\$0	\$0	\$0
Kick off Meeting and 1/2 day site tour (staff mtg #1)	\$1,308	\$0	\$1,308
Inventory data and level of service analysis	\$2,240	\$0	\$2,240
Park accessibility analysis (data from comp plan - add residential land use and minor reformatting)	\$1,167	\$0	\$1,167
Demographic characteristics of neighborhoods	\$1,471	\$0	\$1,471
1.4 Pirate's Cove Feasibility And Expansion Plan – Needs Analysis And Site Evaluation	\$10,714	\$0	\$10,714
1.5 NRPA Proragis Formatting And Data Preparation (by staff)	\$0	\$0	\$0
1.6 City Parks and Recreation Services Plan Initiation	\$7,386	\$200	\$7,586
1.7 Initial Needs Assessment Summary	\$4,388	\$200	\$4,588
Subtotal	\$53,888	\$14,115	\$68,003

PHASE 2 – Play Book

2.1 Update of Park and Development Standards (draft new park/leisure space type descriptions)	\$1,016	\$0	\$1,016
2.2 Preliminary Projects and Renewal Plan (list of potential projects and costs, and more detailed concepts for 2 areas)	\$5,696	\$0	\$5,696
2.3 Pirate's Cove Feasibility and Expansion Plan – Conceptual Planning	\$11,856	\$0	\$11,856
2.4 SDscorecard© Process (programs and services, financial plan)	\$31,866	\$0	\$31,866
PASStm Financial Data Collection and Analysis	\$0	\$0	\$0
SDscorecard, 5 hour workshop (#2)	\$0	\$0	\$0
Service Data and Information Request - continue Scorecard evaluations	\$0	\$0	\$0
Staff worksessions/workshop (#3)	\$0	\$0	\$0
Cost Recovery Model	\$0	\$0	\$0
2.5 Preliminary Strategic Action Plan	\$8,850	\$200	\$9,050
Two staff workshop 1/2 days (#4 and #5)	\$0	\$0	\$0
Subtotal	\$59,284	\$200	\$59,484

PHASE 3 - Game Plan

3.1 Parks and Recreation Master Plan - Public Draft	\$14,191	\$200	\$14,391
3.2 Pirate's Cove Feasibility and Expansion Plan – Public Draft	\$8,710	\$0	\$8,710
3.3 Final Parks and Recreation Master Plan	\$7,064	\$50	\$7,114
Adoption Meetings (by staff)	\$0	\$0	\$0
Subtotal	\$29,965	\$250	\$30,215

Total	\$143,137	\$14,565	\$157,702
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SCOPE

The following scope is organized in three phases – Scouting, Playbook, and Win Strategies – and includes a detailed description the tasks.

PHASE 1 – SCOUTING

The first phase focuses on teambuilding, understanding the resources, and defining the needs that will result in success for the community. Prior to embarking on the tasks under this scope of work, the Logan Simpson team will meet with City staff to finalize a detailed work scope and provide a project work plan and schedule. We will define methods of communication, identify potential meeting locations and formats, create a list of stakeholders, refine the Public Involvement Plan (PIP), and identify key issues and desired outcomes of the plan in order to focus efforts. The work plan and schedule will be refined and finalized based on decisions made at the start-up meeting.

1.1 PUBLIC INVOLVEMENT

Following the start-up meeting, Logan Simpson will finalize a concise PIP outlining the timing and approach to the below methods. Engagement methods will apply lessons learned from our previous outreach in Englewood and in other communities. Specific techniques are described in this section, as well as in subsequent phases as they occur through the process.

1.1.1 Public Events. Prepare for and facilitate interactive two worksessions with the public at three points in the process (total 6 events) during the development of the plan. City staff will be responsible for meeting facilities, refreshments, and notifications.

1.1.2 Parks & Recreation Commission and City Council Presentations. We provide updates, listen to their priorities, and present the preliminary or draft plan at two of the regularly scheduled meetings for each group.

1.1.3 sMAP™. sMAP™ is an interactive social mapping tool that anyone with basic computer skills can use to document their opinions, concerns or ideas regarding specific sites or areas of the community (see <http://www.smapapp.com>). sMAP™ is a perfect tool for collecting information and understanding people's needs for the scale of Englewood. We envision employing this tool for approximately 3 months during the data collection phase, and could use the site to collect comments on a preliminary master plan map if desired.

1.1.4 Stakeholder and Neighborhood Liaison Interviews. As a community driven plan, we need to engage key individuals and groups to understand their perceptions on community services and initial priorities.

There are likely other stakeholders with city-wide interests, such as service providers, South Suburban Parks and Recreation District, sports groups, etc. The composition of neighborhood representatives, civic leaders, and park and recreation users interviewed – whether individually or as focus groups – will form a solid cross-representation of the Englewood community who can contribute valuable perspectives and insights about the community and Department so that future operational direction is built upon a solid foundation of collective stakeholder feedback.

Two days of interviews by one person are anticipated. Information gathering efforts during the meetings will include an emphasis on:

- Existing and anticipated community issues, need and interests including shifting demographics
- Key issues the Department and community are currently facing and are expected to face in the next three to five years

- Service (including facilities) delivery methods and quality – levels of service
- Operational resources
- Marketing and community engagement efforts
- Alternative providers/competitive analysis

The interviewees will be identified at the kick-off meeting, and the interviews will be conducted at a central location with hour slots allocated throughout the day, and into the evening if necessary. Staff will contact and coordinate with the interviewees on the time.

During this time, Councilman-Hunsaker will meet with staff, plus any designated community groups, local recreation providers, competitive swim groups, swim coaches, instructors, activity programmers, youth and seniors groups, and others if requested in order to ascertain existing levels of service and the perceived needs of various user groups in the community, as specifically related to aquatic activities in the community.

1.1.6 Citywide Survey.

Logan Simpson will work closely with City staff and stakeholders to craft survey questions in an objective and unbiased fashion. We will design the survey to gather all of the information needed to finalize the plan, priorities for the future (facilities, maintenance, and programming), Pirate’s Cove feasibility questions, and willingness to pay for new services and facilities so that the results will be actionable. These questions will be supplemented with questions about specific, identified community issues, as deemed appropriate.

The survey be conducted via mail to attain a sample of 300, with an additional opportunity to take the survey online. While there is no magic number in sample size, 300 is a widely accepted best practice in community surveys (and even statewide polling) and is easily defensible as being representative of all areas of a city Englewood’s size. Questions will be limited to those that can fit on a 3.5 page survey so that it does not take longer than 10 minutes to complete. Logan Simpson will print 2500 surveys, and the City of Englewood will provide the bulk mailing permit for mailing and the return of the surveys.

In order to get the best response rates possible, we would also anticipate that the City would assist with marketing and creating public awareness of the survey through media and other channels, such as local newspapers and websites. We will also allow people to respond electronically. We ask that Englewood place a link to the survey on its home page, Englewood Forward, Walk and Wheel, Next Steps, and Play webpages and publicize the link in all communications to people in the community.

We will tabulate results and develop a written report interpreting findings and making data available in a user-friendly format. The primary deliverable will be a section in the preliminary master plan report suitable to make recommendations on project prioritization and funding, and secondly affirm anticipated demand for future recreation amenities and facilities. The section would include detailed methodology, narrative interpretation of the results with emphasis placed on graphs and charts illustrating the major findings.

If desired, the appendices of the final master plan report would include verbatim comments from public meetings and Englewood Forward outreach, the statistical data tables with selected cross-tabulations, the verbatim comments in response to open-ended questions, a copy of the survey questionnaire, and any additional graphs or information.

1.2 PROGRESS REPORTING/MONTHLY STAFF MEETINGS

We will conduct periodic (at least monthly) telephone calls to coordinate efforts, discuss issues, and update on progress. We also plan to meet in person at least three times at key project milestones (in addition to other meetings listed under other tasks).

1.3. INVENTORY AND ANALYSIS OF EXISTING LEVEL OF SERVICE

Tour of existing system and staff worksession. We will participate in a 1/2-day tour of facilities followed by a 1/2 day worksession with department staff to identify goals, current issues, and discuss potential actions and projects that staff has identified. At this time we will discuss deferred maintenance, operational challenges, program participation, expansion/renovation needs, funding challenges, emerging trends, etc.

Parks and recreational facilities inventory and assessment. Information provided by the City will be formatted into charts for use in the master plan and for analysis of existing levels of service for parkland, golf course, recreation centers, and specific recreational facilities. School properties that contain play areas or fields should be included in this inventory to understand how they may be serving surrounding neighborhoods. Natural areas within and adjacent to parks will also be evaluated for the benefits they contribute to the system. Using information on specific properties that are contained in existing plans, and supplementing this with a description of new additions to the system, prepare a summary of existing conditions. Councilman-Hunsaker will focus on the Pirate's Cove Aquatic Center expansion. A detailed scope for Pirate's Cove follows this subtask as 1.4 and 2.3 and 3.2.

Bike/pedestrian accessibility to parks. Building on Englewood Forward's accessibility analysis and Walk & Wheel major barriers study, we will analyze individual park service areas. Rather than the traditional circle service radii that do not give a true representation of true walking and biking distances to destinations, we will analyze the convenience the equitable distribution of facilities, as well as needed trail, sidewalk, or bike lane connections that may improve access within a true service radius of underserved neighborhoods. We assume that city GIS data for sidewalks and streets is adequate for the route analysis, which would be a refinement of the analysis that was prepared for Englewood Forward, by identifying sidewalk gaps.

Demographic characteristics and changing trends. We will analyze existing Comprehensive Plan and census data, as well as the relevancy of DRCOG data to determine how future growth correlates to underserved areas and access priorities. The Comprehensive Plan proposes intensifying specific areas which will likely influence household incomes, ages, and residential densities. We will prepare a summary of these influences and how they may affect underserved areas and current and future demand for services.

Existing levels of service. The existing levels of service for parks and recreational facilities will be calculated for the City as a whole, as well as for subsectors of the community, based on the accessibility modeling above.

1.4. PIRATE'S COVE FEASIBILITY AND EXPANSION PLAN – NEEDS ANALYSIS AND SITE EVALUATION

Councilman-Hunsaker will participate in two public meetings: first to scope the various issues, and second to present and receive feedback on the proposed facility. This discussion will include images and/or video presentations with commentary on features of other aquatic centers similar to that being considered for this project, background information on historic and contemporary issues in the industry, and an open-forum question-and-answer session to discuss concerns and needs of those individuals and groups attending the meeting.

Councilman-Hunsaker will use the results of the interviews and public workshops to develop a needs profile specific to Pirate's Cove. A matrix of programming priorities will be developed and discussed to prioritize programming and facility features.

Councilman-Hunsaker will review the team's market area demographic information to appropriately evaluate the proposed facility and conduct further research on population, age distribution, income, weather analysis and economic considerations that could affect the project's viability. Councilman-Hunsaker will then review the existing Family Aquatic Center and identify those opportunities and constraints that may impact expansion of the facility. Review will include a general overview of the existing pool mechanical equipment and will identify those areas of the pool systems that may be

impacted by potential park improvements. They will analyze other area aquatic providers and review with the City the historic usage trends. Next, they will prepare and submit an outline of program options relating to the future growth of the existing aquatic center. Program options will provide opportunities to expand the current facility while improving the existing offerings in such a manner to increase user experiences. Master planning efforts will focus on maximizing recreation value, increasing attendance and understanding the future operational impacts as the facility becomes a regional destination aquatic center.

1.5 NRPA PRORAGIS FORMATTING AND DATA PREPARATION

We assume that City staff will upload the information to the Proragis system. Logan Simpson will review the data for accuracy. We will also draw upon this data base as appropriate for bench marking and community comparisons.

1.6 CITY PARKS AND RECREATION SERVICES PLAN INITIATION

The Parks and Recreation Master Plan and companion Strategic Action Plan can be a transformative experience for City staff. The purpose of this task is to enlist significant feedback from all who know the system, constituencies, and operations best (staff and board) and establish a baseline from which to ultimately build the two plans. This assessment of the current state and condition of the Department as well as those influences that affect Department operations is necessary in order to develop organizational priorities and the specific goals and actions necessary to drive operational budget and funding decisions.

110 Percent will help facilitate staff workshops during Phase 1 and 2 to develop a Strategic Action Plan. Phase 1 workshops will provide an overview of the strategic planning and educational model to better create organizational priorities, goals, actions, timelines, etc. in Phase 2.

Full Day Staff Workshop (#1). Ideally, all Department park and recreation staff (minimally, all full time staff as well as identified "key" part time/seasonal employees including maintenance) and Parks and Recreation Commission members (if appropriate) would be introduced to the Strategic Action Plan development process and an education on the merits of effective planning for today's public parks and recreation systems, but it also provides an opportunity for Department staff (and board) to:

- Become familiar with the purpose and intended outcomes of a strategic action planning effort and how it works;
- Engage in preliminary identification of the key issues the Department is currently facing via SWOT (strengths and weaknesses – internal influences; threats and opportunities – external influences) and PEST (political, environmental, societal and technological climates) Analyses;
- Discuss the effectiveness of current operational practices; and
- Re-engineer or re-visit Department values and mission (purpose)

Staff Focus Groups. The full day workshop will be followed by staff focus groups representing work units/areas at all levels of the organization to provide a more in-depth understanding of the challenges and opportunities facing the Department, as well as individual opinions and perspectives about where the Department should be headed. Additionally, they give staff an opportunity to be involved in the process in a deeper way, thereby increasing their investment, interest, and "buy-in."

1.7 NEEDS ASSESSMENT SUMMARY

After receiving input from all of the stakeholders and reviewing the planning documents, we will prepare a summary report of needs and desires. The chapter will consider demographic trends identified through other efforts, e.g. the Englewood Forward "Play" snapshot and PlayEnglewood, include a rank and prioritization of needs, gap analysis between recognized standards and current inventory, and a gap analysis between recognized community desires and current inventory, and any

unmet expectations on quality of facilities and programs. The potential for updates to Pirate's Cove, the Recreation Center, and Senior Center will be topics of particular interest.

PHASE 1 DELIVERABLES:

- Public Involvement Plan
- Monthly Progress Reports
- Parks and Recreation Inventory (tables and maps)
- Park Service Area Route Analysis and Level of Service Analysis (tables and maps)
- sMAP[™] website
- Citywide survey report
- Needs Assessment Summary for both the Master Plan and Pirate's Cove Feasibility and Expansion Plan

PHASE 2 – PLAYBOOK

2.1 UPDATE OF PARK AND DEVELOPMENT STANDARDS

This task involves arraying changes in existing adopted policies, standards, service levels, and their cost and operational impact on the provision of facilities and park lands. For example, Englewood may want to develop specific classification standards for urban infill (pocket) parks or alleyways into its system for areas of high density residential and commercial development. We will prepare an update to the existing park, trail and open space standards.

2.2 PRELIMINARY PROJECTS AND RENEWAL PLAN

Working with staff, we will identify potential projects, their associated capital and maintenance costs, and programs that may be considered for addition or deletion from the suite of offerings that the City currently provides. This list, along with the summary of service gaps and choices regarding changes to city standards, will be used in worksessions to identify preferred actions to update the asset inventory. We will prepare plans, tables and text that summarize draft recommendations regarding: goals, objectives and policies; classifications and level of service standards; parks, cultural facilities, recreation facilities and community centers; recreation programs; streetscapes and visual open space; department organization and operations; maintenance and design standards; financial options.

2.3 PIRATE'S COVE FEASIBILITY AND EXPANSION PLAN – CONCEPTUAL PLANNING

Based on the agreed upon program options, Counsilman-Hunsaker will prepare site planning concepts relating to short-term improvements (1 to 3 years), mid-term improvements (4 to 7 years) and long-term improvements (8 to 10 years).

Each site plan will identify specific water amenity additions or pool modifications, and will illustrate ways to organize the site in a functional arrangement and to identify impacts beyond the existing facility footprint.

Counsilman-Hunsaker will present master planning options to the Parks and Recreation Commission for review and confirmation. Master planning options will be presented in the form of overhead colored renderings for each phase of the proposed master plan. A public meeting may or may not be held as a part of this visit.

Following the meeting, Counsilman-Hunsaker will make revisions to the site plans plan, if necessary, and will prepare an Opinion of Probable Project Cost for each phase of the Master Plan options. Recent project bid figures of similar projects will be used as well as national estimating guides and local cost adjustment factors. The hard *construction cost* figures will be supplemented by a development cost factor, which will include such "soft" costs as professional fees, survey, geotechnical report, document reproduction, advertisement for bids and all anticipated expenses related to the

administration of the project. The sum of these two cost figures will be the *total project cost* so that the City will have a comprehensive overview before making an informed decision about the project.

2.4 SDSCORECARD © PROCESS

The SDscorecard© allows agencies to analyze all services based upon their real costs, market position and the opportunities that exist, and the competitive landscape. Critical by-products of the analysis are the identification of the true cost to provide each service to the organization and current cost recovery levels (accounting for all costs of doing business) that ultimately inform a series of financial management strategies and policy development.

Completion of SDscorecard© process will result in comprehensive financial management strategies including:

- Current cost recovery/subsidy allocation levels by individual service
- A useful Cost Recovery Model based upon real-time data and actual performance levels rather than arbitrary benchmarks, and
- Financial management strategies and policies that will position the agency to immediately address short term financial challenges as well as long term financial interests such as investing in infrastructure (e.g., retained earnings policy).

SDscorecard© Kick-off Meeting. With identified Department representatives, a thorough review of the process will take place at this meeting including the formalization of timeline and details. This will include: review of the proposed process; timeline; and review of information and data requested of the Department.

SDscorecard© Staff Workshop #2 – An Introduction. This introductory workshop will provide a comprehensive overview of the SDscorecard© including the following.

- Explanation and detailed description of the SDscorecard© including what it is, how it works, and intended results.
- Staff will create the Department Service Categories (i.e., Non-competitive Activities versus Intro to Gymnastics). [NOTE: The benefits to this approach are two-fold. First, it is inefficient for an agency to determine cost recovery levels by each individual service, and second and most importantly, categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore) cost recovery decisions based upon special interests or individual values.]
- A comprehensive review of the PASS™ cost accounting tool and how its use leads to a thorough evaluation of existing cost of service provision and equitable fees and charges, and how results can be used to make informed financial decisions moving forward. This also includes an introduction of the data and information needed to begin to "build" PASS™.
- A review of staff's roles and responsibilities moving forward.

Financial Information & Data Collection. This phase of the process consists of data and information collection specific to the PASS™ Build. The Department will receive a comprehensive and detailed *Financial Data and Information Request* document to guide the collection process.

"Cost of Doing Business" Analysis - PASS™ Build. Once all required data and information has been compiled and submitted, the PASS™ Build can begin and will take place on-site to ensure that there is clarity around the Department's financial system, and to gather further relevant information and data as needed.

SDscorecard© Workshop #3 – Continued. As a result of all work to date, another opportunity to meet with staff will provide the following.

- Department staff will receive a review of reports resulting from the PASS™ Build and how the data and information can be used to assist in the analysis of all park and recreation services (specifically, how the data will inform the

assessment of each service's financial condition and viability, and ultimately, how the data will direct the Department in its efforts to develop appropriate and equitable fees and charges, and realistic cost recovery goals).

- Staff will receive a refresher of the SDscorecard© in order to gain a deeper understanding of what "homework" they will need to complete for the next phase of the process.
- A comprehensive review and analysis of current cost recovery levels (based upon existing agency data and the PASS™ Build) will provide baselines for the development of realistic and achievable two-three year cost recovery goals for each Service Category and ultimately, a Cost Recovery Model.
- Staff will begin the development of the Department's Cost Recovery Model.

We propose sharing the SDscorecard© results up to this point with the public through public events to enlist public opinion concerning the "public good" or "private good" of services. Doing so would help incorporate a comprehensive review of stakeholder perspectives.

Service Information & Data Collection. Staff will be encouraged to utilize various resources as they gather relevant data and information in preparation of completing SDscorecards© for each of their services. Staff will receive a *Service Data and Information Request* document to guide their efforts. Recommended resources include, but are not limited to the following.

- Service need and goals
- Service evaluation and survey reports
- Registration data - past 3-5 years
- Current target markets
- Demographic information and data
- Known competitors

2.5 PRELIMINARY STRATEGIC ACTION PLAN

The strategic action planning effort of the master plan is oriented towards meaningfully revisiting and improving organizational performance around a refreshed Department purpose via full day workshops. During the Game Plan phase we will refine an approach to meet the Department's aspirations, and .

Developing the Strategic Action Plan – Staff Worksessions #4 and #5. As a result of all work completed, Department staff will begin to develop an informed strategy for maximum benefit. The Strategic Action Plan will be fully operationalized, going beyond simple strategies and broad based goals by defining Department actions and other criteria required to fully implement strategy and measure progress including:

- Identified organizational priorities
- Goals
- Action statements
- Timelines
- Accountability leads/teams
- Metrics/measurements tied to action accomplishment and success
- Department staff will participate in two, full day work sessions following the framework below.
- Review of recurring themes resulting from staff (and board) feedback, community feedback (if chosen), and information and data analysis and evaluation
- Clarifying organizational values and mission (purpose)
- Review of environmental scan (SWOT, PEST, trends, market, financial analyses, etc.)
- Strategic Action Plan development - identifying organizational priorities, goals, measurable actions, leads, etc.
- Strategic Action Plan implementation – strategy discussion

- Strategic Action Plan evaluation and assessment - identifying success criteria and indicators

PHASE 2 DELIVERABLES:

- Updated Park and Development Standards
- Pirate's Cove Feasibility and Expansion Plan – Conceptual Plan
- SDscorecard© cost recovery/subsidy allocation levels, Cost Recovery Model, and financial management strategies and policies
- Preliminary projects and renewal plan (map, tables and text)
- Preliminary Strategic Action Plan chapter

PHASE 3 – WIN STRATEGY

Phase 3 incorporates the recommendations and actions into a highly graphic and succinct document that contains information from all of the previous tasks, and will have the look and feel of an additional chapter of the city's Englewood Forward Comprehensive Plan. An action plan and implementation section will be included, which will outline specific projects, actions, costs, responsibilities and timeframes, as well as potential funding tools and partnerships. During this phase we will conduct public feedback sessions, respond to comments on the draft and refine the recommendations for both project and implementation actions.

3.1 PARKS AND RECREATION MASTER PLAN – PUBLIC DRAFT

The public draft of the master plan report will include a summary of existing conditions, inventories and level of service analysis, a master plan map, table of project priorities, a financial plan, and a Strategic Action Plan to provide a clear vision and road map for the department's future.

The SDscorecard© financial analysis will include an updated assessment of parks and recreation participation rates, revenue options and suggest alternative financial strategies for consideration by the City to achieve cost recovery and level of service goals. The future needs of the department, as they relate to the Master Plan, will be defined in work sessions with the technical team and Task Force. To the extent possible, staffing levels to operate, program, and maintain the Citywide system will also be defined. Recommendations will include how to establish the most effective organizational structure for overseeing the City's park system, as well as estimating operational budgets that will be required to support the acquisition and management of that system.

The Strategic Action Plan, or portions thereof, developed in Phase 2 will be reflected in the Public Draft.

Logan Simpson will deliver a public draft proof (for City review) and a public draft for distribution, then assist City staff in preparing exhibits for the open houses and facilitating the events. We will attend a meeting with Parks & Recreation Commission and City Council to receive comments on the public draft master plan. Draft documents will be provided in digital format.

3.2 PIRATE'S COVE FEASIBILITY AND EXPANSION PLAN – PUBLIC DRAFT

Councilman-Hunsaker will proceed to produce a final PowerPoint presentation and report. A final in-person presentation will be made to the Parks and Recreation Commission or City Council for any final comments prior to finalizing the report document. Following the in person meeting, a web meeting will be held with staff to finalize any revisions to the plan. The presentation and report shall then be finalized to include the conceptual plan, opinion of probable project costs, and phasing of all items of work including:

- Physical aspects of the aquatic center, including attractions mix, support facilities, site characteristics, ingress/egress, accessibility, visibility and surrounding land uses.
- Operational data including records of attendance levels and trends, visitor mix, per capita expenditures, revenue, operating expenses, net operating income and net income after capital costs.
- A review of marketing strategies, pricing policies and sponsorship efforts.
- An analysis of market penetration, based on comments from the Client staff and attendance data combined with the Consultant's demographic bank information.
- A review of local weather patterns during the park's effective operating season.
- A review of local school year schedules
- A review of competing aquatic facilities in the area.
- A review of other similar public water parks with similar attendance projections.
- The compilation of demographic trends in market area, including population levels and trends, incomes, age distribution and ethnic composition.
- Projections of attendance potential over each phase of the Master Plan recommendations
- Projections of design level attendance figures and required capacity requirements.
- Projections of financial performance over each expansion phase - assuming the park is expanded to accommodate projected growth potential. Financial proforma will be completed only for those options approved by the Owner as part of each independent phase of the master plan.

The Feasibility and Expansion Plan will be distributed in tandem with the Master Plan for public comment.

3.3 FINAL PARKS AND RECREATION MASTER PLAN AND OUTDOOR AQUATIC FACILITY FEASIBILITY AND EXPANSION PLAN

Public comments will be consolidated by staff and shared with the Parks and Recreation Commission. We will meet with staff to define revisions to the plan and incorporate them into the final document, in a transparent way that grants the Commission and City Council confidence that public concerns are addressed. Following public comment, Councilman-Hunsaker will make a final presentation to one committee outlining the methods and results of the study. Having attended meetings and answered questions from the Parks and Recreation Commission and City Council during (or immediately after) the public comment period, we anticipate that staff will present the final plan for adoption. Logan Simpson and Councilman-Hunsaker will update the PowerPoint presentations previously provided. We assume that the final document will be provided in Adobe PDF format, and can provide printed documents if defined in contract negotiations.

PHASE 3 DELIVERABLES:

- Public Draft of the Parks and Recreation Master Plan and Pirate's Cove Feasibility and Expansion Plan
- Final Parks and Recreation Master Plan and Pirate's Cove Feasibility and Expansion Plan
- Scorecard™ software and files
- GIS data layers and digital files of all products in PDF format
- Presentation materials to support the adoption process

Englewood Parks and Recreation Plan Schedule

November 18, 2015

PHASE 1 – Scouting

	2016																																																			
	Jan			Feb			Mar			Apr			May			June			July			Aug			Sept			Oct			Nov			Dec																		
	4	11	18	25	1	8	15	22	29	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	19	26	4	11	18	25	1	8	15	22	29	5	12	19	26
1.1 Public Involvement (14 meetings/events)																																																				
Public events (2 at 3 times in the process = total 6)																																																				
City Council and Parks and Recreation Commission updates and draft plan (2 each)																																																				
sMAP social mapping tool																																																				
Stakeholder Interviews and neighborhood liaisons interviews (2 days)																																																				
Citywide survey																																																				
1.2 Progress Reporting/Monthly Staff Coordination																																																				
1.3 Inventory and Analysis of Existing Level of Service																																																				
Kick off Meeting and 1/2 day site tour (staff mtg #1)																																																				
Inventory data and level of service analysis																																																				
Park accessibility analysis (data from comp plan - add residential land use and minor reformatting)																																																				
Demographic characteristics of neighborhoods																																																				
1.4 Pirate's Cove Feasibility And Expansion Plan – Needs Analysis And Site Evaluation																																																				
1.5 NRPA Proragis Formatting And Data Preparation (by staff)																																																				
1.6 City Parks and Recreation Services Plan Initiation																																																				
1.7 Initial Needs Assessment Summary																																																				
Subtotal																																																				

PHASE 2 – Play Book

2.1 Update of Park and Development Standards (draft new park/leisure space type descriptions)																																				
2.2 Preliminary Projects and Renewal Plan (list of potential projects and costs, and more detailed concepts for 2 areas)																																				
2.3 Pirate's Cove Feasibility and Expansion Plan – Conceptual Planning																																				
2.4 SDscorecard® Process (programs and services, financial plan)																																				
PASStm Financial Data Collection and Analysis																																				
SDscorecard, 5 hour workshop (#2)																																				
Service Data and Information Request - continue Scorecard evaluations																																				
Staff worksessions/workshop (#3)																																				
Cost Recovery Model																																				
2.5 Preliminary Strategic Action Plan																																				
Two staff workshop 1/2 days (#4 and #5)																																				
Subtotal																																				

PHASE 3 - Game Plan

3.1 Parks and Recreation Master Plan - Public Draft																																				
3.2 Pirate's Cove Feasibility and Expansion Plan – Public Draft																																				
3.3 Final Parks and Recreation Master Plan Adoption Meetings (by staff)																																				
Subtotal																																				

Total																																				
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