

# Budget Advisory Committee

City of Englewood, Colorado

City Manager's Office

1000 Englewood Parkway

Englewood, CO 80110-2373

Website: [www.engagewoodgov.org/budget-advisory-committee](http://www.engagewoodgov.org/budget-advisory-committee)



## AGENDA

Englewood Civic Center  
City Council Conference Room, Third Floor  
Tuesday, May 19, 2015  
4:30pm to 6:00pm

These meetings are recorded, please be mindful of side conversations.

1. Call to Order and Roll Call of Members
2. Clarification to the Meeting Recording – April 21, 2015
3. New Business
  - City Department Presentation – **Community Development Department** (Mike Flaherty, Acting Director)
  - Distribute City Financial Policies for Members' Input at the June 16, 2015 Meeting
4. Old Business
  - Discuss 2015 Goals and Work Plan
    - Schedule Department Presentations to Budget Advisory Committee
      - The **June 16, 2015** meeting is a working session for committee members to determine what was gained with the information received from department presentations and determine the next steps for report preparation and submission prior to 2015 Public Hearing (September 21, 2015)
5. Budget Advisory Members' Choice
6. Adjourn

Please note: If you have a disability and need auxiliary aids or services, please notify the City of Englewood (303-762-2409) at least 48 hours in advance of when services are needed. Thank you.



# Memorandum

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City Manager's Office

**TO:** Budget Advisory Committee Members  
**FROM:** Michael Flaherty, Deputy City Manager  
**DATE:** May 12, 2015  
**SUBJECT:** Community Development Overview

The Community Development Department is comprised of four major divisions, Current Planning, Long-Range Planning, Economic Development and Building and Safety. Each of the managers will briefly address the functions of these divisions at the Budget Advisory Committee meeting on May 19.

The department also provides staff support to City boards and commissions including the Board of Adjustments and Appeals, the Planning and Zoning Commission, the Englewood Urban Renewal Authority, the Alliance for Commerce in Englewood and Keep Englewood Beautiful.

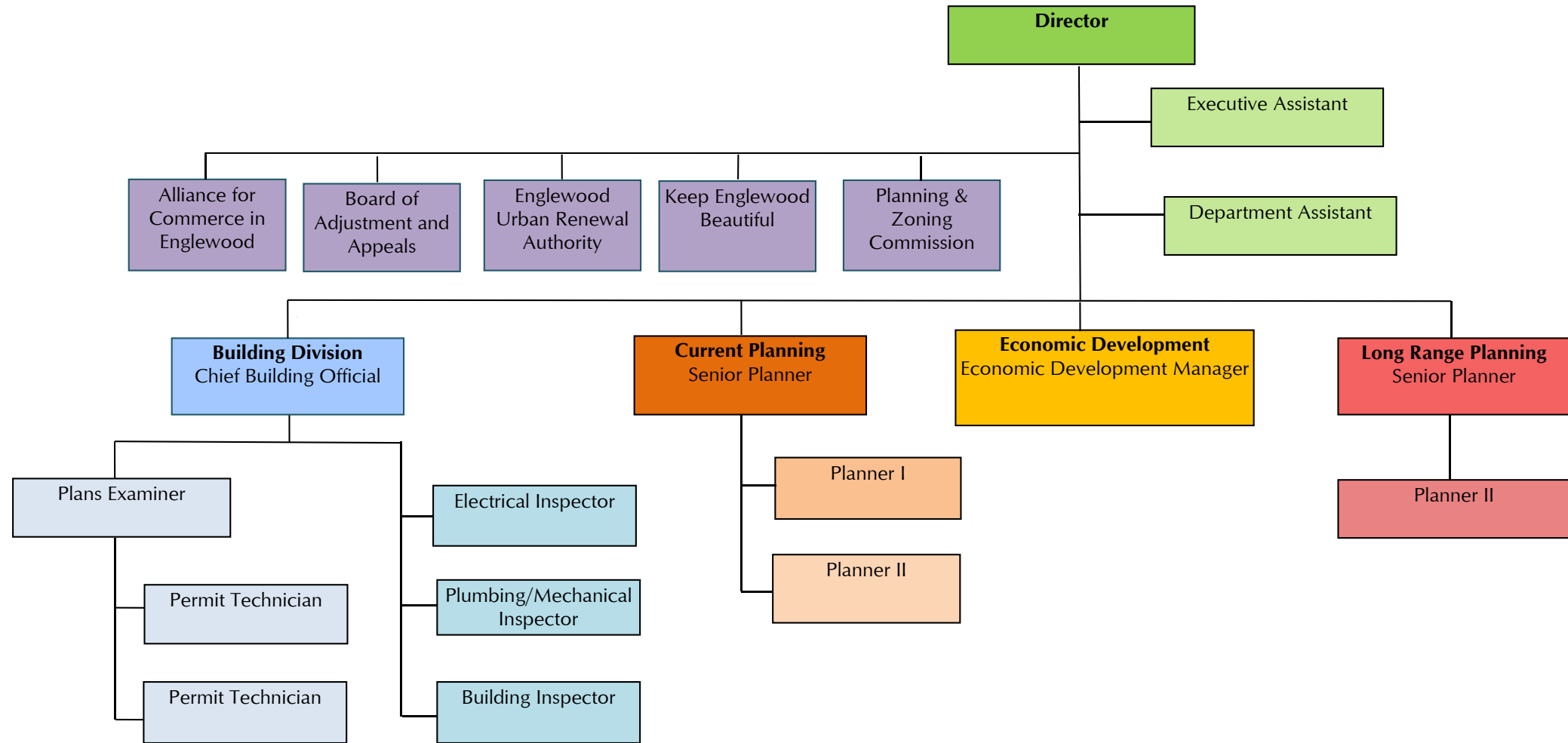
The most significant current initiative of the department is "Englewood Forward" three planning efforts, comprised of the updating of City's comprehensive plan, the "Next Steps" study, the second phase of the Englewood Light Rail corridor and the "Walk and Wheel" study.

The current level of development in Englewood continues to require significant time and effort of the Building and Current Planning divisions, as well as that of the Economic Development Manager. Significant projects include the Kent Place project, which is nearing completion, the Alta at Cherry Hills residential development, which is scheduled to open in June and the continuing major expansion of Craig Hospital and another large expansion of Swedish Hospital. Other new projects are coming forward as well, which are described in the Community Development Monthly Update for April 2015 that is in your packet.

Department internal goals for this year that are equally ambitious include review and recommendation of improvement for building and development public processes, creating a succession plan for the Building Division, update the City's economic development plan and exploit the current positive economic climate, completion of the online permitting project and to assist the City Manager with the recruitment of a new Community Development Director.

We look forward to our upcoming meeting with the committee.

# DEPARTMENT OF COMMUNITY DEVELOPMENT ORGANIZATIONAL CHART



**COMMUNITY DEVELOPMENT DEPARTMENT**

<b>2015 Budget Year</b>	<b>Administration</b>	<b>Building Division</b>	<b>Current Planning</b>	<b>Economic Development</b>	<b>Long Range Planning</b>
# of Employees	3	7	3	1	2
Boards Serviced	KEB, EURA		BOA, P&Z	ACE	
Grants Administered	Art Shuttle Arapahoe County CDBG/HOME State Home			Arapahoe County Enterprise Zone	Walk and Wheel Next Steps
Significant Revenue Categories:		Permit Fees Plan Review Fees Contractor Licenses			
Significant Expenditure Categories:		Outside Plan Review Services		Commercial Catalyst	Comprehensive Plan Walk and Wheel

# COMMUNITY DEVELOPMENT MONTHLY UPDATE

## April 2015

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### DEVELOPMENT PROJECTS

- *Rocky Mountain Veterinary Neurology (3550 South Inca)*
  - Construction continues.
  
- *Shriner Residences (Floyd and Logan)*

Project: Two dwelling units in the existing Shrine Club building with detached garages and one accessory dwelling unit; two new single family homes with detached garages and two accessory dwelling units; Reconstruction of the existing single family home at 3265 South Logan Street

  - City Council approved the PUD request on June 16, 2014.
  - A Building Permit has been issued for reconstructing and adding on to the existing house at 3265 South Logan Street.
  - A Building Permit has been issued to convert the existing Shrine Club building into two dwelling units.
  - Reconstruction of Shrine building and the two single family homes is underway.
  - **Building Permits are under review for construction of three new accessory dwelling units/garages at 3277, 3287, and 3293 South Logan Street.**
  
- *Alta Cherry Hills (Broadway and Kenyon)*

Project: 306 luxury apartment complex

  - Construction continues.
  - Leasing is expected to commence in June 2015.
  
- *The Foundry (Bates and Galapago)*

Project: 70-unit income qualifying multi-unit complex with a future build out including a mixed-use element and market rate for-sale townhomes.

  - Master plan being developed for entire property to include apartments, townhouses, and flex/shared office space.
  - Developer is presenting updated plan to City Council and requesting letter of support for CHFA tax credits for apartment project on April 20.
  - Future development plans for the Winslow property (under a separate PUD) is pending.
  - **Developers of Foundry presented their project to Council at the April 20, 2015 study session. They were asking for a letter of support to CHFA for consideration of CHFA tax credits. The developers are also working with Council and RTD to reroute the #27 RTD bus to serve the project and the neighborhood. Council provided letters of support.**
  
- *Hill Top Motel (3800 South Broadway)*
  - The new owners attended a December 2<sup>nd</sup> DRT meeting. The proposed project refurbishes the existing buildings into office/retail and an indoor/outdoor coffee shop.

- **Staff met with the property owner to discuss his plans for redevelopment or repurposing the property. The property owner is taking a wait and see approach. His preliminary vision for the site is to repurpose the existing buildings with retail or arts related businesses and a small café in the corner building. Staff continues to encourage prompt development of the site and we also are forwarding viable prospective businesses to the property owner.**
  
- *Kent Place (University and Hampden)*  
 Project: 300 for-lease residential units; 48,175 square feet of retail/commercial
  - The commercial and retail space is 100% leased.
  - Construction continues on the residential portion of the project on 300 residential units.
  - In September 2014, a Temporary Certificate of Occupancy (TCO) was issued for the Building B Parking and Floors 2 -5.
  - In October 2014, a TCO was issued for the Building A underground parking garage.
  - In November 2014, a TCO was issued for Building A levels 2 through 4.
  - In December 2014, a TCO was issued for Building A level 5.
  - In January 2015, a TCO was issued for Unit 504 and the 2nd level A deck.
  - May 1- TCOs have been issued for all of Buildings A and B
  - **On May 5, 2015 a TCO was issued for Building C for the 3<sup>rd</sup> thru 5<sup>th</sup> floors**
  - **Project completion and issuance of final CO is anticipated by mid-June 2015.**
  
- *Lone Star Trust (NE Corner of Clarkson and US 285)*
  - A grantor for the trust is interested in constructing a 6,000 square foot medical office building (3,000 sf/story).
  - Lone Star Trust representatives submitted plans for review at the March 10 DRT.
  - **Staff met with an owner of the Lone Star property regarding submission of a variance for future development. The property owner submitted a variance. The case will be heard on May 13, 2015.**
  - **The developer of an assisted living/memory care facility continues to express interest in the property, in the event that the medical office does not go forward.**
  
- *Traditions (3500 South Sherman)*  
 Project: 180 units of senior affordable housing
  - A property combination application submitted January 2, 2015 is under review.
  - A building permit has been approved for the 180 unit project.
  - The developer has requested and received support of the project from the Englewood Housing Authority.
  - Developer is waiting for final approvals/tax credits from HUD
  - **The developer has picked up the building permit and approved plans. Abatement work is expected to start in early May 2015, and demolition soon thereafter.**

- *Martin Plastics (Oxford and Navajo)*  
 Project: A maximum of 252 residential units
  - Applicant submitted an application to revise the PUD site plan, which now shows the existing bow-truss building remaining. Developer now has an investment partner and is requesting an assignment of the Redevelopment Assistance Agreement.
  - Assignment of the Redevelopment Assistance Agreement was approved on February 17, 2015.
  - A revised PUD site plan was reviewed at the March 24 DRT meeting.
  - **The developer plans demolition of the larger building by June 1. The smaller “bow-truss” building will be retained. Timing for construction is estimated for Fall 2015.**
  
- *Chick-Fil-A (Broadway and Dartmouth)*  
 Project: Redevelopment to a restaurant
  - Demolition is complete. According to the project manager representing Chick-Fil-A, construction will commence in August of 2015 with an opening in January 2016.
  - An architect representing Chick-Fil-A contacted staff regarding minor changes to the site plan. The changes were approved administratively.
  - A site selection consultant contacted staff about tax credits through the Arapahoe County Enterprise Zone. Chick-Fil-A representatives confirmed an August timeframe to start construction, with a projected opening date of July 2016.
  - A building permit application was submitted March 11, 2015. Plans are currently under review.
  - **A sign permit application was approved on April 29, 2015.**
  
- *LIV Apartments (201 Englewood Parkway)*  
 Project: 28 apartments and two live-work units
  - Demolition of the former Scientology Building is complete.
  - A building permit has been issued. Construction is underway.
  
- *Rafferty Gardens (300 West Lehow)*  
 Project: 60 Market-Rate Apartments in 2 three-story buildings; 4.15 acres
  - DRT meeting with applicant was held on June 3, 2014. Applicant is currently working with architect and civil engineer to resolve issue regarding the floodplain/way.
  
- *Bally’s Site (Northwest corner of Jefferson and Clarkson)*
  - Evergreen Development submitted plans for a retail use to be reviewed at the December 9, 2014 DRT meeting.
  - Staff met with the contractors of the Swedish Medical Center, who will use this site for construction staging during the construction of the Swedish expansion project.

- A developer representing Rite Aid Pharmacy expressed an interest in this property.
  - A DRT meeting with the applicant was held on February 17, 2015. Applicant is currently working with architect and civil engineer to resolve site planning issues.
  - Developer has submitted a request for economic incentives to facilitate the project. This request was presented to City Council on April 20, 2015
  - **An economic development incentive agreement to support the development of a 14,600 square foot Rite Aid Pharmacy is being prepared for June 1 Council consideration.**
- *5098 Retail Center (5098 South Federal Blvd.)*  
Project: 5,000 square feet of retail
    - The property owner has submitted a preliminary plan for a 5,000 square foot retail redevelopment.
    - **The property owner has submitted a Minor Subdivision application for the retail redevelopment.**
    - **A Building Permit is under review for construction of the core and shell of the 5,000 square foot retail redevelopment, with an opening planned within 120 days**
- *Greenwood Pointe Apartments (5312 South Broadway Circle)*  
Project: New recreation center and apartment building
    - The owner and design team has met with the DRT team twice. This property is currently a PD, they are weighing the idea of vacating the PD. The underlying zone is MU-R-3-B.
    - A neighborhood meeting to discuss vacating the PD was held on February 25, 2015.
    - The PD vacation application has been submitted. A public hearing with the Planning and Zoning Commission is scheduled for April 21, 2016.
    - **A public hearing with the Planning and Zoning Commission was held on April 21, 2015. A public hearing is scheduled for the May 18, 2015 City Council meeting.**
- *Englewood Estates (1210 West Quincy Circle)*  
Project: PUD for seven, detached residential units
    - Owners have contacted staff regarding constructing the project under the current PUD.
    - A permit to construct the streets and utility infrastructure is under review.

## BOARDS & COMMISSIONS

- *Alliance for Commerce in Englewood*
  - **At the March ACE meeting the group discussed:**
    - **Community rebranding**
    - **Gateway signage**
    - **Technical assistance training**
    - **Business survey**





## COUNCIL REQUESTS

- CR 15-001: CFAHS Sign Brightness Level Concerns
- CR 15-006: Martin Plastics Commercial Activity Follow-up
- CR 15-007: 3801 South Clarkson Sign Code Inquiry
- CR 15-012: Economic Development Incentive Inquiry
- CR 15-020: 3029 South Logan Roof Permit
- CR 15-019: Legislation Budget Increase Inquiry
- CR 15-036: Dartmouth Neighborhood Bike Path Concern
- CR 15-037: Brew on Broadway Special Event
- CR 15-053: Tarot Reading Zoning
- **CR 15-073: Hill Top Motel Lighting Inquiry**

## HOUSING

- *Rehab*
  - Under Construction  
4896 South Delaware Street
  - Listed for Sale  
3685 South Fox Street

## SPECIAL PROJECTS

- *Englewood Forward*  
(*Comprehensive Plan, Light Rail Corridor Next Steps Study, Walk and Wheel Plan*)
  - The Comprehensive Plan team conducted a Joint City Council/Planning and Zoning Commission Work Session on January 26, 2015 from 6:00 pm to 7:30 pm. The purpose of this first joint work session was to collaboratively explain global planning trends, describe metrics for measuring success of the community, and refine vision statements and opportunities by character districts to achieve the vision.
  - Next Steps Study Technical Committee Meeting (government agency and city staff) was held on January 22.
  - The second Englewood Forward joint public meeting was held on February 11.
  - A Next Steps Study developer forum took place on February 20 to assess the development potential for various sites along the light rail corridor.
  - A joint Englewood-Sheridan City Council and Planning and Zoning Commission study session was held on February 25 to give consultant overviews of the Next Steps Study and the Walk and Wheel Plan.
  - Staff presented a proposed schedule for completing all three projects to City Council on April 13. Staff also presented neighborhood plan map examples to City Council and ask for feedback regarding Comprehensive Plan neighborhood meeting logistics and costs.
  - Planning and Zoning Commission study sessions have been scheduled for April 21, May 5, and 19 (Comprehensive Plan – Neighborhood Map Discussions).
  - A City Council study session on the Walk and Wheel Plan and the Next Steps Study is scheduled for June 1.
  - A final public event for the Next Steps Study and the Walk and Wheel Plan will take place Saturday, June 20, during Bike to Work Week.

- **Final draft document study sessions for the Next Steps Study and the Walk and Wheel Plan are scheduled for late June and July (ETAC, P&Z, Council).**
- **Comprehensive Plan Neighborhood Park Events will take place Wednesday evening July 8 at Romans and Belleview Parks, and Saturday, July 11 at Bates-Logan, Centennial, Duncan, and Baker Parks.**
- *Broadway/Acoma Lofts*  
Project: 110 residential units; 15,000 retail/commercial space; surface parking
  - A revised parking plan with a minimum of 170 and maximum of 190 spaces was approved by EURA. In addition, approximately 35 on-street spaces would be available on Acoma Street. Medici is assembling their application materials for submission to CHFA in January 2015 for housing tax credits. A second Amended Option Agreement was executed on December 31, 2014.
  - The EURA Board voted unanimously at a their meeting on January 14, 2015 to restructure the deal with Medici to require less payment for the land at closing, and to provide a 16-year note for the remainder of the purchase price. A third Amended Sale and Option Agreement was executed by the Authority. Medici has submitted its application for tax credits to CHFA.
  - Medici Communities has been approved for tax credits from CHFA. They continue to work on the building and site design and are looking to obtain more neighbor input on the design;
  - **Medici presented an updated site plan and building design to the EURA on April 8.**
  - **Medici Communities is holding a design review with EURA and interested parties on May 27.**

## ZONING

- *Transit Station Area Zoning Regulations*
  - Staff is working with the Planning and Zoning Commission to revise Transit Station Area (TSA) zoning regulations that will eventually be adopted for portions of the Englewood Light Rail Corridor.
- *Accessory Dwelling Unit Regulations*
  - Staff is working with Planning and Zoning Commission to explore regulations allowing accessory dwelling units.
- *Administrative Adjustments/Variances*
  - A Public Hearing is scheduled for April 7, 2015 concerning Administrative Adjustments and Variances. A proposed Ordinance would grant more authority to the City Manager or designee to allow minor changes to the required lot width or lot area, and setbacks, which should help to promote more redevelopment.
  - **First reading was held at the May 4, 2015 City Council meeting. Public hearing is scheduled for the May 18, 2015 City Council meeting.**

## ART SHUTTLE

- Two proposals to the Art Shuttle RFP were received. The respondents were MV Transportation, Inc. and Western Parking Management. Staff recommends that the contract be awarded to the lowest responsible proposer, MV Transportation Inc.

## BUSINESS NEWS

- The 2015 Business Summit is slated for Thursday, May 14 from 7:30 until 10:00 AM. The event will be held on the second floor of Englewood Civic Center and will feature speakers Brad Segal from Progressive Urban Management Associates and Bruce Meighen from Logan Simpson. Presentations will focus on ways Englewood's Comprehensive Planning initiative – Englewood Forward will benefit business development. **Registration for this free event is now open.**

- Arapahoe County Enterprise Zone*

- Staff is working with OEDIT to recertify the two contribution projects so they can continue to receive the benefits of tax credits for donations. Those projects are: House of Hope and Craig Hospital.
- Grant reimbursement request was submitted to cover staff time associated with 2014 Enterprise Zone administration.
- The Arapahoe County Enterprise Zone received an application from Denver Seminary, located in the City of Littleton, to become a qualified contribution project. The application will be presented to the State's Economic Development Commission in March for consideration.
- 2014 Administrative Grant submitted to OEDIT for reimbursement of staff time in the amount of \$16,500. Funding has been received.
- 2015 Administrative Grant agreement received and will be presented to Council at an upcoming meeting.
- Staff provided Council with an update on administrative activities related to the Enterprise Zone and the redesignation process at the April 13, 2015 study session.
- Staff met with representatives from the South Metro Denver Chamber of Commerce to discuss possible regional cooperation on the administration of the Arapahoe County Enterprise Zone.**

- Commercial Catalyst Program*

Medical Office Building	3555 S Lafayette	<b>Complete</b>	Façade and signage
Breakfast Queen II	3460 S Broadway	Complete	Façade & Interior
Medical Office	180 E Hampden	Complete	Facade
Paradise Baggage	4442 S Broadway	<b>Complete</b>	Façade and Signage
Miyako Restaurant	2950 S Broadway	<b>Complete</b>	Interior Improvements
303 Hair Salon	3147 S Broadway	<b>Construction</b>	Interior and Façade
The Corner Bakery Cafe	501 W Hampden	<b>Construction</b>	Interior and Façade

- *Other Business Activities*

- AREA 1**

- 750 West Hampden (Omni Development) - Staff met with the owner of this property about tenant or redevelopment ideas, including possible redevelopment at CityCenter. Staff is working with a new tenant for this location, Social Media Energy. They currently have 10 employees and plan on expanding.
    - 501 West Hampden (formerly Bank of the West) – The property is under new ownership. The project involves a bank and one quick serve restaurant with a patio. The developer has identified prospective restaurant tenants and has a letter of intent (LOI) from a restaurant user. A core and shell building permit application has been submitted. Demolition of the existing drive through bays is complete. **Work on the core and shell is nearing completion then will be turned over to the tenants to complete the interior build out which is expected to be within 120 days. The Corner Bakery Café will take the front tenant space and will feature a prominent patio.**
    - CityCenter Englewood
      - A short-term lease has been negotiated for the vacant Quizno's space. Mr. Brad Nixon will use the space as a commissary for his coffee supply operation.
    - 180 East Hampden – The property is under new ownership. Two new tenants have leased space in the building; one is an ophthalmologist, the other is an OBGYN. Approved Commercial Catalyst grant for exterior renovations. Façade renovation and interior remodel are nearing completion. One small tenant space remains available.
    - 333 West Hampden Avenue, Chase Bank – A 5,000sf pad site is being considered for construction at the Chase Bank property. This pad site would be adjacent to US 285 and S. Elati Street. Developer indicates that this will be a second quarter 2015 project.
    - Karcher Industries has a production facility at 1351 West Stanford and a front office facility at 750 West Hampden. Karcher will relocate the corporate headquarters to the DIA Airport area. This move was motivated by the desire for Class A office space. The move will translate into the loss of approximately 300 jobs. Staff confirmed that the production facility at 1351 West Stanford will remain operational and production jobs will remain in Englewood.

- AREA 2**

- 2749 South Broadway – Plans have not been submitted, but the business owner stated that the intended use is a barbeque restaurant / bar. A Commercial Catalyst grant application is under review. The alternative parking plan has been approved, allowing for this contract to proceed. The owner has applied for a liquor license and building permit. The property owner has resolved code matters with Building and Fire and now plans to proceed with construction pending approval of revised building plans. **Kaladi's Coffee is now under contract to purchase this property.**

- 65 West Floyd – The owner has undertaken a major remodeling of this building. The distillery (Devils Head Distillery) has signed a lease for 3,000 square feet of space. **The distillery has started production. Production of distilled spirits takes about 6 weeks of lead time from ‘brewing’ to sales.**
- **Cobalt Building – 65 West Floyd. A tenant is seeking to lease the basement of this property to run a corporate training / team building business. Lease negotiations for the space are underway.**
- **3200 South Acoma recently sold to Ally’s Fabric and Bridal Supply, which is relocating from Denver.**
- 3398 South Broadway, Catholic Store – Staff met with the owner of the building. The property is currently fully leased with the new tenant “Vapes.” While a business license has not been submitted we understand that this business will sell vapor cigarettes.
- 3421 and 3427 South Broadway, OddFellows building – Olde Town Group, LLC recently purchased the OddFellows building and the adjacent building immediately south. Olde Town Group has a history of rehabilitation and adaptive re-use of historic buildings, with a focus on historic preservation. One of the principals, Deborah Andrews, has received a number of awards for innovative restoration of historic buildings. Staff had been working with Olde Town Group to find a suitable property on Broadway with historic appeal. **Rehab work on the Odd Fellows building will commence on July 1.**
- 3431 and 3435 South Broadway - Staff is working with the two tenants in the building next to the Odd Fellows building, Alexander Furs and Outdoorsman’s Attic, which have received a 90-day notice of lease termination. Staff has met with tenants about alternate locations in Englewood, through a tenant retention visitation initiative. **Rehab work on the Dransfeld Building is underway and will be complete by the end of June. The property is being marketed to prospective tenants.**
- El Tepehuan will move to its new location at 3495 South Broadway (formerly The Saigon Palace) in approximately June 2015. El Tepehuan is initiating the planning for the design and layout of 3495 South Broadway. Interior and exterior renovations to the property are planned. Staff has not received a preliminary plan. **The owners of El Tepehuan will extend the lease at its current location to undertake tenant finish at 3495 South Broadway.**
- 3457 South Broadway – The owners of the El-Tepehuan property will likely seek a restaurant tenant. Staff is working with the broker and property owner to encourage outside seating using the adjacent paseo, creating additional street activity. Staff has contacted several restaurants with information about the availability of this building for lease. A restaurateur is seeking to lease the space for a hamburger and sandwich style restaurant. Preliminary discussions involve using a portion of the paseo for patron seating. **A local “Wings and Things” restaurant is considering leasing the restaurant space and is interested in using the paseo for outside seating.**

### **AREA 3**

- 2950 South Broadway - An Asian/Ramen restaurant is seeking tenant space at this location. The entrepreneur is seeking a liquor license and is currently working through this process. Lease signed and construction is underway.

Construction is nearing completion and the restaurant is going thru inspections with the City and Tri-County Health department. **Misaki Ramen Restaurant is now open.**

- 3427 South Lincoln – DRT application reviewed for a potential brewery. This start-up brewery would lease and occupy the vacant building, including the 7,000 s.f. basement.
- 3999 South Broadway - A wine and tapas bar will open in the space formerly occupied by Jasmine Restaurant. Plans include an outside patio with fireplace. The Wine and Tapas Bar is scheduled to open early 2015. Permit has been issued for remodel. Staff is talking to the property owner about putting a small gallery in the space vacated by Molly's Closet. The property owner is working with two non-profit operations to lease the former Molly's Closet space at 3995 South Broadway. **ACRES Wine and Tapas Bar is now open.**
- 4442 South Broadway - Paradise Baggage, the owner of Paradise Pen Company, have purchased the property. The business owner wanted the easy access and high visibility offered by locating on the South Broadway commercial corridor. This property is new construction, but was not occupied. **Paradise Baggage is now open! Façade and signage improvements were funded by Englewood's Commercial Catalyst Program.**
- **4895 South Broadway – Enterprise Rent a Car recently relocated to this new location and completed significant enhancements to the property and building.**
- **4900 South Broadway – Aaron's Rent to Own has moved to CityCenter Englewood adjacent to Harbor Freight Tools. This space will become an Auto Zone Auto Parts and Accessories.**
- **5000 South Broadway, Landmark Lincoln –Façade renovations are complete.**
- 5095 South Broadway (former World Savings Bank) – The property recently sold to the owners of Williams Jewelers. The owner of Williams Jewelers plans to construct a new building at 5095 South Broadway. The building will house Williams Jewelers and potentially have a second story for office tenants. They are working with an architect and have plans to meet with City staff to discuss site access from South Broadway. This will be a 2016 project.

#### **AREA 5**

- **Plans have been submitted for a 3 tenant building at the north east corner of Federal and Broadway.**

#### **AREA 6**

- 2520 South Raritan, Red Bird Farms - A \$2.5 million dollar expansion of its cold storage facility is being planned.
- FiberTech, Inc., a Texas based company, expanded to Englewood adding 90 employees. The company is leasing space at 1972 West Iliff Avenue.
- 2900 South Zuni – A start-up “hot rod shop” is wanting to construct a garage on this property.

### **BUILDING DIVISION**

- The number of all permits issued in **April** 2015 increased 52% compared to **April** 2014. Building permits issued increased 31%.

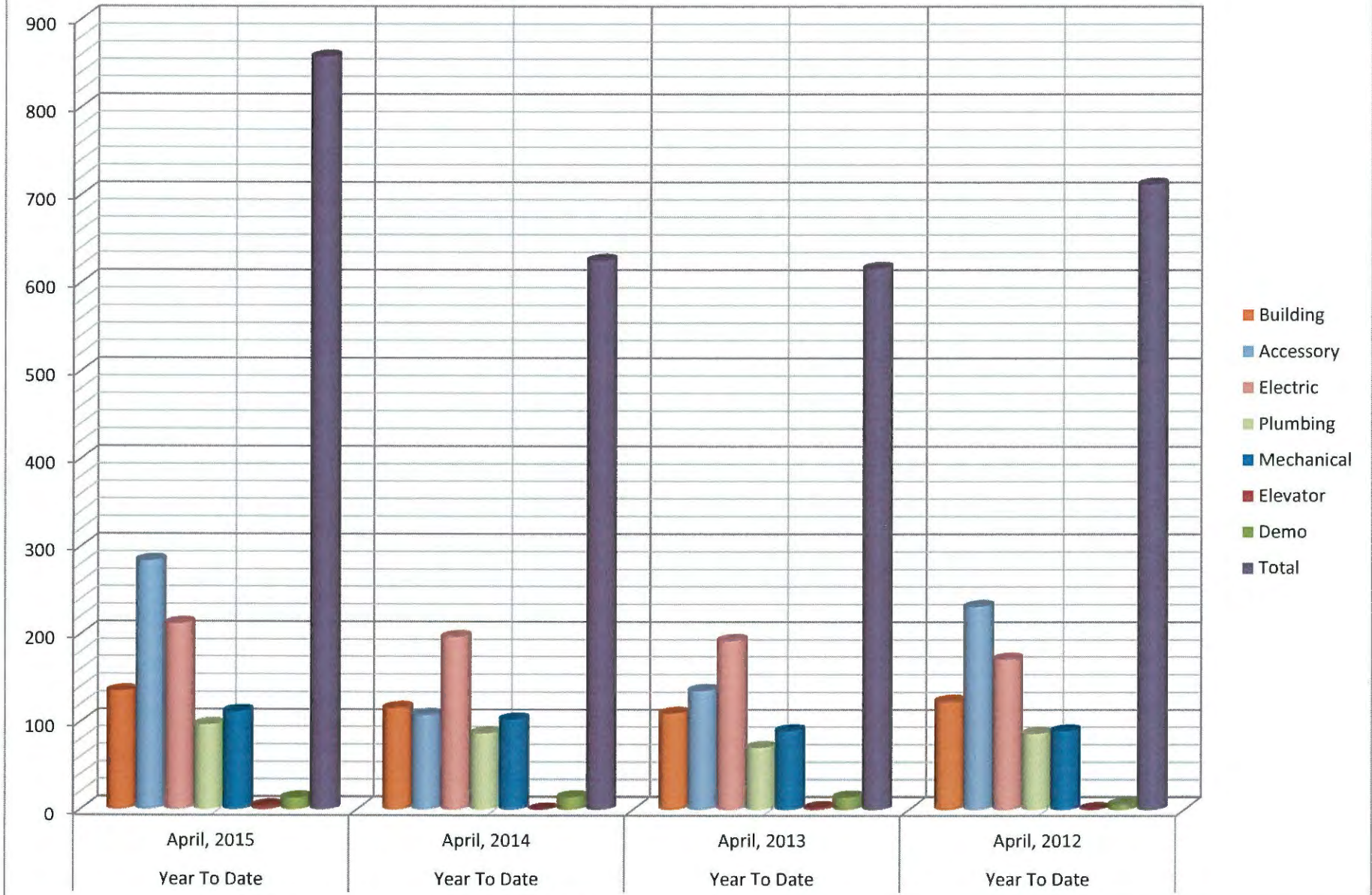
- The number of inspections performed increased by 74 over **April** 2014, an increase of 12% over **April** 2014. Year-to-date inspections are 52% higher than through **April** 2014.
- Permit valuation in **April** 2015 was \$50,901,200 compared to \$2,081,826 in **April** 2014.
- Year-to-date permit valuation is \$68,446,013, compared to \$45,854,051 in 2014.
- Fees collected in **April** 2015 were \$1,138,463 compared to \$1,056,699 in **April** 2014.
- Year-to-date permit fees collected total \$303,585 through **April** 2015, compared to \$216,455 through **April** 2014, an increase of \$87,130.
- Please refer to page 13 for more details.



**MONTHLY REPORT - APRIL 2015**

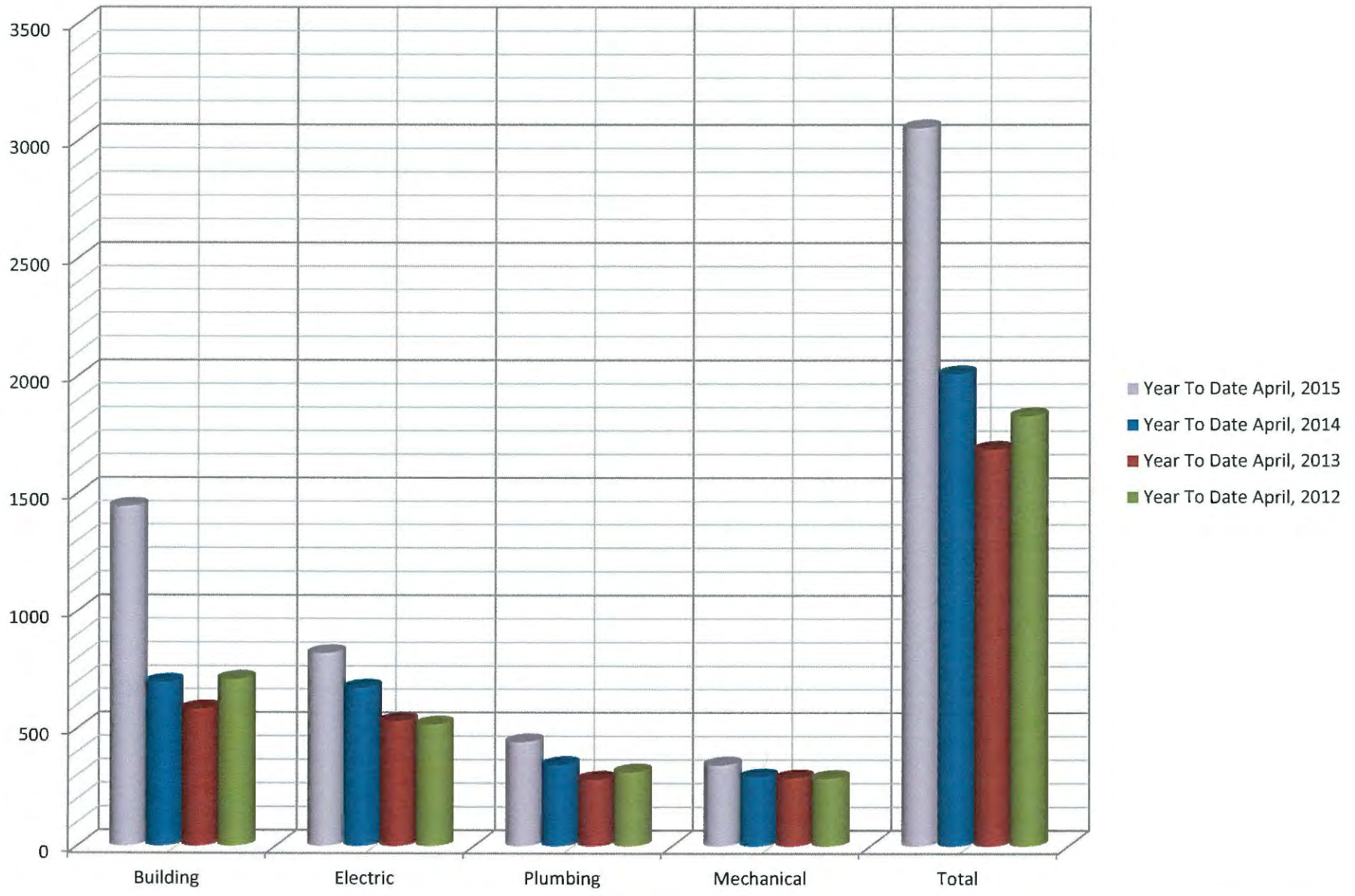
	<b>Number April, 2015</b>	<b>Number April, 2014</b>	<b>Number April, 2013</b>	<b>Number April, 2012</b>	<b>Year To Date April, 2015</b>	<b>Year To Date April, 2014</b>	<b>Year To Date April, 2013</b>	<b>Year To Date April, 2012</b>
<b>No.Permits</b>								
Building	47	36	25	42	135	116	110	124
Accessory	98	36	50	113	284	108	136	232
Electric	68	50	39	39	212	197	193	172
Plumbing	24	29	13	28	97	87	71	87
Mechanical	36	25	23	24	112	103	90	90
Elevator	2	0	2	1	4	0	2	1
Demo	3	7	3	2	13	14	14	6
<b>Total</b>	<b>278</b>	<b>183</b>	<b>155</b>	<b>249</b>	<b>857</b>	<b>625</b>	<b>616</b>	<b>712</b>
<b>Inspections</b>								
Building	289	236	150	200	1445	696	583	710
Electric	209	198	175	113	821	674	532	517
Plumbing	111	111	68	89	443	345	283	315
Mechanical	88	78	46	73	345	294	290	288
<b>Total</b>	<b>697</b>	<b>623</b>	<b>439</b>	<b>475</b>	<b>3054</b>	<b>2009</b>	<b>1,688</b>	<b>1,830</b>
<b>Permit Valuation</b>	<b>\$50,901,200</b>	<b>\$2,081,826</b>	<b>\$1,587,640</b>	<b>\$7,568,140</b>	<b>\$68,446,013</b>	<b>\$45,854,051</b>	<b>\$20,222,890</b>	<b>\$13,825,202</b>
<b>Fees Collected</b>								
Permit Fees	\$198,385	\$20,743	\$27,768	\$40,643	\$303,585	\$216,455.00	\$141,751	\$128,601
Use Tax	\$918,694	\$25,367	\$52,944	\$64,070	\$1,127,860	\$781,873.00	\$182,951	\$245,070
Plan Ck	\$12,084	\$7,699	\$15,423	\$5,507	\$46,801	\$26,246.00	\$100,210	\$30,800
Licenses	\$9,300	\$8,925	\$8,750	\$10,050	\$36,975	\$32,125.00	\$33,325	\$35,000
<b>Total</b>	<b>\$1,138,463</b>	<b>\$62,734</b>	<b>\$104,885</b>	<b>\$120,270</b>	<b>\$1,515,221</b>	<b>\$1,056,699.00</b>	<b>\$458,237</b>	<b>\$439,471</b>

# Permits Issued To Date - April 2015

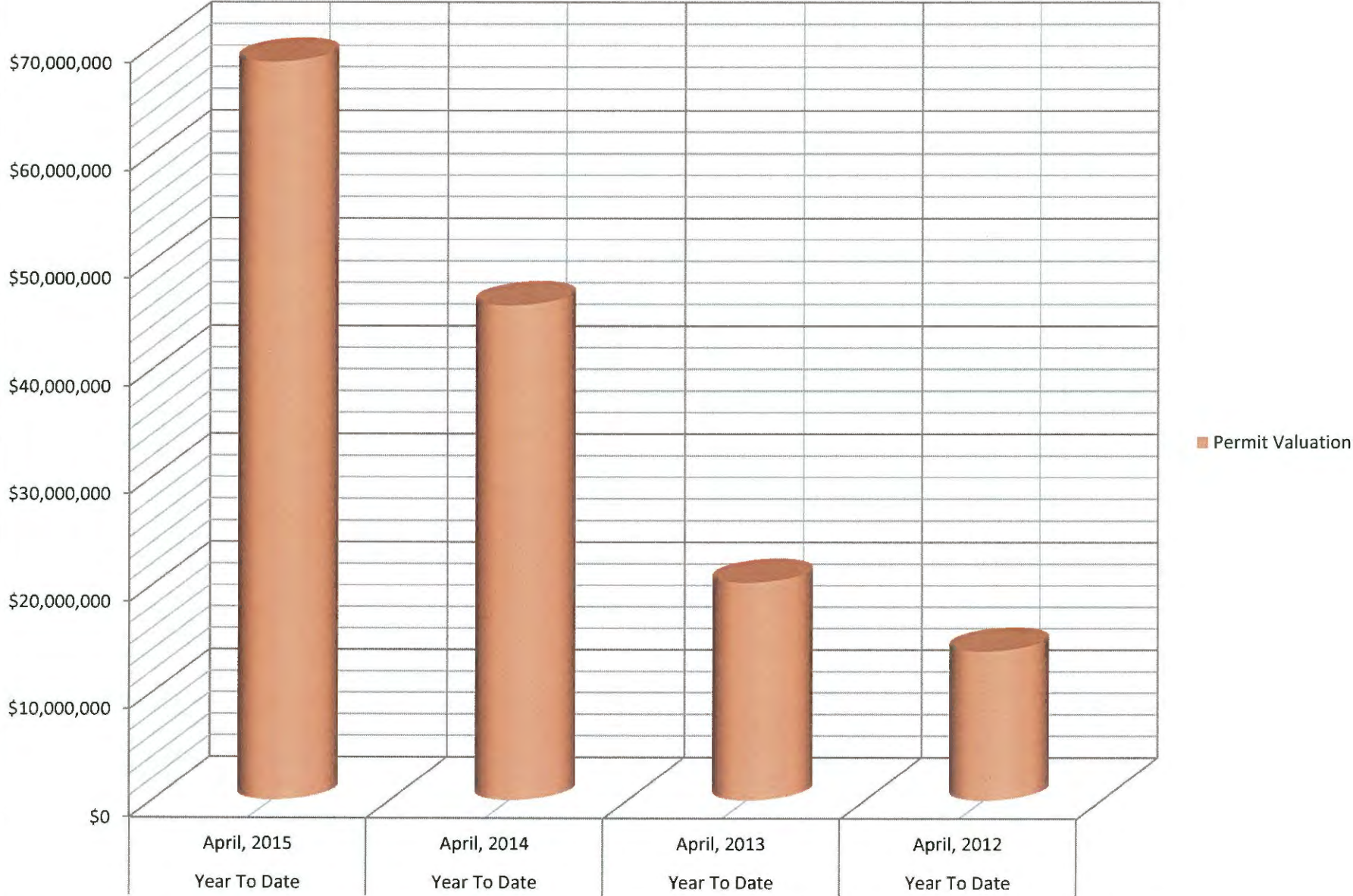




# Inspections To Date - April 2015

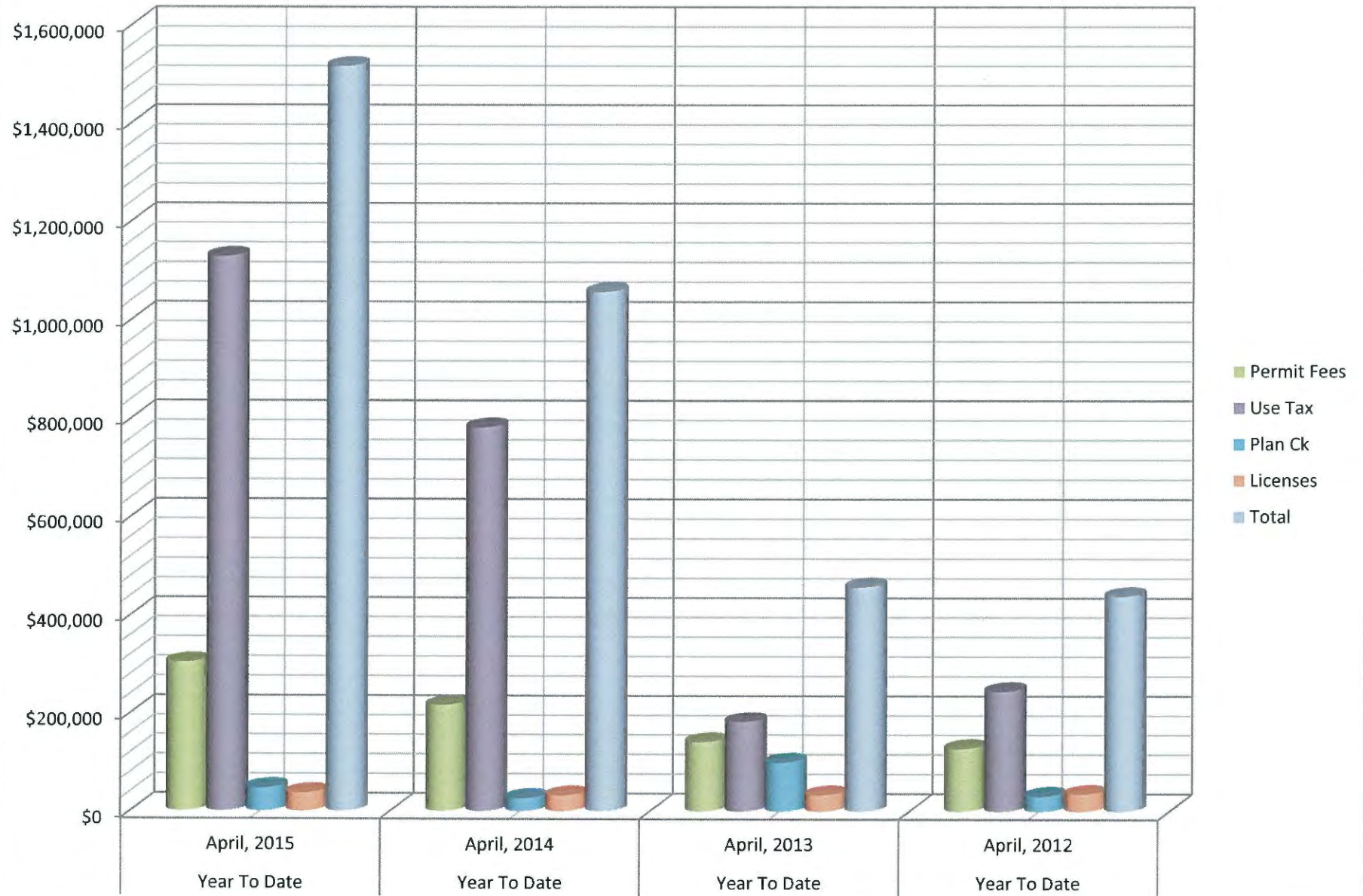


# Valuation To Date - April 2015

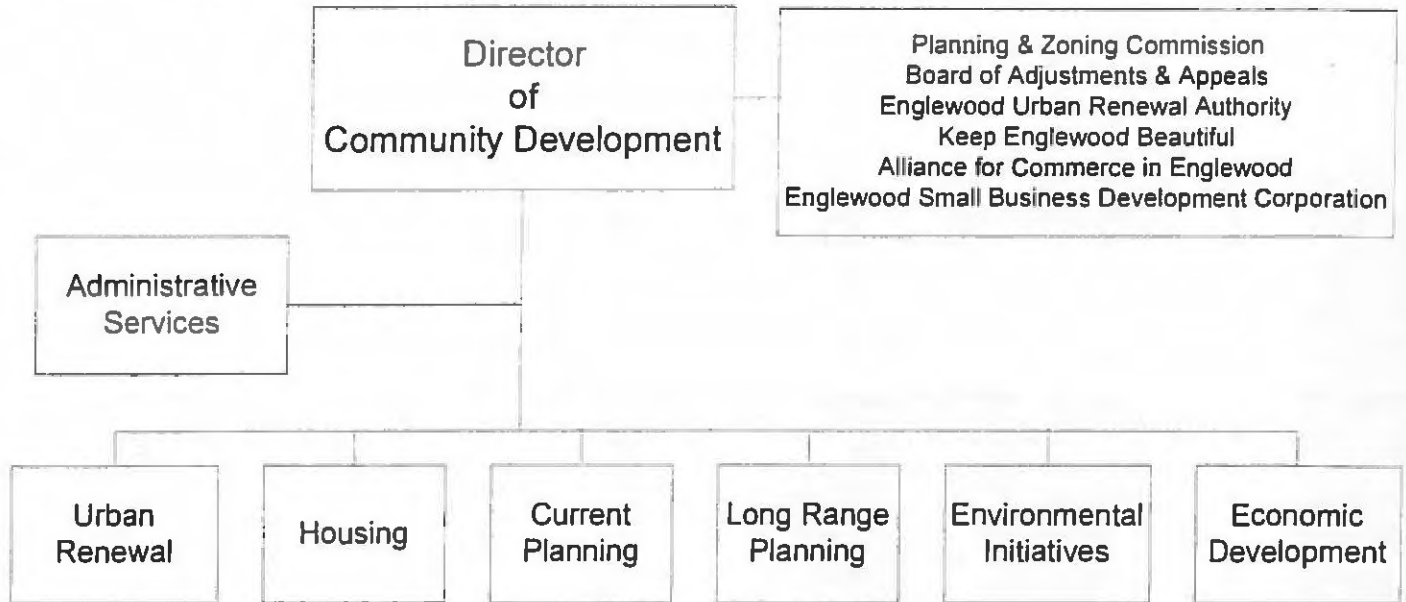




## Fee Collected To Date - April 2015



Department **Community Development**  
 Fund General



**Description** The Community Development Department oversees planning, zoning, environmental, neighborhood, urban renewal, economic development and housing initiatives in the City of Englewood.

**Mission** Community Development provides and coordinates professional level service for community planning, economic development, and development review and environmental functions. This department also provides the staff support services to various boards, commissions, and citizen groups.

**2014 Major Department Initiatives Planned**

- Englewood Light Rail Corridor Next Steps Study -- Feasibility and Alternatives Analyses of Rail Trail, Protected Bikeways and Floyd Extension.
- Light Rail Corridor Plan Implementation -- Zoning Reforms
- UDC Amendments – Parking, Design Standards, Limited Use
- Kaiser Permanente Englewood Walk and Wheel Master Plan and Program
- Initiate Comprehensive Plan Update
- Approval of Redevelopment Agreement for Acoma Property

**2015 Major Department Initiatives Planned**

- UDC Amendments – Bulk Plane, Retail Requirement in MU-B-1 and MU-B-2, Parking, Accessory Dwelling Units
- Broadway/Acoma Lofts Approval of Plans and Construction Commencement
- Construction of Logan Street Residences
- Continue Light Rail Corridor Next Steps Study
- Continue Kaiser Walk and Wheel Master Plan and Program
- Continue Comprehensive Plan update process; present for adoption

**2013 Major Department Initiatives Planned**

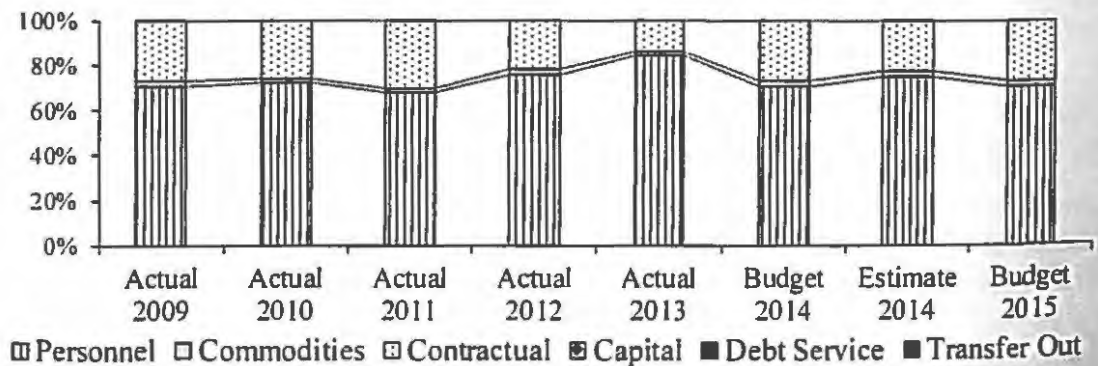
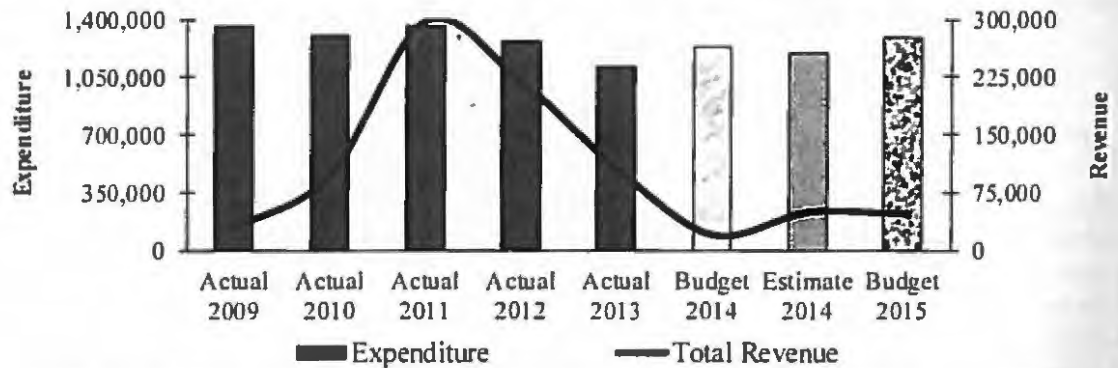
- E<sup>3</sup> - Energy Efficient Englewood (CDBG)
- UDC Amendments – PUDs, Distilleries and Breweries, Home Occupations, Floodplain, Small Lots
- Comprehensive Plan – Planning & Zoning Commission and City Council Review
- Englewood Light Rail Corridor Station Area Master Plan

**2013 Major Department Initiatives Accomplished**

- E<sup>3</sup> – Energy Efficient Englewood (CDBG)
- UDC Amendments – Distilleries and Breweries, Floodplain
- Processing and approval of major development projects: King Soopers, Alta Cherry Hills, Navajo Apartments, Logan Street PUD, Sprouts
- Initiation of RFP Process for Acoma Property

**Department** Community Development  
**Fund** General  
**Account** 02.0801  
**History and Budget**

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
<b>Revenue</b>								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	9,475	8,950	8,075	14,770	12,280	6,750	11,100	11,100
Intergovernmental	17,773	2,208	175,599	75,535	4,500	3,125	19,425	19,425
Charges for Services	374	85,311	113,857	127,128	88,338	4,300	18,100	16,100
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	193	-	-	-	-	5,000	100	100
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>27,815</b>	<b>96,469</b>	<b>297,531</b>	<b>217,433</b>	<b>105,118</b>	<b>19,175</b>	<b>48,725</b>	<b>46,725</b>
<b>Percent Change</b>		<b>246.82%</b>	<b>208.42%</b>	<b>-26.92%</b>	<b>-51.65%</b>	<b>-81.76%</b>	<b>154.11%</b>	<b>-4.10%</b>
<b>Expenditure</b>								
Personnel	966,654	938,572	926,915	952,294	936,928	872,526	901,438	913,063
Commodities	30,878	24,128	19,423	33,924	25,313	27,002	27,002	27,002
Contractual	366,985	336,954	410,987	274,355	148,438	333,243	268,243	345,685
Capital	1,920	1,818	1,939	1,878	3,031	3,031	3,031	3,031
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>1,366,437</b>	<b>1,301,472</b>	<b>1,359,264</b>	<b>1,262,451</b>	<b>1,113,710</b>	<b>1,235,802</b>	<b>1,199,714</b>	<b>1,288,781</b>
<b>Percent Change</b>		<b>-4.75%</b>	<b>4.44%</b>	<b>-7.12%</b>	<b>-11.78%</b>	<b>10.96%</b>	<b>-2.92%</b>	<b>7.42%</b>
<b>Employees FTE</b>	<b>11,000</b>	<b>10,915</b>	<b>10,835</b>	<b>11,000</b>	<b>11,000</b>	<b>10,500</b>	<b>11,000</b>	<b>10,500</b>
<b>Percent Change FTE</b>		<b>-0.77%</b>	<b>-0.74%</b>	<b>1.52%</b>	<b>0.00%</b>	<b>-4.55%</b>	<b>4.76%</b>	<b>-4.55%</b>





Department Community Development  
Fund General  
Account 02.0801

Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	Develop and implement programs to assist the public with maintaining and improving the City's housing stock.  Develop and implement programs to plan, design, and finance public improvements	<ol style="list-style-type: none"> <li>1. Administer and manage CDBG funds to preserve and improve housing stock.</li> <li>2. Assist with four 1st-time homebuyer classes and four consumer credit classes</li> <li>3. Conduct feasibility and alternatives analyses for key infrastructure improvements identified in the Light Rail Corridor Plan</li> </ol>
A safe, clean, healthy and attractive City	Develop and implement programs to promote improvements to City-wide environmental, neighborhood, and housing quality.	<ol style="list-style-type: none"> <li>4. Support city environmental efforts through KEB: Leaf/Tire drop-off program, HH waste collection program, Community Appearance Index</li> <li>5. Promote residential and commercial beautification through catalyst program, Energy Efficiency grants, sidewalks &amp; trails improvements, art shuttle/shuttle corridor pedestrian improvements.</li> <li>6. Initiate Comprehensive Plan update</li> </ol>
A progressive City that provides responsive and cost efficient services	Develop and implement projects and partnerships that respond to citizen needs and deliver city services as efficiently as possible.	<ol style="list-style-type: none"> <li>7. Leverage limited city resources through partnerships.</li> <li>8. Increase access to governmental services and resources through GIS support for PermitTrak system, and available property data base website.</li> <li>9. Develop and improve printed and web-accessed materials that assist customers in obtaining information and understanding processes.</li> <li>10. Continue to explore ways to reduce turn-around times for permit and development approvals.</li> </ol>
A City that is business-friendly and economically diverse	Develop and implement economic and community development projects that address business needs and promote a sustainable and diverse local economy.	<ol style="list-style-type: none"> <li>11. Continue to administer Council's incentive policy to attract desirable development at key redevelopment/revitalization locations such as the Medical District, Englewood LRT station, Broadway, and various shopping centers.</li> <li>12. Support redevelopment/revitalization through catalyst program, housing rehab program, retailing workshops, ED strategy implementation, and marketing.</li> <li>13. Support redevelopment/revitalization through Arapahoe County Enterprise Zone administration, business retention &amp; expansion program.</li> <li>14. Develop policy documents and Unified Development Code amendments that are supportive of new infill development.</li> </ol>
A City that provides diverse cultural, recreational and entertainment opportunities	Develop and implement programs and projects that expand opportunities for public engagement in and enjoyment of cultural, recreational and entertainment events and programs.	<ol style="list-style-type: none"> <li>15. Support and enhance cultural, recreational, and entertainment programs and facilities through public art with development and the art shuttle program.</li> </ol>



Department Community Development  
Fund General  
Account 02.0801

Performance Measure	Goals /	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
	Activities Measured							

The Housing Division provides a number of housing programs, all with the goal of promoting a mix of housing opportunities through the provision of affordable housing, expandable housing for different life-cycle stages, workforce housing opportunities, and housing for special needs. The primary program offers housing rehabilitation services to the community through low interest loans and grants and construction management.

Number and Value Rehab Projects by Year	23	13	19	37	25	30	20
	\$549,864	\$490,748	\$140,232	815,8947	225,825	\$340,000	\$300,000

The Planning Division provides both current and long range planning services to the community. Administration of the Unified Development Code (UDC), adopted in 2004, is the principal responsibility of the current planning function. The UDC, the City's zoning and subdivision regulations, directly impact the type and quality of development in the community. To ensure quality development and maintain the effectiveness of the UDC, ongoing monitoring of the UDC is carried out. This monitoring is critical as it is the foundation for necessary modifications to the UDC and the increased effectiveness of the development regulations.

UDC Amendments	5	5	5	5	7	6	4
	Signage, Landscaping, Medical Marijuana, Massage Therapy, Medical District	Signage, Landscaping, Floodplain, Medical Marijuana, Consignment Shops	Mailed Public Notices, Hard Surfaces, Medical District SubArea 2, 3, and 5, Medical Marijuana	Signage, PUD, Medical District SubArea 2 &3, Park Dedication Fee in Lieu	Floodplains, Light Rail Corridor Plan Implementation, Distilleries and Breweries, Home Occupations, Small Lots, PUDs, Site Plans	PUDs, Light Rail Corridor Plan Implementation, Design Standards, Bulk Plane, Home Occupations, Site Plans	Light Rail Corridor Plan Implementation, Limited Use, Design Standards, MU B-1/MU-B-2 First Floor Requirements

The Economic Development Division is responsible for business recruitment, retention, and development. One of the programs that provide a direct benefit to the business community is the Commercial Catalyst program. The Englewood Commercial Catalyst Program is designed to enhance the business districts of Englewood through a public/private partnership. This program provides a matching grant to assist with exterior building improvements and signage and is open to commercial property owners, business owners and/or tenants on Englewood's commercial districts.

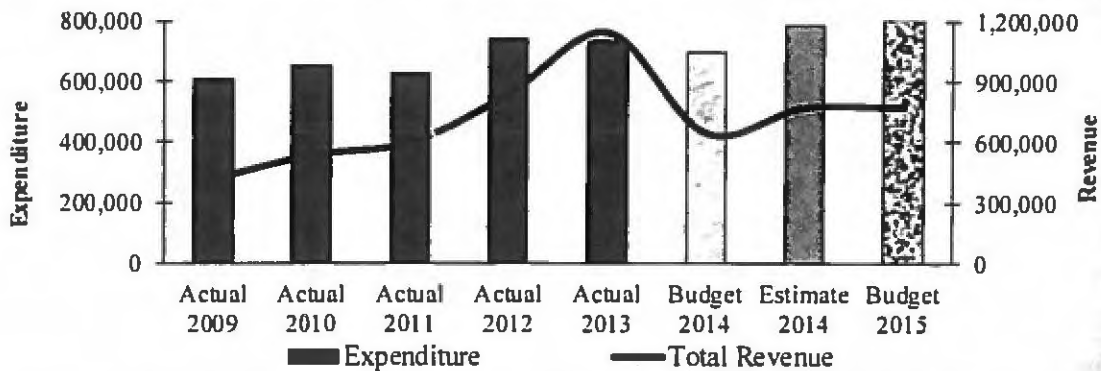
Commercial Catalyst Projects:						(est.)	(est.)
Number	10	10	6	6	5	10	10
Grant Value	\$100,087	\$95,721	\$60,000	\$60,000	\$44,900	\$110,000	\$100,000
Leveraged Value	\$213,360	\$381,620	\$126,000	\$126,000	\$124,900	\$250,000	\$250,000
Leverage Ratio	2.1:1	4.1:1	2.1:1	2.1:1	2.8:1	2.3:1	2.5:1

**Department** Fire  
**Fund** General  
**Division** Building and Safety  
**Account** 02.1107

**Description** The Building and Safety Division offers a variety of services to help citizens and contractors. Primarily, the Division is responsible for ensuring that building structures in Englewood are safe and conform to international building codes. Office staff is available to provide information on building permits and codes and to perform inspections. Staff members are trained and certified in all aspects of code administration.

**History and Budget**

	Actual 2009	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Estimate 2014	Budget 2015
<b>Revenue</b>								
Taxes	-	-	-	-	-	-	-	-
Licenses & Permits	415,141	532,651	595,600	836,166	1,141,142	642,270	768,600	768,600
Intergovernmental	-	-	-	-	-	-	-	-
Charges for Services	10	30	20	-	1,050	1,070	1,070	1,070
Fines & Forfeitures	-	-	-	-	-	-	-	-
Investment Income	-	-	-	-	-	-	-	-
Other	365	330	231	-	-	81	81	81
LT Debt Proceeds	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>415,516</b>	<b>533,011</b>	<b>595,851</b>	<b>836,166</b>	<b>1,142,192</b>	<b>643,421</b>	<b>769,751</b>	<b>769,751</b>
<b>Percent Change</b>		<b>28.28%</b>	<b>11.79%</b>	<b>-40.33%</b>	<b>36.60%</b>	<b>-43.67%</b>	<b>19.63%</b>	<b>0.00%</b>
<b>Expenditure</b>								
Personnel	543,189	576,898	551,360	569,785	573,380	544,099	612,495	626,545
Commodities	11,212	9,926	12,799	12,607	11,690	13,877	17,183	17,183
Contractual	50,808	60,356	60,034	153,098	138,917	130,582	150,582	150,752
Capital	5,052	5,052	5,052	6,677	8,997	7,020	7,020	8,920
Debt Service	-	-	-	-	-	-	-	-
Transfer Out	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>	<b>610,261</b>	<b>652,232</b>	<b>629,245</b>	<b>742,167</b>	<b>732,984</b>	<b>695,578</b>	<b>787,280</b>	<b>803,400</b>
<b>Percent Change</b>		<b>6.88%</b>	<b>-3.52%</b>	<b>17.95%</b>	<b>-1.24%</b>	<b>-5.10%</b>	<b>13.18%</b>	<b>2.05%</b>
<b>Employees FTE</b>	<b>7.000</b>	<b>6.946</b>	<b>6.895</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>	<b>7.000</b>
<b>Percent Change FTE</b>		<b>-0.77%</b>	<b>-0.74%</b>	<b>1.52%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>



Outcome	Goal / Activity Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	Action Plan Answers the <u>How</u> we accomplish the Goal / Activity
A City that provides and maintains quality infrastructure	1. Infrastructure costs are provided through the Capital Equipment Replacement Fund (CERF) and vehicle maintenance accounts.	Coordinate the maintenance of all vehicles assigned to the Building and Safety Division.

**Department** Fire  
**Fund** General  
**Division** Building and Safety  
**Account** 02.1107

<b>Outcome</b>	<b>Goal / Activity</b> Answers the <u>When, What and Why</u> we do to accomplish the desired Outcome	<b>Action Plan</b> Answers the <u>How</u> we accomplish the Goal / Activity
A safe, clean, healthy and attractive City	2. Residential and commercial safety efforts are established through inspections and quality permit review.	Establish and maintain minimum requirements to safeguard public safety and health.
A progressive City that provides responsive and cost efficient services	3. Providing responsive and cost efficient services is achieved through training provided to all employees in the Building and Safety Division.	Attend annual training in codes and maintain cooperative relationships with property owners and contractors.
A City that is business-friendly and economically diverse	4. Encouraging healthy citizens and a safe and healthy environment is accomplished through a positive working relationship with the business community and through education.	Enforce the provisions of the Property Maintenance Code for existing structures.

<b>Performance Measure</b>	<b>Goals / Activities Measured</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Estimate</b>	<b>2015 Budget</b>

**Department** Fire  
**Fund** General  
**Revenue Item** Contractor License Fee  
**Account / Source** 02.1107.32106 / Licenses & Permits  
**Authorization** EMC 5-7-10  
**Description** License fee charged to all contractors licensed to work in the City.  
**Fee Schedule**

Class A	\$225	Class E	\$75
Class B	150	Class F	75
Class C	100	Class R1	0
Class R3	100	Class R2	75
Class D	75	Class R3	100

**Date Last Changed** 2012

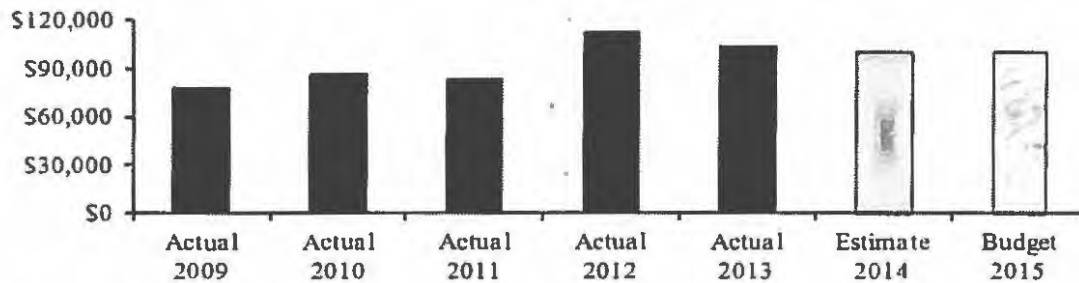
**Previous Fee Schedule** All fees increased by \$25 with the exception of R1 Electrical Contractors.

**Formula Method** Number of licenses X Fee

**Projection Method** Number of contractors licensed to work in the City is projected to increase due to several new projects.

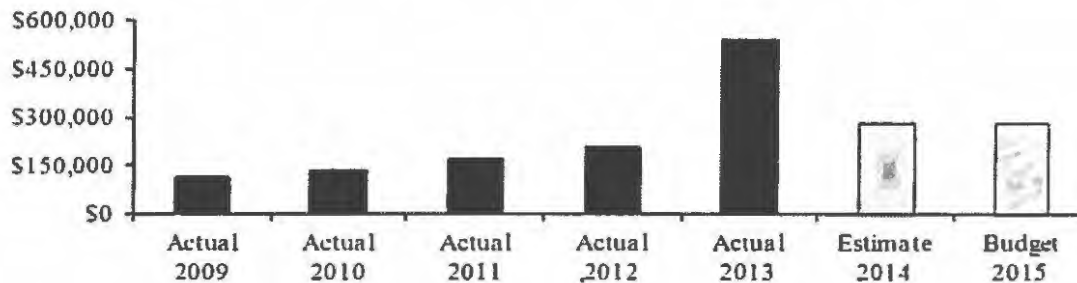
**Comments** Class R1 is fee-exempt due to statutory changes in CRS regarding State Electrician Registration.

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<b>Amount</b>	\$ 77,736	\$ 86,211	\$ 82,930	\$ 111,975	\$ 103,388	\$ 100,000	\$ 100,000
<b>% Change</b>	-0.59%	10.90%	-3.81%	35.02%	-7.67%	-3.28%	0.00%



**Department** Fire  
**Fund** General  
**Revenue Item** Building Permit Fee  
**Account / Source** 02.1107.32202 / Licenses & Permits  
**Authorization** EMC 8-1-9  
**Description** Fee charged for issuance of building permit  
**Fee Schedule** Based on valuation of construction from 1997 Uniform Building Code (UBC).  
**Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE** on next page.  
**Date Last Changed** Fee Schedule reviewed in 2012  
**Previous Fee Schedule** 1994 UBC  
**Formula Method** See schedule on next page.  
**Projection Method** Estimate based on anticipated construction activity in the City.  
**Comments** N/A

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
<b>Amount</b>	\$ 111,973	\$ 137,884	\$ 170,371	\$ 210,996	\$ 539,706	\$ 285,000	\$ 285,000
<b>% Change</b>	-39.24%	23.14%	23.56%	23.85%	155.79%	-47.19%	0.00%





Department Fire  
 Fund General  
 Revenue Item Building Permit Fee  
 Account / Source 02.1107.32202 / Licenses & Permits

**Building, Electrical, Plumbing, Mechanical, and Miscellaneous  
 PERMIT FEES SCHEDULE**

*Reference Page 1-7 of the 1997 Uniform Building Code*

TOTAL VALUATION	FEE
\$1.00 to \$500.00	\$23.50
\$501.00 to \$2,000.00	\$23.50 for the first \$500.00 plus \$3.05 for each additional \$100.00 or fraction thereof, to and including \$2,000.00
\$2,001.00 to \$25,000.00	\$69.25 for the first \$2,000.00 plus \$14.00 for each additional \$1,000.00 or fraction thereof, to and including \$25,000.00
\$25,001.00 to \$50,000.00	\$391.25 for the first \$25,000.00 plus \$10.10 for each additional \$1,000.00 or fraction thereof, to and including \$50,000.00
\$50,001.00 to \$100,000.00	\$643.75 for the first \$50,000.00 plus \$7.00 for each additional \$1,000.00, or fraction thereof, to and including \$100,000.00
\$100,001.00 to \$500,000.00	\$993.75 for the first \$100,000.00 plus \$5.60 for each additional \$1,000.00, or fraction thereof, to and including \$500,000.00
\$500,001.00 to \$1,000,000.00	\$3,233.75 for the first \$500,000.00 plus \$4.75 for each additional \$1,000.00, or fraction thereof, to and including \$1,000,000.00
\$1,000,001.00 and up	\$5,608.75 for the first \$1,000,000.00 plus \$3.15 for each additional \$1,000 or fraction thereof

**Other Inspections and associated Fees:**

1. Inspections outside of normal business hours (minimum charge - 2 hours)	\$47.50 per hour*
2. Re-inspection fees charged under provisions of Section 305(g)	\$47.50 per hour*
3. Inspections for which no fee is specifically indicated (minimum charge - one-half hour)	\$47.50 per hour*
4. Additional plan review required by changes, additions or revisions to improved plans (minimum charge - one-half hour)	\$47.50 per hour*
5. Or use of outside consultants for plan checking or inspections or both.	Actual costs

**\*Or the total hourly cost to the jurisdiction, whichever is the greatest. This cost shall include supervision, overhead, equipment, hourly wages and fringe benefits of the employees involved.**

**Department** Fire  
**Fund** General  
**Revenue Item** Electrical Permit Fee  
**Account / Source** 02.1107.32203 / Licenses & Permits  
**Authorization** EMC 8-1-9

**Description** Fee charged for issuance of an electrical permit.

**Fee Schedule** Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of 1997 Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE.**

**Date Last Changed** Fee Schedule reviewed in 2012

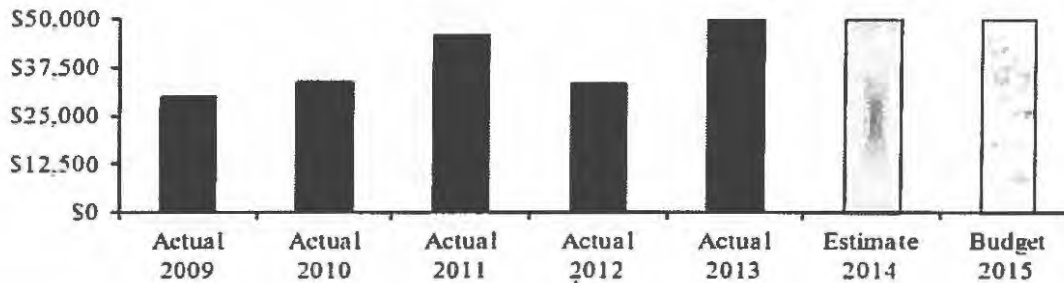
**Previous Fee Schedule** 1997 UBC.

**Formula Method** See page 1-7 of 1997 Uniform Building Code.

**Projection Method** Estimate based on anticipated construction activity in the City.

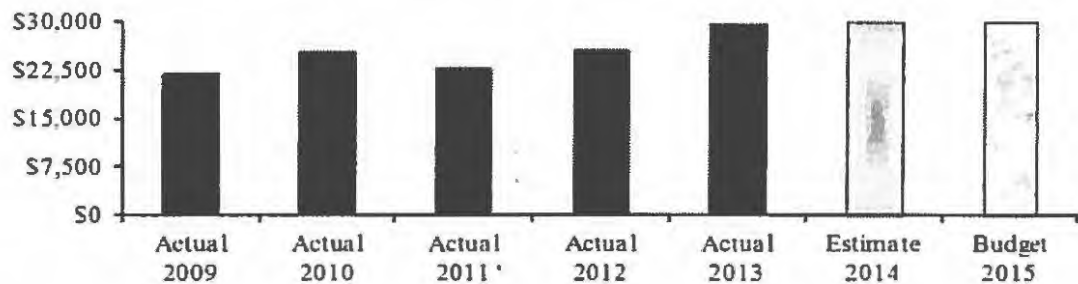
**Comments** N/A

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Estimate	2015 Budget
<b>Amount</b>	\$ 29,945	\$ 33,820	\$ 45,958	\$ 33,058	\$ 51,064	\$ 50,000	\$ 50,000
<b>% Change</b>	-24.08%	12.94%	35.89%	-28.07%	54.47%	-2.08%	0.00%



**Department** Fire  
**Fund** General  
**Revenue Item** Mechanical Permit Fee  
**Account / Source** 02.1107.32205 / Licenses & Permits  
**Authorization** EMC 8-1-9  
**Description** Fee charged for the issuance of a mechanical permit.  
**Fee Schedule** Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of 1997 Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE.**  
**Date Last Changed** Fee Schedule reviewed in 2012  
**Previous Fee Schedule** 1997 UBC  
**Formula Method** See page 1-7 of 1997 Uniform Building Code.  
**Projection Method** Estimate based on anticipated construction activity in the City.  
**Comments** N/A

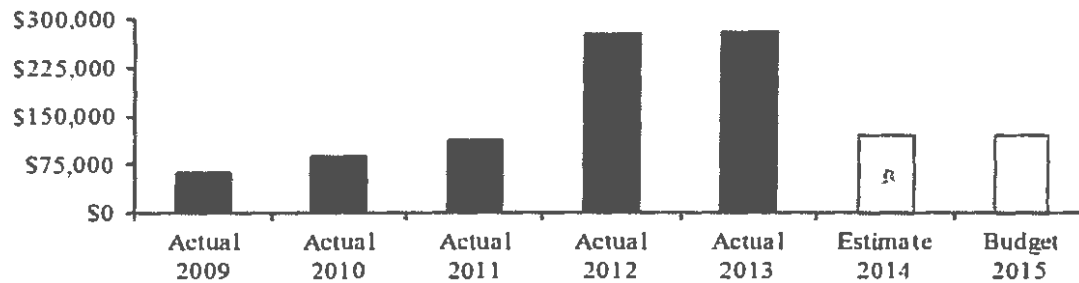
	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<b>Amount</b>	\$ 21,796	\$ 25,088	\$ 22,818	\$ 25,463	\$ 29,481	\$ 30,000	\$ 30,000
<b>% Change</b>	3.17%	15.10%	-9.05%	11.59%	15.78%	1.76%	0.00%





**Department** Fire  
**Fund** General  
**Revenue Item** Plan Review Fee  
**Account / Source** 02.1107.32206 / Licenses & Permits  
**Authorization** EMC 8-1-9  
**Description** Fee charged for examination of proposed construction plans to verify compliance with City codes.  
**Fee Schedule** 65% of the assessed construction permit fee.  
**Date Last Changed** N/A  
**Previous Fee Schedule** N/A  
**Formula Method** Anticipated permit fees X .65 = revenue  
**Projection Method** Estimate based on anticipated construction activity in the City.  
**Comments** Enacted in 1984

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<b>Amount</b>	\$ 63,180	\$ 87,566	\$ 112,314	\$ 276,444	\$ 279,498	\$ 123,000	\$ 123,000
<b>% Change</b>	-34.03%	38.60%	28.26%	146.13%	1.10%	-55.99%	0.00%



**Department** Fire  
**Fund** General  
**Revenue Item** Miscellaneous Permit Fee  
**Account / Source** 02.1107.32209 / Licenses & Permits  
**Authorization** EMC 8-1-9

**Description** Fee charged for issuance of a miscellaneous permit. These are issued for fences, signs, re-roofing, retaining walls, etc.

**Fee Schedule** Based on valuation of construction from 1997 Uniform Building Code. See page 1-7 of Uniform Building Code. For specific fee information please refer to **Building, Electrical, Plumbing, Mechanical, and Miscellaneous PERMIT FEES SCHEDULE.**

**Date Last Changed** Fee Schedule reviewed in 2012

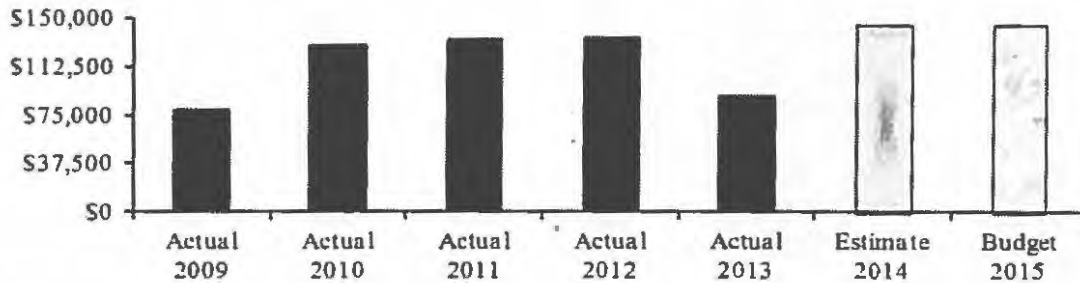
**Previous Fee Schedule** 1997 UBC

**Formula Method** See page 1-7 of Uniform Building Code.

**Projection Method** Estimate based on anticipated construction activity in the City.

**Comments** N/A

	2009	2010	2011	2012	2013	2014	2015
	Actual	Actual	Actual	Actual	Actual	Estimate	Budget
<b>Amount</b>	\$ 78,853	\$ 129,268	\$ 132,453	\$ 134,515	\$ 89,277	\$ 145,000	\$ 145,000
<b>% Change</b>	41.52%	63.94%	2.46%	1.56%	-33.63%	62.42%	0.00%



**Department** Fire  
**Fund** General  
**Revenue Item** Miscellaneous Permit Fee  
**Account / Source** 02.1107.32209 / Licenses & Permits

Miscellaneous Valuation	Fee
Asphalt Roofing	\$200.00 per Square Foot
Wood Fencing	\$25.00 per Linear Foot

**Other Fees:**

Plan Review Fee – 65% of Building Permit Fee(Exception to Plan Review Fee: the 65% Plan Review Fee shall be waived for single-family, owner-occupied dwellings)

Additional Plan Review Fees required by changes, additions, or revisions	\$47.00 per hour
Re-Inspection Fee	\$47.00 per hour
Issuance of Temporary Certificate of Occupancy	\$150.00
Annual Certificates of Elevator Inspection: For each elevator	\$210.00
For each escalator or moving walk	\$210.00
For each commercial dumbwaiter	\$210.00
Elevator Permit Fee	\$30.00
Commercial Elevator Acceptance	\$750.00
Residential Elevator Acceptance	\$500.00
Special Elevator Inspections	\$100.00 per hour
Building Use Tax = 3.5% on one-half the total valuation	
Arapahoe County Open Space Tax = .25% on one-half the total valuation	
Park Fee-in-Lieu of Public Land Dedication:	
Per one-unit dwelling	\$460.00
Per multi-unit dwelling	\$385.00

**REQUESTED/PROPOSED LIST**

G/L DIVISION	Project #	Task #	Department	Description	Year Service Enhancement Form Originally Submitted	Comments	Requested Amounts						Total
							2015	2016	2017	2018	2019	2020	
0801			CD	Old Hampden Avenue Streetscape Pilot Project									-
0801			CD	TIP Station Area Planning Matching Funds									-
0801			CD	Art Placement Program -- Art Shuttle Route									60,000
0801			CD	Light Rail Corridor Next Steps Study									40,000
0801			CD	Broadway Mid-Block Crossing @ Gothic				250,000					250,000
0801			CD	Broadway Streetscape Project US 285 to Big Dry Creek			7,000,000	7,000,000	7,000,000	7,000,000	120,000	120,000	28,240,000
0801			CD	Replace Landscaping in Broadway Medians US 285 to Yale			146,000	36,000	36,000	36,000	36,000	36,000	326,000
0801			CD	Old Hampden Streetscape Project Phase I Broadway to Clarkson (Includes Engineering for Phase II)			5,600,000	5,040,000	40,000	40,000	40,000	40,000	10,800,000
0801			CD	Old Hampden Streetscape Project Phase II Clarkson to US 285					3,640,000	40,000	40,000	40,000	3,760,000
0801			CD	Replace Pedestrian Lights on Broadway 285 to Floyd			450,000						450,000
0801			CD	Install Pedestrian Lights on Broadway Floyd to Yale				900,000					900,000
0801			CD	Reconstruction of East Paseo				250,000					250,000
0801			CD	Design and Install Wayfinding System in Downtown and CityCenter					100,000				100,000
				Totals			13,196,000	13,476,000	10,816,000	7,116,000	236,000	236,000	45,176,000

City of Englewood  
 Multi-Year Capital Projects List (**ALL FUNDS**)

**RECOMMENDED LIST**

Recommended

G/L	Project #	Task #	2014	2014	2015	2016	2017	2018	2019	2020	Total
0801	-	0.00	-		-	-	-	-	-	-	-
0801	-	0.00	-		-	-	-	-	-	-	-
0801	-	0.00	60,000.00		-	-	-	-	-	-	60,000
0801	-	0.00	40,000.00		-	-	-	-	-	-	40,000
0801	-	0.00	-		-	250,000.00	-	-	-	-	250,000
0801	-	0.00	-		7,000,000.00	7,000,000.00	7,000,000.00	7,000,000.00	120,000.00	120,000.00	28,240,000
0801	-	0.00	-		146,000.00	36,000.00	36,000.00	36,000.00	36,000.00	36,000.00	326,000
0801	-	0.00	-		5,600,000.00	5,040,000.00	40,000.00	40,000.00	40,000.00	40,000.00	10,800,000
0801	-	0.00	-		-	-	3,640,000.00	40,000.00	40,000.00	40,000.00	3,760,000
0801	-	0.00	-		450,000.00	-	-	-	-	-	450,000
0801	-	0.00	-		-	900,000.00	-	-	-	-	900,000
0801	-	0.00	-		-	250,000.00	-	-	-	-	250,000
0801	-	0.00	-		-	-	100,000.00	-	-	-	100,000
0			-		-	-	-	-	-	-	-
0			-		-	-	-	-	-	-	-
0			100,000.00		13,196,000.00	13,476,000.00	10,816,000.00	7,116,000.00	236,000.00	236,000.00	45,176,000

**CITY OF ENGLEWOOD, COLORADO**

**DRAFT FINANCIAL POLICIES**

**MAY, 2015**

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## OVERVIEW

The City's Mission Statement, "*to promote and ensure a high quality of life, economic vitality, and uniquely desirable identity*" focuses every employee to use the limited resources available in a manner that supports the Mission Statement.

The Financial Policies are intended as a guide for employees and City Council to make consistent decisions so the City resources are used in an effective and efficient manner. This prudent oversight of City assets will ensure the long-term sustainability of the City's services and infrastructure.

The Financial Policies will help sustain the services the citizens expect and provide employees with more job security knowing long-term planning will identify funding gaps sooner so plans can be made to address them without impacting employees' careers with the City.

These policies should be reviewed and updated as necessary.

We would like to acknowledge that recommendations from the Government Finance Officers' Association Best Practices and the National Advisory Council on State and Local Budgeting Practice were used in the development of the City's financial policies.



## **LONG-RANGE PLANNING**

Long-range planning, from five to ten years will help the City identify future potential strengths, weaknesses, opportunities, and threats. The City's strategic plan is part of the "Comprehensive Plan" (do we want the comprehensive plan as an appendix?). At the beginning of the budget process the Finance and Administrative Services (FAS) Department will provide the City Council with a General Fund Five Year Pro Forma (FYPF) that will include actual results from the prior five years, the budget and estimate for the current year and estimated revenues, expenditures, fund balances for the following five years. The FYPF and the "Comprehensive Plan" will be the basis for following year's budget guidelines.

Other funds will also be the subject of long-range planning.

Before the City adds new programs, personnel, improves pension benefits, purchases or constructs capital projects the long-range financial impact will be examined.

## **CONTINGENCY PLANNING**

As part of the Long-Range Planning and the Continuity Of Operation Plan (COOP), the City will review and identify the financial actions to take in the event of emergencies, natural disasters, or other unexpected events. Policies on contingency planning are used as a general guide when an emergency or unexpected event occurs. A set of actions and strategies will be identified for each type of situation. When emergencies or unexpected events occur, having a policy that can be applied, or at least serve as a starting point, for financial decisions and actions improves the ability of the City to take timely action and aids in the overall management of such situations. This policy should identify types of emergencies or unexpected events and the way in which these situations will be handled from a financial management perspective. It should consider operational and management impacts. This policy should be reviewed periodically and updated as needed.

## BALANCED AND SUSTAINABLE BUDGET

The City of Englewood strives to adopt a budget that provides for revenues meeting or exceeding expenditures. Balancing the budget using reserves or transfers will only be done on a *temporary* basis (what do we mean by Temporary one to two years?).

The City of Englewood is required to “balance” its budget each year as outlined in the City’s Charter (X-1-81 through 96) and the Colorado Revised Statutes (29-1-103). The Proposed Budget is submitted to City Council prior to September 15 of each year must be balanced in that total sources of funds minus total uses of funds and the reduction of reserves cannot be less than zero. While the use of one-time revenues, reserves and/or transfers may technically balance the budget in the short-term, it is not sustainable in the long-term. Balancing the budget by using transfers or drawing down reserves only delays difficult decision making and usually causes deficits to increase and reduces funds needed for other needs (e.g. capital projects). A balanced budget is intended to ensure the City of Englewood’s spending does not exceed its resources.

Careful long-range planning will identify projected surpluses or deficits and will be the main tool to take the necessary actions to bring sources and uses of funds in balance.

## **INFRASTRUCTURE**

The City's infrastructure is a critical asset of the citizens. The City is entrusted with the duty to plan for the construction, purchase, or replacement of public infrastructure. Every capital project should be thoroughly analyzed, researched and planned. Prior to proceeding with any capital project it should be thoroughly analyzed to ensure all maintenance costs and ultimate replacement costs are known.

All capital and infrastructure needs must be included in the Long Term Capital Plan. Each project's base cost, shipping and installation costs, expected life, replacement cost, residual value, and maintenance costs should be included. Any savings from acquiring or construction capital assets should be identified and included in the total cost of ownership calculation.

Funding for infrastructure is generally provided from a number of sources, including Building Use Tax, Vehicle Use Tax, grants (e.g. Arapahoe County Road and Bridge), bonds, leases, and transfers from the General Fund. Funding for capital projects should be analyzed as part of the annual budget process.

## **REVENUES**

Understanding the City's revenues is probably the most critical aspect of budgeting and long-range planning. City services and capital construction are sustainable only if current and future revenues are available so it is important to understand each major revenue source available. Revenues should be forecast in the short and long-term to ensure they will be adequate to sustain service levels. Threats and opportunities to the major revenue sources must be constantly reviewed and assessed.

The adoption of the Tax Payers Bill of Rights (TABOR) in 1994 requires an affirmative vote of the citizens prior to enacting any new tax or change in tax policy that adds additional revenue.

### **DIVERSIFICATION**

The City will maximize and diversify its revenue base to help offset the effects of fluctuations in individual sources of revenues. All revenue sources have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on tax and rate payers. A diversity of revenue sources can improve the City's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services.

### **UNPREDICABLE REVENUE**

Unpredictable revenue sources by definition cannot be fully relied upon as a predictable source of funding for public services. Sales and Use Taxes, the City's main revenue source for supporting many public services can vary widely, especially during turbulent economic times. The City will conservatively estimate sales and use tax receipts for budgetary purposes to ensure funds are available to support the government's financial outlook and ability to operate programs in the current and future budget periods. Sales and use taxes are the City's largest and most volatile revenue source. Due to the volatile nature of sales and use taxes, forecasting can be challenging. Conservative, well researched forecasts are necessary for budgeting sales tax. A long-term forecast is critical to insuring sales taxes will be able to support City services into the future.

Generally, sales and use taxes will be conservatively budgeted to minimize over-budgeting services and then having to adjust them if actual collections fall short

### **FEES AND CHARGES**

Fees and charges are most often charged to cover the partial or full cost of providing a good or service that benefits a limited portion of the public. Each fee or charge should be set in a manner that meets the percentage of cost the fee is intended to cover. Fees will be set to, at most, cover the cost of providing or administering a program, but in no cases will the fee exceed the cost of providing a service. Fees charged should cover direct and indirect costs.

Generally, City Council sets fees by resolution. The various departments should review the fees they charge as part of the annual budget process to ensure they are adequate to cover the cost of

administering the underlying program for which the fee is charged. Council may set fees at a level that does not fully cover all costs if deemed necessary to advance the public good.

**Internal Fees and Charges** - The City's Internal Service Funds (ISF) charge fees that should cover the operating costs (labor, materials, etc.) and capital replacement costs incurred to provide the product or service internally. These fees should be evaluated periodically to ensure they are set properly; an indicator that fees are set too high or too low is indicated by holding too much or too little in the reserves of these funds.

### **ONE-TIME REVENUES**

One-time revenues (e.g. sales of assets, etc.) should only be used for one-time, nonrecurring expenditures not for ongoing expenditures. One-time revenues cannot be relied upon to fund future ongoing expenditures so they should only be used for one-time expenditures or deposited in the City's reserves. If one-time expenditures are used to fund capital assets or other nonrecurring purchases, ongoing expenditures and replacement costs of these one-time purchases must also be determined to ensure the City does not place a burden on future resources.

**Grants** are an example of "one-time" revenue that must be evaluated fully prior to acceptance. Grants should not be accepted for ongoing expenditures if a funding source will not be available when grant funds cease. Grant funding of ongoing expenditures are an "unfunded mandate" if there are no funds available in the future.

## EXPENDITURES

Expenditures define the ongoing, prioritized service commitments and capital investment of the City.

Of the three main components of the budgetary equation (Fund Balance = Revenues – Expenditures), only expenditures are under the direct control of the City. Even spending control is somewhat limited by contracts and debt service requirements.

To insure the long-term sustainability of City services, expenditures will only exceed revenues if it is determined the imbalance is temporary. Expenditures exceeding revenues for a period exceeding one or two years indicates a structurally imbalanced budget than cannot be sustained.

Expenditures should support the City’s Mission and follow these guidelines:

- Is the expenditure necessary for official City of Englewood business?
- Is the expenditure in the best interest of the City of Englewood?
- Is the expenditure in compliance with City policies, ordinances, statutes, laws or rules?
- Is the expenditure approved by the proper authority?
- Is the expenditure related to an “arm’s length” transaction or could it create the appearance of providing a personal benefit to an employee or an employee’s friends or family?
- Is the expenditure within the approved budget?
- Is the expenditure reasonable? Is the City getting the highest quality product for the funds expended?

The City will compare actual expenditures to budgeted amounts as well as estimated expenditures to estimated revenues on a monthly basis to identify potential shortfalls and actions to prevent them.

### **Develop programs/services and evaluate delivery mechanisms**

The City will continually evaluate the programs and services it provides and will evaluate alternative delivery mechanisms if available. Also, current programs and services will be constantly evaluated to ensure they address current priorities established by City Council and staff. All proposed programs and services will be evaluated to ensure their total cost is known prior to implementing them, and that there are processes in place to measure if the program or service’s goals are being met.

Any efforts to outsource services to another governmental agency or privately-owned enterprise must not only meet financial goals but also City standards for quality and sustainability.

## **TRANSFERS**

The City of Englewood will use interfund transfers conservatively. Periodic transfers from Internal Service Funds (ISF) or Enterprise Funds will be limited and per the [Revenue Policy \(Do we want a hyper link to a section within in this document? Which section?\)](#), used only to fund one-time expenditures or purchases. Transfers should rarely be used as they can obscure structural imbalances.

Enterprise and Internal Services Funds may be required to transfer funds for services provided by the City (administrative fees) or other legitimate charges.

### **CAPITAL PROJECTS FUNDS**

The Public Improvement Fund (PIF) and Capital Improve Fund (CIF) are used to account for the revenue and expenditures related to the purchase or construction of long-term, capital projects. The Englewood Municipal Code (4-4-3) does not allow the transfer of Building Use Taxes for anything but capital improvements.

### **INTERNAL SERVICE FUNDS**

Internal Services Funds should limit their reserves to no more than ten percent of revenues unless more reserves are held for identified capital projects. Any amounts exceeding 15 percent and the amount for identified capital projects should be returned to the departments making payments to the ISFs. Any return of excess funds from Internal Services Funds must be proportional to that fund's payment to the ISF.

### **ENTERPRISE FUNDS**

Enterprise Funds (EFs) should limit their reserves to no more than twenty percent of revenues unless more reserves are held for identified capital projects. Any transfer from the EFs should be treated as a loan with the principal amount returned along with interest as determined by the effective interest rate in effect at the time of the transfer.

## ECONOMIC INCENTIVES

Economic incentives should only be used for projects that yield a financial, cultural, or aesthetic benefit to the citizens of Englewood.

Each project subject to an economic incentive should be analyzed to ensure the project's benefits outweigh the economic incentive.

The City's Economic Development Incentive Policy should be reviewed periodically and modified when warranted. The City of Englewood Economic Development Policy was established through Resolution No. 76, Series 2012. **(do we want the Economic Incentive Policy as an appendix to this document?)**

### Evaluating and Managing Economic Development Incentives

The City's economic development policy promotes and grows the local economy through job creation, wage and compensation growth, or tax base expansion. Economic development incentives have very different objectives from the businesses receiving them. The City is responsible for providing services to citizens while businesses, who in many cases have come to rely on incentives and subsidies, are focused on maximizing profits.

To reach the goals identified in the policy and ensure the City's accountability, the City needs to measure the benefits of projects receiving economic development incentives against the cost of the public expenditure, or willingness to forgo future revenue. While there is no single best method for conducting analysis and it is impossible to predict all impacts a project will have on the City, providing a thorough and rigorous analysis of each project is critical for the purposes of the City's accountability and long-term revenue impacts. Responsible use of public funding requires that projects funded provide a suitable return for the City, are consistent with overall community goals and priorities, and require that investments are made in a transparent manner with full understanding of all short- and long-term costs and benefits. Finally, when presenting the results, the analysis should contain a clear description of the net impact for the City, the constructed methodology, and the assumptions employed. It is important to acknowledge the strengths, weaknesses, and limitations of results so that decision makers are fully informed.

It is recommended that City staff and Council examine the specific benefits and costs associated with economic development projects, programs, and policies. Such an examination should also include an analysis of the assumptions, cost/benefit elements and methodologies being used to justify the incentive.

### Overall Analysis of Projects:

At minimum, an analysis of each project or group of projects will include:

- **A clear understanding of the financial and non-financial costs and benefits.**  
Most economic development projects will result in both financial costs and benefits and non-financial costs and benefits. Financial costs and benefits are those that will impact the City's



financial position. For example, additional sales or property tax revenue collected and expenditures related to the project over time are items that will be reported on the City's financial statements. Non-financial costs and benefits are realized and have value, but do not translate directly into increases in revenues or expenditures. For example, consider public safety, pollution abatement, energy savings, and cultural impacts and quality of life components. Economic costs and benefits would include both financial and non-financial costs and benefits.

- **Timing of Costs and Benefits.**

Economic development projects usually incur costs and provide benefits over multiple years and ideally provide benefits long after they are initially paid for. It is important to understand when estimated costs and benefits will occur to calculate the net cost/benefit for each year as well as a total net cost/benefit. When comparing costs and/or benefits from different years, it is important to discount future year impacts to compensate for the time value of money.

- **Scope of the Analysis.**

The geographic area for which the analysis will be conducted needs to be identified. Depending on the incentives, other jurisdictions, including municipalities, school districts, recreation districts, etc. could be included in the scope of the project. Consideration is given to other jurisdictions because they could have a positive or negative impact from a City initiated project.

- **Identification of all cost and benefits.**

The direct and indirect costs and benefits resulting from initiating a project, program, or policy must be fully identified and analyzed, including:

- **Direct Costs:** Initial capital expenditure, ongoing operating and maintenance expenditures must be identified. Existing infrastructure (utilities, roads, and recreational services) and services (police, fire, street maintenance, etc.) that may be impacted from additional need should be projected as well.
- **Direct Benefits:** Revenues increases from sales and property taxes as well as other revenues must be thoroughly analyzed.
- **Indirect Impacts:** Indirect costs and intangible benefits are difficult to quantify but should be included in the analysis.

- **Assessment of the Chance that Each Cost and Benefit will Occur.**

Projecting future costs and benefits of a project always involve some degree of uncertainty. Future revenues and expenditures may or may not follow past trends. The success of any project is never guaranteed nor are actual costs or benefits known. The degree of probability of incurring costs or receiving benefits should be reviewed and included in the project analysis.

- **Communicating Results.**

All assumptions used to develop the net impact is as important as the impact itself.

## Analysis of project benefits

The analysis of project benefits should, at a minimum, include:

- **Growth and Diversification of Revenue Base.** The City of Englewood is interested in realizing direct economic benefits of from development activities. An analysis should include items such as:
  - Estimates of incremental sales and property tax gains
  - Estimate on the impact of increasing employment opportunities in the City that could increase spending (sales taxes).
  - Estimate of increased demand for new or remodeled businesses as a result of economic incentives
  - Estimate the impact new retailers may have on existing businesses.
- **Multi-jurisdictional Benefits.** The full benefit economic development activity may impact more than the City alone. An analysis of impact of projected benefits on other jurisdictions should be completed.
- **Assessing Intangible Benefits.** A project may provide non-economic benefits that cannot be quantified in dollar but they should be estimated for the purpose of decision making by the City Council. Examples of intangible benefits include donated facilities or infrastructure, quality of life amenities, and community pride.
- **Net Present Value Consideration.** Determining the benefit of a project requires assumptions about the timing of benefit streams that will take place in the future and are based on variable such as retail sales activity, increased economic activities, etc. These benefits should extend out for multiple years beyond the period funds were expended. This will require calculation of the net present value of projects. The net present value of revenue inflows and expenditure outflows must be *compared*. Analyses must include methodology employed, assumptions used and also an acknowledgment of the strengths, weaknesses, and limitations of results so that decision makers are fully informed.

**Analysis of Project Costs** An analysis of the entire cost of a project or group of projects should, at a minimum, include:

- **Opportunity Costs.** Each potential use of incentives (funds, land, other) should be analyzed. This should include upfront and ongoing developer subsidies, rebates, concessions, etc. Evaluations should include other possible current uses or potential uses that could develop in the future (recognizing the future uses are inherently uncertain) The important consideration is the project the highest and best use of limited incentive(s) or are opportunity costs too high.
- **Operational Costs.** The direct and indirect costs should be identified and quantified. A potential new project or expansion may strain other limited resources including police, fire, roads, sidewalks, utilities and recreational facilities.
- **Multi-jurisdictional Impacts.** The direct or indirect cost impacts to other jurisdictions should be should be considered whenever possible to ensure good inter-jurisdictional relations.
- **Market Impact.** Each project should be evaluated to understand its impact directly or indirectly on the overall market in the City. Market impacts include absorption or saturation, capacity for growth, and potential displacement or substitution of existing local businesses and service providers.

- **Assessing Intangible Costs.** Project analysis should consider the intangible impacts including quality-of-life or amenities. Intangibles are difficult to quantify in dollars but the impact can influence public perception far beyond what is expended in dollars. Insuring intangible impacts are assessed and in some cases alleviated can mean the difference between project success and failure. Intangibles may include noise, light pollution, traffic, congestion, parking, perceived decreases in property values, etc.
- **Cost Analysis Methodologies:**
  - **Net Present Value Consideration.** The timing of the costs must be accounted for in the analysis, as additional revenue generated from a project usually is realized in future years. An investment may be required at the onset of a project with additional annual commitments to operational costs. Developing meaningful comparisons between the costs and benefits will usually require the preparation of a net present value analysis.
  - **Other Methods.** Additional methods for cost analysis may be employed if needed.

All analyses should contain a clear description of the net impact on the City of Englewood, the methodology used, and the assumptions employed. The strengths, weaknesses, and limitations of methodologies should be reviewed so that decision makers are fully informed.

## **DEBT**

Issuing debt commits the City and its citizens to using scarce resources to the payment of debt service for many years in the future. If possible, those benefitting from a debt-financed project should bear the burden of repaying the debt if possible.

The City of Englewood will issue general obligation debt for projects that benefit the general public. The City will issue revenue bonds for capital projects that benefit those who will repay debt service.

Long-term debt will be issued only for projects with a useful life that equals or exceeds the term of the bonds or lease.

The City of Englewood will insure its compliance with the Taxpayer's Bill of Rights (TABOR) prior to incurring any debt.

On November 6, 2001, a majority of the City's electors voted to change the Home Rule Charter of the City of Englewood by allowing the debt ceiling to be three percent (3%) of actual valuation versus three percent (3%) of assessed valuation. The entire section (Section 104) of the Charter that establishes the debt margin follows:

Indebtedness and obligations of the City shall be incurred and limited as provided in Article XI of the Constitution of the State of Colorado applicable to towns and cities except as otherwise provided in this Charter. Council shall have power to issue general obligation bonds of the City for any public capital purpose, upon majority vote of the registered electors of the City voting thereon at a special election; provided, however, that water extension and water improvement bonds may be issued without an election upon determination to that effect by Council. The total outstanding general obligation indebtedness of the City, other than for water bonds, shall not at any time exceed three percent (3%) of the actual valuation of the taxable property within the City as shown by the last preceding assessment for tax purposes. Water bonds shall mature and be payable as provided by the ordinance authorizing the issuance of said bonds.

## RESERVES

The City holds reserves for a variety of reasons. Reserves are a hedge against risk. The General Fund holds reserves to weather temporary economic downturns by backfilling revenue shortfalls but should never be used if a structural deficit exists that is, a long-term revenue shortfall or expenditure increase is expected to last for more than one or two budget cycles. The City may also use its reserves to take advantages of one-time opportunities.

### GENERAL FUND

The City's General Fund accounts for the majority of "public" services (Police, Fire, Public Works, etc.) the public depends upon. For this reason it is imperative service levels are maintained, even in an economic downturn. In an economic downturn revenues generally decline temporarily and reserves are used to make up the difference. The use of reserves preserves service level and guards against the loss of efficiency and effectiveness that would occur by downsizing and rehiring employees every time the City experienced temporary change in revenue collections. If revenues are not expected to rebound, then reserves should not be used and other cost cutting or revenue enhancements should be employed.

The City will maintain no less than **ten** and no more than **seventeen** percent of budgeted revenues in unassigned reserves. Amounts exceeding the seventeen percent and not restricted, committed or assigned for other purposes should be transferred to the Capital Projects Fund or Public Improvement Fund.

### CAPITAL PROJECT FUNDS

Capital Project Funds (CPF) should hold a prudent level of reserves to meet unexpected, temporary revenue declines or unplanned expenditures. The CPFs should hold no less than **ten** percent in reserves for unexpected revenue declines or unplanned expenditures.

### INTERNAL SERVICE FUNDS

Internal Service Funds (ISF) should hold a prudent level of reserves to meet unexpected, temporary revenue declines or unplanned expenditures. Also, funds should be reserved for the orderly replacement of capital assets. The ISFs should not hold more than **fifteen** percent in reserves for unexpected revenue declines or unplanned expenditures. If reserves exceed seventeen percent, an operating transfer to those funds in proportion to the amounts they paid in over the prior three years should be made.

### ENTERPRISE FUNDS

Enterprise Funds (EF) should hold a prudent level of reserves to meet unexpected, temporary revenue declines or unplanned expenditures. Also, funds should be reserved for the orderly replacement of capital assets. The EFs should not hold less than **ten** percent in reserves for unexpected revenue declines or unplanned expenditures; the maximum reserve may vary depending on future capital needs.