



## Council Request Update

May 15, 2017

**Council Request: 17-015**

**Assigned to: Finance and Administrative Services**

**Request:** Accounting trail and planned future payments for Medici property

**Response:** Please see attached from Finance and Administrative Services Director Kathy Rinkel.

**Council Request: 17-032**

**Assigned to: Finance and Administrative Services**

**Request:** Request to create a revenue manual

**Response:** Please see attached from Finance and Administrative Services Director Kathy Rinkel.

**Council Request: 17-048**

**Assigned to: Police Department**

**Request:** Five-year analysis of overtime to PD dispatch

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-049**

**Assigned to: Police Department**

**Request:** Year-to-date overtime in PD dispatch

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-050**

**Assigned to: Police Department**

**Request:** Detailed description of each of the functional areas of PD, specifically special operations.

**Response:** Please see attached from Commander Tim Englert.

**Council Request: 17-053**

**Assigned to: Police Department**

**Request:** Analysis of the sale of the Fox Building. What did the City pay for it?

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-054**

**Assigned to: Police Department**

**Request:** Will off site storage be required once the new Police Department building is complete?

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-055**

**Assigned to: Police Department**

**Request:** A five-year analysis of the Forfeiture Fund.

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-057**

**Assigned to: Police Department**

**Request:** A description of the culture of the Police Department. A question of why we have attrition of officers when special assignments are not available.

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-060**

**Assigned to: Police Department**

**Request:** A census/population growth chart for the last five years.

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-061**

**Assigned to: Police Department**

**Request:** Analysis of Chief Collin's policing methodology change and its impact on the City.

**Response:** Please see attached from Police Chief John Collins.

**Council Request: 17-063**

**Assigned to: Courts**

**Request:** Information on collaboration with social workers to help proactive case management

**Response:** Please see attached from Court Administrator Tamara Wolfe.

**Council Request: 17-064**

**Assigned to: Court**

**Request:** Analysis of the Associates Judges, how many hours/days they have worked in the past 5 years to determine if salary increase is warranted.

**Response:** Please see attached from Court Administrator Tamara Wolfe.

**Council Request: 17-066**

**Assigned to: Public Works**

**Request:** Inventory and repair of lights that are out along South Broadway

**Response:** Please see attached from Right of Way Services Manager Larry Nimmo



**Response to Council Request 17-015**

To: City Council  
From: Kathleen Rinkel, Director of Finance and Administrative Services  
Date: May 5, 2017  
Subject: Accounting Trail and Planned future payments for Medici Property

All transaction/accounting detail of the sale of property by the City of Englewood to EURA for development and the subsequent sale of that parcel to the developer was provided in Council Request #17-026 EURA Land/Development Financial Data dated April 6, 2017.

In addition, to complete the information requested in #17-015, please find the attached Medici property payment schedule.

Please let me know if you have any questions.

Sincerely,

Kathleen Rinkel, CPA, CMA  
Director of Finance and Administrative Services



**Englewood Urban Renewal Authority**

Loan to Medici Communities

Terms: *Rate = 4%*

*Loan Amount = \$1,200,000*

*Effective Date 08/01/2016*

*Quarterly Payments beginning 09/01/2018*

Date	Payments		Total Payment	Outstanding Balance
	Interest	Principal		
08/01/2016	\$ -	\$ -	\$ -	\$ 1,200,000.00
09/01/2016	4,000.00	-	-	1,204,000.00
12/01/2016	12,040.00	-	-	1,212,040.00
03/01/2017	12,120.40	-	-	1,224,160.40
06/01/2017	12,241.60	-	-	1,236,402.00
09/01/2017	12,364.02	-	-	1,248,766.02
12/01/2017	12,487.66	-	-	1,261,253.68
03/01/2018	12,612.54	-	-	1,273,866.22
06/01/2018	12,738.66	-	-	1,286,604.88
09/01/2018	12,866.05	16,475.91	29,341.96	1,270,128.97
12/01/2018	12,701.29	16,640.67	29,341.96	1,253,488.30
03/01/2019	12,534.88	16,807.08	29,341.96	1,236,681.22
06/01/2019	12,366.81	16,975.15	29,341.96	1,219,706.07
09/01/2019	12,197.06	17,144.90	29,341.96	1,202,561.17
12/01/2019	12,025.61	17,316.35	29,341.96	1,185,244.82
03/01/2020	11,852.45	17,489.51	29,341.96	1,167,755.31
06/01/2020	11,677.55	17,664.41	29,341.96	1,150,090.90
09/01/2020	11,500.91	17,841.05	29,341.96	1,132,249.85
12/01/2020	11,322.50	18,019.46	29,341.96	1,114,230.39
03/01/2021	11,142.30	18,199.66	29,341.96	1,096,030.73
06/01/2021	10,960.31	18,381.65	29,341.96	1,077,649.08
09/01/2021	10,776.49	18,565.47	29,341.96	1,059,083.61
12/01/2021	10,590.84	18,751.12	29,341.96	1,040,332.49
03/01/2022	10,403.32	18,938.64	29,341.96	1,021,393.85
06/01/2022	10,213.94	19,128.02	29,341.96	1,002,265.83
09/01/2022	10,022.66	19,319.30	29,341.96	982,946.53
12/01/2022	9,829.47	19,512.49	29,341.96	963,434.04
03/01/2023	9,634.34	19,707.62	29,341.96	943,726.42
06/01/2023	9,437.26	19,904.70	29,341.96	923,821.72
09/01/2023	9,238.22	20,103.74	29,341.96	903,717.98
12/01/2023	9,037.18	20,304.78	29,341.96	883,413.20
03/01/2024	8,834.13	20,507.83	29,341.96	862,905.37
06/01/2024	8,629.05	20,712.91	29,341.96	842,192.46
09/01/2024	8,421.92	20,920.04	29,341.96	821,272.42
12/01/2024	8,212.72	21,129.24	29,341.96	800,143.18
03/01/2025	8,001.43	21,340.53	29,341.96	778,802.65
06/01/2025	7,788.03	21,553.93	29,341.96	757,248.72
09/01/2025	7,572.49	21,769.47	29,341.96	735,479.25
12/01/2025	7,354.79	21,987.17	29,341.96	713,492.08
03/01/2026	7,134.92	22,207.04	29,341.96	691,285.04
06/01/2026	6,912.85	22,429.11	29,341.96	668,855.93
09/01/2026	6,688.56	22,653.40	29,341.96	646,202.53
12/01/2026	6,462.03	22,879.93	29,341.96	623,322.60
03/01/2027	6,233.23	23,108.73	29,341.96	600,213.87
06/01/2027	6,002.14	23,339.82	29,341.96	576,874.05
09/01/2027	5,768.74	23,573.22	29,341.96	553,300.83
12/01/2027	5,533.01	23,808.95	29,341.96	529,491.88
03/01/2028	5,294.92	24,047.04	29,341.96	505,444.84
06/01/2028	5,054.45	24,287.51	29,341.96	481,157.33
09/01/2028	4,811.57	24,530.39	29,341.96	456,626.94
12/01/2028	4,566.27	24,775.69	29,341.96	431,851.25
03/01/2029	4,318.51	25,023.45	29,341.96	406,827.80
06/01/2029	4,068.28	25,273.68	29,341.96	381,554.12
09/01/2029	3,815.54	25,526.42	29,341.96	356,027.70
12/01/2029	3,560.28	25,781.68	29,341.96	330,246.02
03/01/2030	3,302.46	26,039.50	29,341.96	304,206.52
06/01/2030	3,042.07	26,299.89	29,341.96	277,906.63
09/01/2030	2,779.07	26,562.89	29,341.96	251,343.74
12/01/2030	2,513.44	26,828.52	29,341.96	224,515.22
03/01/2031	2,245.15	27,096.81	29,341.96	197,418.41
06/01/2031	1,974.18	27,367.78	29,341.96	170,050.63
09/01/2031	1,700.51	27,641.45	29,341.96	142,409.18
12/01/2031	1,424.09	27,917.87	29,341.96	114,491.31
03/01/2032	1,144.91	28,197.05	29,341.96	86,294.26
06/01/2032	862.94	28,479.02	29,341.96	57,815.24
09/01/2032	578.15	28,763.81	29,341.96	29,051.43
12/01/2032	290.51	29,051.43	29,341.94	0.00
	\$ 501,833.66	\$ 1,286,604.88	\$ 1,701,833.66	



**Response to Council Request 17-032**

To: City Council  
From: Kathleen Rinkel, Director of Finance and Administrative Services  
Date: May 5, 2017  
Subject: Request to Create a Revenue Manual

A separate Revenue Manual will be created with the 2018 Budget book.

However, if you have need of revenue information prior to completion of the 2018 Budget, there is much of the same data include in the 2017 Budget book revenue section.

Please let me know if you have any questions.

Sincerely,

Kathleen Rinkel, CPA, CMA  
Director of Finance and Administrative Services  
[krinkel@englewoodco.gov](mailto:krinkel@englewoodco.gov)  
(303) 672-2401



# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 1, 2017  
Re: Council Request 17-048

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A Councilmember requested a 5-year analysis of overtime spent in Communications/Dispatch. Please see below:

2012 Support Services Budgeted Overtime	\$43,257.00.	Spent: \$43,217.10
2013 Support Services Budgeted Overtime	\$43,257.00.	Spent: \$46,657.41
2014 Support Services Budgeted Overtime	\$44,000.00.	Spent: \$48,139.75
2015 Support Services Budgeted Overtime	\$40,000.00.	Spent: \$59,051.58
2016 Support Services Budgeted Overtime	\$40,000.00.	Spent: \$73,348.97

<b>City of Englewood</b>		
<b>Police Department</b>		
<b>Year</b>	<b>Account Description</b>	<b>Amount</b>
2012	General Fund.Police Support Services.Overtime.	\$ 43,217.10
2013	General Fund.Police Support Services.Overtime.	\$ 46,657.41
2014	General Fund.Police Support Services.Overtime.	\$ 48,139.75
2015	General Fund.Police Support Services.Overtime.	\$ 59,051.58
2016	General Fund.Police Support Services.Overtime.	\$ 73,348.97

# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 1, 2017  
Re: Council Request 17-049

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A Councilmember requested year to date overtime expenditures in Communications (Dispatch). The budgeted amount for 2017 is \$49,000.00 and as of March 2017, \$19,735.24 has been spent. Since January 2017 thru March 2017, 59.72% of the overtime line item has been spent.



City of Englewood  
 Summary Expenditure Report  
 Current Period: MAR-17

Date: 07-APR-17 10:10:39  
 Page: 1

Currency: USD

Fund=02 (General Fund), Division=1100 (Police and Fire), Future Use=0000 (), Ledger=City of Englewood

Divis	Object	Current Expenditures	YTD Expenditures	%	Budget	Total Balance	%	Prior Year Actual
<b>Salaries and Wages</b>								
1101	51101 Regular Employees Salaries and Wages	40,928.66	111,936.80	20.78	538,710.00	426,773.20	79.22	106,606.99
1101	51102 Overtime	0.00	189.61	7.58	2,500.00	2,310.39	92.42	682.59
1101	51105 Leave Cash Out	0.00	0.00	0.00	2,500.00	2,500.00	100.00	0.00
1101	51106 Performance Pay	0.00	0.00	0.00	1,382.00	1,382.00	100.00	0.00
1101	51131 Auto Allowance	147.70	406.15	21.15	1,920.00	1,513.85	78.85	413.59
1101	51133 Longevity	0.00	0.00	0.00	576.00	576.00	100.00	0.00
1104	51101 Regular Employees Salaries and Wages	62,262.74	172,791.37	21.28	812,055.00	639,263.63	78.72	171,567.14
1104	51102 Overtime	8,082.00	19,735.24	40.28	49,000.00	29,264.76	59.72	16,524.15
1104	51106 Performance Pay	0.00	1,810.60	38.98	4,645.00	2,834.40	61.02	0.00
1104	51133 Longevity	0.00	0.00	0.00	576.00	576.00	100.00	0.00
1105	51101 Regular Employees Salaries and Wages	487,630.76	1,346,026.84	20.09	6,698,405.00	5,352,378.16	79.91	1,335,921.68
1105	51102 Overtime	39,546.12	73,878.10	27.60	267,714.00	193,835.90	72.40	47,515.20
1105	51104 Temporary Wages	2,915.36	5,351.22	n/m	0.00	(5,351.22)	n/m	0.00
1105	51105 Leave Cash Out	0.00	0.00	0.00	27,262.00	27,262.00	100.00	(718.09)
1105	51106 Performance Pay	0.00	0.00	0.00	43,308.00	43,308.00	100.00	0.00
1105	51107 Stand By	2,479.31	7,025.23	63.18	11,120.00	4,094.77	36.82	11,119.61
1105	51131 Auto Allowance	0.00	0.00	0.00	3,060.00	3,060.00	100.00	0.00
1105	51132 Tech Allowance	92.32	253.90	21.16	1,200.00	946.10	78.84	258.52
1105	51133 Longevity	0.00	0.00	0.00	1,296.00	1,296.00	100.00	0.00
1108	51101 Regular Employees Salaries and Wages	30,932.80	86,986.40	18.44	471,716.00	384,729.60	81.56	58,265.14
1108	51102 Overtime	0.00	1,360.96	90.73	1,500.00	139.04	9.27	0.00
1108	51106 Performance Pay	0.00	0.00	0.00	5,708.00	5,708.00	100.00	0.00
1108	51107 Stand By	585.20	1,778.10	20.92	8,500.00	6,721.90	79.08	2,514.52
	5191x Applied Labor from Projects	0.00	0.00	0.00	2,377.00	2,377.00	100.00	0.00
<b>Subtotal</b>		<b>675,602.97</b>	<b>1,829,530.52</b>	<b>20.43</b>	<b>8,957,030.00</b>	<b>7,127,499.48</b>	<b>79.57</b>	<b>1,750,671.04</b>
<b>Benefits</b>								
1101	51201 Social Security	2,433.17	6,658.64	19.08	34,893.00	28,234.36	80.92	6,358.77
1101	51202 Group Insurance	7,041.37	19,491.20	20.66	94,328.00	74,836.80	79.34	19,454.15
1101	51203 Workers' Compensation	5,146.00	5,146.00	100.00	5,146.00	0.00	0.00	3,197.00
1101	51205 Other Group Insurance	6,132.00	6,132.00	100.00	6,132.00	0.00	0.00	3,748.00
1101	51206 Retirement-Defined Contribution	1,193.60	3,247.59	13.50	24,059.00	20,811.41	86.50	2,938.88
1101	51207 Retirement-Defined Benefit	4,229.56	11,729.77	24.91	47,096.00	35,366.23	75.09	10,738.67
1104	51201 Social Security	5,159.24	14,250.22	21.50	66,270.00	52,019.78	78.50	13,825.39
1104	51202 Group Insurance	11,923.16	32,662.05	34.28	95,292.00	62,629.95	65.72	22,600.64
1104	51203 Workers' Compensation	12,835.00	12,835.00	100.00	12,835.00	0.00	0.00	9,199.00
1104	51205 Other Group Insurance	9,476.00	9,476.00	100.00	9,476.00	0.00	0.00	9,102.00
1104	51206 Retirement-Defined Contribution	2,654.94	7,385.56	19.23	38,404.00	31,018.44	80.77	8,450.18
1104	51207 Retirement-Defined Benefit	5,183.89	14,141.48	28.21	50,123.00	35,981.52	71.79	9,635.08
1105	51201 Social Security	7,041.83	18,817.57	21.52	87,428.00	68,610.43	78.48	17,080.34
1105	51202 Group Insurance	78,103.27	213,108.94	24.53	868,827.00	655,718.06	75.47	181,985.13
1105	51203 Workers' Compensation	227,609.00	227,609.00	100.00	227,609.00	0.00	0.00	222,417.00
1105	51205 Other Group Insurance	41,250.00	41,250.00	100.00	41,250.00	0.00	0.00	39,620.00
1105	51206 Retirement-Defined Contribution	9,482.04	26,367.79	4.47	589,649.00	563,281.21	95.53	27,622.16
1105	51207 Retirement-Defined Benefit	69,497.60	207,002.85	46.51	445,045.00	238,042.15	53.49	194,790.49
1108	51201 Social Security	2,272.31	6,398.15	17.52	36,523.00	30,124.85	82.48	4,395.71

## MEMORANDUM

**To:** Chief John Collins  
**From:** Commander Tim Englert  
**Date:** May 2, 2017  
**Subject:** Follow-up to Council Request # 17-050

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**Council Request #17-050**

**Assigned to: Commander Englert**

**Date Assigned: January 26, 2017**

**Follow-up information requested regarding a detailed description of each of the functional areas of the Police Department. Specifically the Special Operations Division.**

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The organizational structure of the Police Department is designed to create an efficient means to accomplish the mission and goals of the organization and to provide the best possible service to the public. The Chief of Police is responsible for administering and managing the Englewood Police Department with the assistance of the Deputy Chief of Police. There are three divisions in the Police Department:

- Patrol Operations
- Special Operations
- Support Services

The Englewood Police Department's administrative staff is responsible for the direction, control, and coordination of personnel and material resources of the department, as well as for developing, presenting, and justifying budget estimates for department operation. The administrative staff includes the Deputy Chief of Police, Patrol Operations Commander, Special Operations Commander, and the Support Services Commander all acting under the supervision of the Chief of Police.

The **Patrol Division** is under the direction of Commander Kelly Martin, whose primary responsibility is to provide general management, direction and control for the Patrol Division. The Patrol Division consists of uniformed Patrol and the School Resource Officer. There are 6 Patrol Sergeants and 1 Administrative Sergeant in the Division. The authorized staffing is 38 Patrol Officers and 2 trainees currently in the Police Academy. The total number of sworn officers in the Division is 48, not including the Commander.

The **Special Operations Division** is under the direction of Commander Tim Englert, whose primary responsibility is to provide general management, direction and control for the Special Operations Division. Commander Englert is the point of contact for Emergency Management issues. The Special Operations Division consists of the Detective Bureau, Impact Team, Traffic Unit, Professional Standards Unit, Property and Evidence Section, Code Enforcement, and the Community Relation Specialist.

- The Detective Bureau consists of 2 Sergeants and 9 Detectives. There is 1 investigator assigned to the DEA taskforce. There are 2 officers assigned to the Arapahoe County Narcotics team one of which is a Sergeant.
- The Impact Team consists of a Sergeant and 4 Officers. The Impact Sergeant also oversees the Traffic Unit, which has 3 Officers.
- The Professional Standards Unit consists of a Sergeant and 1 Investigator. The unit investigates personnel complaints, runs the hiring process, completes background investigations and administers departmental training.
- There are 4 civilian employees in the Special Operations Division; the Property and Evidence Technician, the Community Relations Specialist who oversees many civilian volunteers and is responsible for the Citizen's Academy, the Crime Analyst, and the Juvenile Records Specialist.
- Code Enforcement is composed of a working civilian supervisor and 3 code/animal enforcement officers. Code Officers have limited enforcement powers related to Titles 15 and 16 of the Englewood Municipal Code.
- The total number of sworn officers in the Division is 24, not including the Commander.

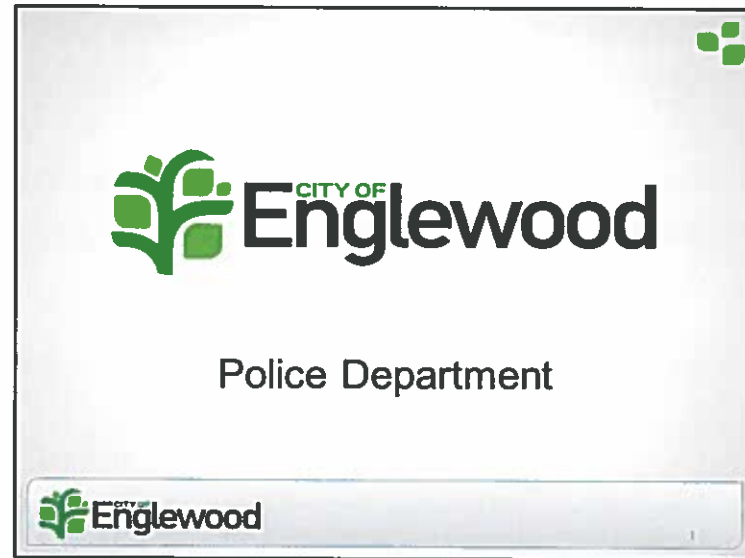
The **Support Services Division** is under the direction of Commander Vance Fender, whose primary responsibility is to provide general management, directions and control for the Support Services Division. Commander Fender also acts as the SWAT Commander and Custodian of Records for the Department. The Support Services Division consists of the Communications section, Records section, and the Civilian Police Desk Officer.

- The Communications section is staffed by 2 civilian Supervisors and 10 Dispatchers. There is currently one vacant Dispatcher position. A candidate is in the background process to fill this position.
- The Records section is staffed by a Supervisor and 3 records technicians.
- Commander Fender is the only sworn officer in this Division. He has 17 civilian employees.
- The Englewood Tactical Team (ETT) is comprised of two specialized teams: the Crisis Negotiation Team (CNT) and the Special Weapons and Tactics team (SWAT). The unit has been established to provide specialized support in handling critical field operations where intense negotiations and/or special tactical deployment methods beyond the capacity of field officers appears to be necessary. Assignment as a SWAT Operator or Crisis Negotiator is an Optional Duty Assignment in addition to their Primary Duty Assignments.

The **Fire Marshal** is a non-sworn staff level position reporting to the Deputy Chief of Police. There are currently 2 fire inspectors with a vacant position which has not yet been filled.

## Staffing summary

Command Staff	Sworn Officers	Civilian
Chief, Deputy Chief, 3 Commanders, and Fire Marshal	5	1
Administrative Assistant reporting to Chief of Police		1
Victim Advocate and assistant reporting to Deputy Chief		2
Fire Inspectors		2
<b>Patrol Division</b>		
Sergeants	7	
Patrol Officers	38	
School Resource Officer	1	
Trainees in Police Academy	2	
<b>Special Operations Division</b>		
Sergeants	5	
Detectives	9	
Professional Standards Investigator	1	
Taskforce Officers	2	
Impact Officers	4	
Traffic Officers	3	
Code Officers		4
Juvenile Records Specialist		1
Community Relations Specialist		1
Crime Analyst		1
Evidence Technician		1
<b>Support Services Division</b>		
Communications Supervisor		2
Dispatchers		10
Records Supervisor		1
Records Technicians		3
Desk Officer		1
	<hr/>	<hr/>
	77	31



What services do we provide?

How do we impact the community?



## Mission

To promote and ensure a high quality of life and uniquely desirable community identity by providing professional law enforcement services, developing strong collaborative problem solving strategies with the community and by treating everyone with fairness, dignity and respect.

## Police Department Services

- Fire Marshal Program
- Patrol Operations – 24/7 Community coverage
- Special Operations
- Support Services



**Fire Marshal Program** – plan reviews and business inspections, Emergency Management and Community Relations

**Patrol Operations** – 24/7 coverage of the community – Crime Scene Investigators, Field Training Officers, Master Police Officer Program, Peer Support Program, SWAT/Hostage Negotiators

**Special Operations** – Detective Bureau, Professional Standards, Code Enforcement, Impact Team, Crime Analysis and the Traffic Enforcement Team

**Support Services** – Communications and Records Management

## Why does the city provide these services?

### Charter Requirements

- The Police Department mandate is contained within the Englewood Municipal Code 1-6I-1

### Community Goals:

- Safe and Healthy Community
- Attractive, Engaged Inclusive and Welcoming Community with Desirable, Livable Neighborhoods



(Code 1985, § 1-6I-1; Ord. 00-7, Ord. 00-50; Ord. 08-5, § 2)

## **ARTICLE I. - POLICE DEPARTMENT[16]**

### **1-6I-1: - General Responsibilities.**

The Police Department shall oversee all police functions including patrol, investigations, administration, community relations, traffic control and code enforcement and communications and records.

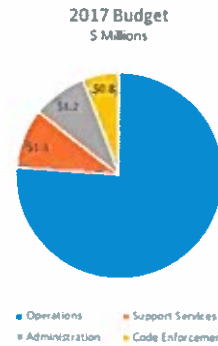
(Ord. 08-5, § 2)



**2 Key Community Goals: “Safe and Healthy Community” & “Attractive, Engaged Inclusive Welcoming Community with Desirable, Livable Neighborhoods”**

## Core Services and Cost Drivers

- Total Police Department Budget: \$13.7 Million
  - 87% is Salary/Benefit related; \$11.9 Million
- Patrol Operations Division
  - 77% of the 2017 Police Budget; \$10.5 Million

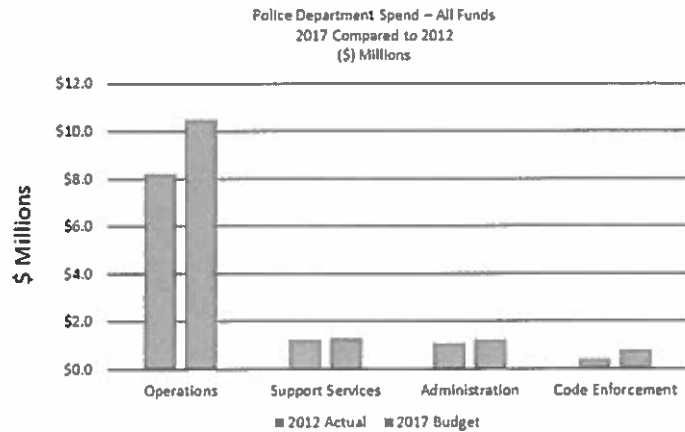


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Total Police Department Budget: \$13.7 Million  
87% is Salary/Benefit related (\$11.9 Million)

Patrol Operations Division – Who the Community sees  
77% of the 2017 Police Budget; \$10.5 Million  
\$8.9 Million is Salary & Benefit related

## Core Services and Cost Drivers



Operations grew 28% over 5 yrs

- Cost of Living Increases

- Additional Police Force as we recover from Recession

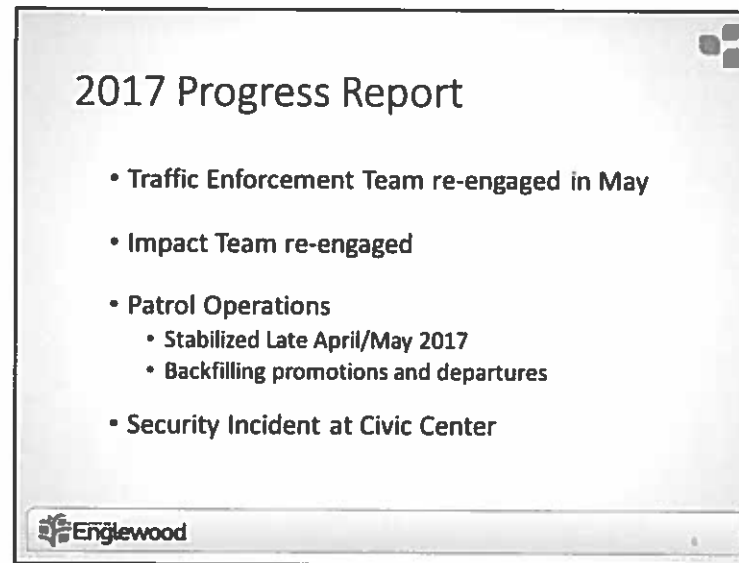
- Types and frequency of crime we're experiencing

Support Services grew 8% over the past 5 years – modest increase to support additional Force

Administration grew 9% over the past 5 years – Fire Marshall program

## 2017 Revenue Sources

- Plan Review Fees: \$100,000
- General Police Fees: \$51,000
- Enforcement and Training partnership with CDOT: \$40,000
- Asset Forfeitures: \$61,000 (thru March 2017)

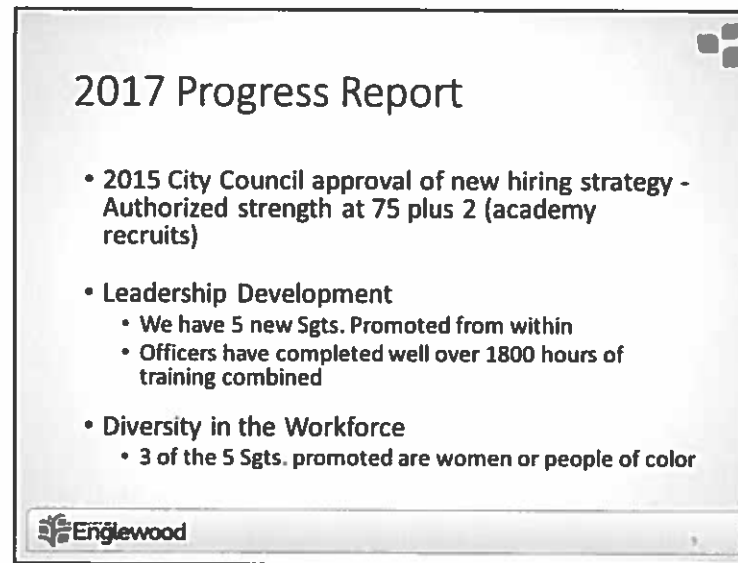


The PD has put the **Traffic Enforcement Team** on the shelf for the better part of 7 months. **The Impact Team** has been relegated to two officers. These two officers are often reassigned to Patrol due to staffing shortages. The Impact Team is operating at less than 50% efficiency.

Late April/May 2017 should finally reveal **stabilization** in the **Patrol ranks** however we are in the process of hiring five (5) officers due to promotions and departures in that same time period. The Detective Bureau is currently staffed with nine (9) Detectives. A detective was removed from the Auto Theft Task Force due to multiple critical events within the City of Englewood and the Bureau's inability to keep up with the demands of those events.

Recent security **incident at the City Center** – the City had to make a swift decision in order to insure the safety of its employees by deploying off-duty police officers at the Civic Center – overtime has been paid – the Security initiative will be discussed with Council in May to discuss potential

appropriation to cover these expenses



2015 policy decision by Council and their impact:

**75 plus two** in an effort to offset the amount of time it takes to hire qualified candidates. Currently, there are two recruit officers in the ACSO Training Academy.

**Leadership in Development** – within the last year, five new Sergeants have been promoted and there will be a new Patrol Operations Commander and Deputy Chief of Police. This transition has been relatively seamless due to our succession planning. Sergeants and Master Police Officers have attended the Leadership in Police Organizations Program and Sergeants have been attending the Northwestern School of Staff and Command which is held once a year.

**Diversity** - Sergeants 1 female; 1 African American; 1 Filipino

## Major Concerns

- Staffing
  - Detective Bureau Over-taxed due to major events
  - Records and Communication Staff – Additional requests from District & County Courts / District Attorney
  - Dispatchers and Dispatch Supervisors Overtime – 3035 hours in 2016 (\$67K)



The **Detective Bureau** is currently staffed with nine (9) Detectives. A detective was removed from the Auto Theft Task Force due to multiple critical events within the City of Englewood and the Bureau's inability to keep up with the demands of those events.

### High profile cases are overshadowing and delaying other local cases

Since October 2016, the **Detective Bureau** has experienced two homicides, a cold case homicide investigation which will be going to the grand jury, two vehicular homicides, spree crimes, statutorily mandated Elder Abuse investigations, officer involved shooting, two detectives out on medical leave for an extended period of time, sex offender registration, and Detectives are required to transcribe their own interviews which take hours to complete (per case).

Currently, there are extreme evidentiary demands being placed upon our **Records and Communications staff** by the District Attorney. The demands have exceeded capacity of our staff to complete these requests as well as their individual assignments. A proposal would be to hire a



Records Management Specialist that would act as a Records Specialist/Patrol Operations Administrative Assistant.

- 21 days to comply
- Additional document Management Staff needs (such as body cams)
- Mandatory evidence requirement on patrol staff (off-street time)

**Dispatchers and Dispatch Supervisors** worked approximately 3035 hours of overtime in 2016 at an approximate cost of \$54,063.00. Discuss current staffing, difficulties in recruitment and retention.

## Opportunities

- Englewood Benefits from DEA Nexus with Federal and Local agencies
- Collaborative Work with Arapahoe Task Force



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### **DEA Nexus with Federal and Local agencies**

- Career Development
- Proactive Law Enforcement
- Forfeiture Funding (can't use for Salary or Building costs)
- Can supplant current budgeted expenses
- 1 person dedicated
- Covers some Englewood work
- Our cost is only salary and benefits

### **Arapahoe Task Force**

1 sergeant and 1 officer assigned


**Council approved IGA in 2012 (Ordinance #18)**

Leveraged support for Englewood of other agencies

45% of their work has been in Englewood  
500 cases/yr total  
Large distribution

**Policy Considerations**

- **Managing size of Police Department in a Growing Community**
- **Creation of a new District**
- **Shared Common CAD**
  - IGA Pending
  - Englewood's inclusion is approximately \$40K
- **Pending Loss of LogiSYS Records Management System**
  - Vendor near bankruptcy
  - Cost to replace estimated at \$725K
  - Replacement is more efficient for police operations – system is 20 years old

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**Growing Community –**

Condensed housing / Condos / Apts

More Urbanized

RTD Impact

**creation of a new district** - The management of crime and disorder issues in and around the Civic Center are still a very high priority and redistricting plans are being reviewed. In order to make the creation of a new district viable, no less than three new officers, four is optimal, would need

**CAD** - Police Departments in the 18<sup>th</sup> Judicial District are currently in the planning stages with the Arapahoe County Sheriff's Office in the development and implementation of a Shared Common CAD system.

The shared CAD will relieve the City of Englewood from paying for its individual CAD that would have cost several hundred thousand dollars. The current expected costing for the licensing of

Englewood's inclusion is about \$40,000 which would be paid for out of our E-911 AOF fund. Council will be asked to approve this Intergovernmental Agreement when the process is completed.

The current vendor and sole source for maintenance of the **Police Department's Records Management System** is reportedly near bankruptcy. The viability of LogiSYS' future availability to provide support and maintenance to the current Records Management System is in doubt. This comes at a time when the RMS is near end of life. What are the options?

## Recap – Issues for 2018 Budget

- Possible redistricting
- PD partnership with City Council in developing strategies for future staffing levels is imperative.
- RMS system is the only extraordinary expenditure anticipated for 2018

**Staffing** is an obvious concern moving forward – departures and injuries should now be the expected norm. The PD recognizes that a partnership with City Council in developing strategies for **future staffing levels and budgetary expenditures** is imperative.

There are no extraordinary anticipated expenditures for 2018 other than **the RMS system**.

Closing – it is my responsibility to develop a strategic plan that will provide direction to the organization over the course of the next 5 years. Staffing is a critical concern so I look towards Council for guidance for future hiring considerations.

QUESTIONS?



# Memorandum

To: Eric Keck, City Manager

CC:

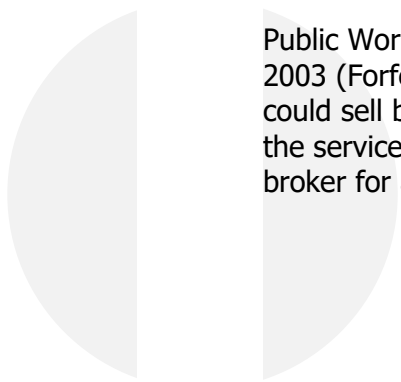
From: John M. Collins, Chief of Police

Date: May 2, 2017

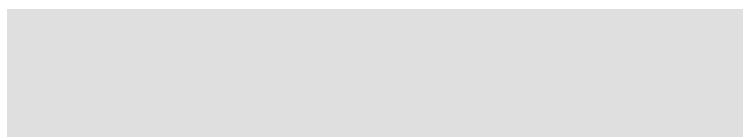
Re: Council Request 17-053

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A Council member requested an analysis of the sale of the Fox Street building. How much was paid for the building and what is the potential sale price?



Public Works Director, Dave Henderson, told me that the building was purchased in 2003 (Forfeiture funding) for \$650,750.00. Henderson also noted that the building could sell between \$800,000 - \$1 million however; the City would need to retain the services of a real estate appraiser or consult with a local commercial property broker for a more accurate estimate.








# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 2, 2017  
Re: Council Request 17-054

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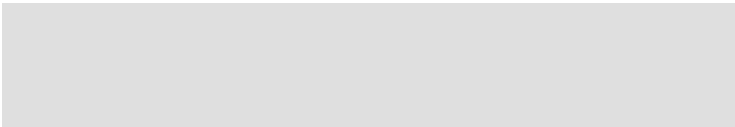
A Council member has asked whether off-site storage would still be required once the new building is complete. The Council member is concerned about the sale of the Fox Street building if this is the case.



The design of the new Police Building is not yet available so consequently I cannot say with certainty that off-site storage will be necessary. The Fox Street building currently houses Community Relations, the Fire Inspectors and Code Enforcement. Those workgroups will move into the new Police building. The Evidence/Property Unit will be more robust and capable of maintaining a large amount of property, more so then it currently manages.

The Police Department currently utilizes 1.5 buildings at the Service Center for storage. In those buildings, we currently store evidence that we are required to retain long-term and other items such as found bicycles, the Command van and miscellaneous equipment.

I have spoken to the Evidence Custodian and she states that she has sufficient space in the building at the Service Center for future growth. It would be wise however, to make this storage issue a priority as the building is designed and constructed.



# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 1, 2017  
Re: Council Request 17-055

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A Councilmember requested a 5 year analysis of the Forfeiture Fund. Please see the attached documents (2). The first page outlines the entities and amounts received from each. The second page outlines the years and expenditures associated with those years.

**Englewood Police Department  
Forfeiture Programs**

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>March 2017</u>
<b>Revenues</b>						
Federal -Department of Justice	8,053.17	714.76	422.22	13,819.53	3,243.04	5,837.86
Federal -Department of Treasury	6,347.04	(4.35)	12.23	7.00	17.19	1.46
Local	13,554.31	1,839.50	2,005.95	26.03	6,549.95	19.96
<b>Total revenues</b>	<u>27,954.52</u>	<u>2,549.91</u>	<u>2,440.40</u>	<u>13,852.56</u>	<u>9,810.18</u>	<u>5,859.28</u>
<b>Expenditures</b>						
Federal -Department of Justice	13,600.00	133,371.24	81,197.95	0.00	24,374.60	0.00
Federal -Department of Treasury	43,292.85	0.00	0.00	0.00	1,562.86	0.00
Local	0.00	9,581.85	0.00	0.00	6,639.95	0.00
<b>Total expenditures</b>	<u>56,892.85</u>	<u>142,953.09</u>	<u>81,197.95</u>	<u>0.00</u>	<u>32,577.41</u>	<u>0.00</u>
<b>Excess expenditures over revenues</b>	(28,938.33)	(140,403.18)	(78,757.55)	13,852.56	(22,767.23)	5,859.28
<b>Fund balances - beginning</b>	<u>268,506.32</u>	<u>239,567.99</u>	<u>99,164.81</u>	<u>20,407.26</u>	<u>34,259.82</u>	<u>11,492.59</u>
<b>Fund balances - ending</b>	<u>239,567.99</u>	<u>99,164.81</u>	<u>20,407.26</u>	<u>34,259.82</u>	<u>11,492.59</u>	<u>17,351.87</u>

Forfeiture detail

Description	Year Purchased	Amount
Kid proof	2012	500.00
FileOnQ upgrade-Justice	2012	13,600.00
FileOnQ upgrade-Treasury	2012	4,400.00
ProForce Taser trade	2012	38,392.85
	<b>2012 Total</b>	<b>56,892.85</b>
Picturelink Photo Imaging System	2013	10,094.75
72 Rifles	2013	102,406.00
Bailout bags	2013	8,612.00
Table and chairs	2013	9,581.85
Gun Storage Room	2013	7,966.00
Taser cartridges	2013	3,915.95
Tactical Vests	2013	376.54
	<b>2013 Total</b>	<b>142,953.09</b>
Tactical Vests	2014	2,310.30
Ammunition	2014	14,900.00
Locking Rack System	2014	2,220.00
Krav Maga arrest control system	2014	1,500.00
Storage lockers for personal items	2014	4,860.00
2014 Ford Police Utility	2014	27,215.00
Radio equipment for 2014 Ford Police Utility	2014	645.95
Tint front windows for 2014 Ford Police Utility	2014	59.00
Emergency lighting/Siren for 2014 Ford Police Utility	2014	3,714.41
Emergency lighting/undercover EMATT truck	2014	2,773.29
Coplogic online reporting system	2014	21,000.00
	<b>2014 Total</b>	<b>81,197.95</b>
Practice ammunition	2016	13,900.00
2011 Honda motorcycle	2016	3,000.00
2 rifles + accessories	2016	2,760.90
Swat team equip	2016	7,713.70
Impact Team Furniture	2016	5,202.81
	<b>2016 Total</b>	<b>32,577.41</b>
	<b>Grand Total</b>	<b>313,621.30</b>




# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 1, 2017  
Re: Council Request 17-057

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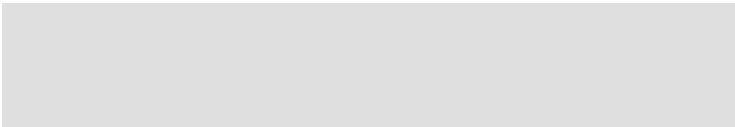
A Councilmember requested a description of the culture of the department and why we have attrition of officers when special assignments are not available. Would like to understand why a strong neighborhood-policing model would not prove to be an enticing culture to retain officers.



It has been my experience and professional opinion that individuals come to the Englewood Police Department and other police departments throughout the country because they want to serve their community especially if that City, such as Englewood, possesses a strong community-policing model. It has also been my experience that when officers come to the Englewood Police Department (and other departments throughout the country) that they possess strong career development goals. Many new officers aspire to be on the SWAT Team, Drug Task Force, etc. in order to grow and serve their community in a variety of assignments. Professional growth can be achieved while in the Patrol ranks yet most officers believe that their skills are honed in these Special Assignments.

Englewood is considered a medium size police agency but when staffing levels are stressed those assigned to Special Assignments are transferred out of that Special Assignment in order to meet organizational needs. Larger agencies do not necessarily have this type of staffing crisis based mainly on the fact that they have more personnel. This ability of the larger agencies to staff Special Assignments without worry of being transferred out is most certainly attractive to newer officers.

Finally, on occasion, newer officers leave to join a large police agency based upon the fact that Special Assignments within the Englewood Police Department are not often available and can become quite competitive when they do become available.



Some large agencies also offer pay incentives for Special Assignments, which Englewood does not.

# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 2, 2017  
Re: Council Request 17-060

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A Council member requested a census/population growth chart for the last 5 years.  
Please see the attached two sheets.

## John Collins

**From:** Kathleen Rinkel  
**Sent:** Tuesday, April 25, 2017 7:42 AM  
**To:** John Collins  
**Cc:** Sam Watson  
**Subject:** Council Requests - Census and Housing

I had this information in our Financing Official Statement that we're developing for the Sale of Bonds. Thought it might be helpful:

### Population

The following tables set forth population statistics for the City, Arapahoe County (the "County"), the Denver metropolitan statistical area (comprised of Adams, Arapahoe, Boulder, Arapahoe County, Denver, Douglas and Jefferson counties) (the "DMA") and the State of Colorado (the "State").

Year	Population							
	City of Englewood	Percent Change	Arapahoe County	Percent Change	DMA	Percent Change	Colorado	Percent Change
1970	33,695	--	162,142	--	1,238,273	--	2,207,259	--
1980	30,021	(10.90)%	293,621	81.09%	1,618,461	30.70%	2,889,964	30.93%
1990	29,387	(2.11)	391,511	33.34	1,848,319	14.20	3,294,394	13.99
2000	31,727	7.96	488,896	24.87	2,401,501	29.93	4,301,261	30.56
2010	30,255	(4.64)	572,003	17.00	2,784,228	15.94	5,029,196	16.92
2015 <sup>1</sup>	32,879	8.67	630,564	10.24	3,075,701	10.47	5,456,584	8.50

<sup>1</sup> Estimate.

Sources: U.S. Department of Commerce, Bureau of the Census, and Colorado Division of Local Government, Demography Section

### Housing Stock

The following table sets forth information on housing units in the City and the County.

	Housing Units			
	2000	2010	Percent Change	2015 <sup>1</sup>
Englewood (City of)	14,916	15,478	3.77%	15,796
Arapahoe County	196,835	238,301	21.07	246,937

<sup>1</sup> Estimate.

Source: U.S. Department of Commerce, Bureau of the Census

Kathleen Rinkel, CPA, CMA  
Director of Finance and Administrative Services  
City of Englewood  
1000 Englewood Parkway, 3-213  
Englewood, CO 80110  
(303) 762-2401  
krinkel@englewoodco.gov



Year	Population	Increase	Percent Change
2010	30,255		
2011	30,778	523	1.73
2012	31,222	444	1.44
2013	31,583	361	1.16
2014	32,394	811	2.57
2015	32,879	485	1.50
2016	33,773	894	2.72



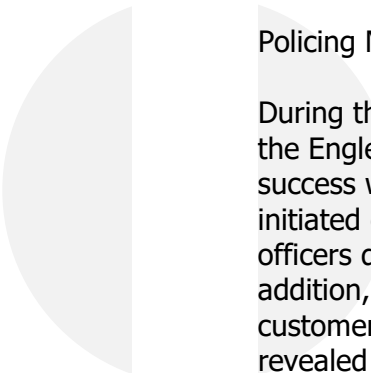
# Memorandum

To: Eric Keck, City Manager  
CC:  
From: John M. Collins, Chief of Police  
Date: May 1, 2017  
Re: Council Request 17-061

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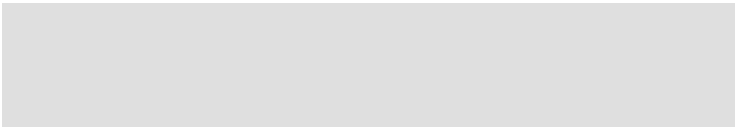
A Councilmember requested that I provide an analysis of my policing methodology change and its impact upon the City.

## Policing Methodology:



During the latter part of 2014, I concluded that decades old policing strategies that the Englewood Police Department deployed needed to be refined. An officer's success was often determined by whether or not they achieved their officer-initiated expectations. Although officer-initiated activities were only a part of what officers did, we historically focused too much attention on that aspect of the job. In addition, these practices compromised an officer's ability to provide quality customer service, which we claimed to be our #1 goal. In 2014, a Citizens Survey revealed that the general fear of crime and disorder exists throughout the community. Part of my conclusion was that we as a police department were very efficient yet not very effective in reducing the fear of crime and disorder within our community.

My vision for the organization was to empower officers to focus on addressing problems/concerns/hot spots in the community. I explained to all employees that we needed to get out of our cars, to interact with the community, and to improve our abatement of hot spots and crime trends. What this meant to the employee was to spend as much time necessary with each member of the community so that we can adequately address their concerns. It is policing with a purpose. There has never been an internal Crime Analysis Program that would help us in identifying hot spots and trends. An internal employee has been receiving training in Crime Analysis and she is quickly on her way to achieving certification as a Crime Analyst.



She has been integral in quickly identifying trends and has been directly involved in the resolution of major crimes, including one recent homicide.

Having deployed a very good Crime Analysis program, we are now able to quickly identify hot spots, such as the City Center, and to rapidly deploy resources in order to eliminate that problem. Those resources come from the Patrol and Impact Team ranks when they are available. A result of this new philosophy is that arrests were expected to increase and they did. The ultimate goal is to have fewer arrests and crime within the community.

We have combined the resources of several departments (Fire Marshal, Code Enforcement, Impact Team, Patrol Operations, Building Department and the District Attorney's Office) to attack chronic problem locations throughout the City. By combining these resources, we are better able to resolve long-standing problem locations effectively. This concept has caught on with other jurisdictions and has been regarded as a very good problem-solving tool.



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**To:** Mayor Jefferson and Members of City Council  
**From:** Tamara Wolfe, Court Administrator  
**Date:** May 3, 2017  
**Subject:** Council request 17-063

*Council requested information concerning proactive human service case management options.*

During the Court's budget overview to City Council on April 24, 2017, staff indicated it may be appropriate to utilize alternative options in dealing with defendants that may suffer from mental health concerns, substance abuse, and/or homelessness. Previous discussions concerning alternative approaches have occurred between the court, police department and prosecution. Providing such an outreach option will require coordination between not only the aforementioned entities, but also additional outside agencies.

At this time, the Court is in the process of researching best practices and evaluating what other municipal courts encounter while utilizing alternative policies and procedures. The Court will be prepared to share with Council at a future budget review the intent of use and any potential associated costs.



---

**To:** Mayor Jefferson and Members of City Council  
**From:** Tamara Wolfe, Court Administrator  
**Date:** May 5, 2017  
**Subject:** Council Request 17-064

*Council requested salary information regarding potential increases for associate judges.*

During the court budget overview, the Council Members were advised that the Court would be requesting an increase for associate judge salaries for the fiscal year of 2018. The additional pay increase is warranted due to Englewood having the most restrictive associate judge requirements; they must live in and be registered voters of Englewood, and also being the lowest paid in the metro area. The current pay rate for Englewood associate judges is \$50 per hour. Below is a chart of the last known pay rates for area associate judges.

Arvada	\$90.00/hour; \$350/half day; \$700/day
Aurora	\$62.72/hour
Boulder	\$75.00/hour
Broomfield	\$60.00/hour
Fort Collins	\$75.00/hour
Greeley	\$75.00/hour
Lakewood	\$70.70/hour
Longmont	\$100.00/hour
Loveland	\$75.00/hour
Thornton	\$78.00/hour
Westminster	\$60.00/hour
Wheat Ridge	\$60.00/hour

Associate judges only serve on an as-needed basis and will vary from year to year depending on case load, conflicts, illnesses, etc. Hours of coverage of all associate judges for years 2012 thru 2016 are listed below.

<b>Year</b>	<b>Hours of Coverage</b>
2012	154
2013	152
2014	166
2015	212.5
2016	258

The Court looks forward to further discussions regarding this matter during a future budget review. Thank you.

**TO:** City Council

**THROUGH:** Eric A. Keck, City Manager

**THROUGH:** Dave Henderson, Director of Public Works

**FROM:** Larry Nimmo, Right-of-Way Services Manager

**DATE:** May 9, 2017

**SUBJECT: STREET LIGHTS OUT ON BROADWAY  
COUNCIL REQUEST NO. 17-066**

Mayor Jefferson requested an inventory and repair of lights that are out in along South Broadway.

The street lights on Broadway from Yale Ave. to the south City limit were inspected on May 2, 2017, at approximately 9:00pm. Twenty-two lights were not working, with twelve out between Yale and Kenyon. This outage was reported to Xcel Energy on May 3. A follow up call with Xcel on May 9 reported all repairs in the down town section had been completed. On May 10 city staff verified these lights had been repaired; however, Broadway south of Kenyon is still experinecing outages. Staff will follow up with Xcel on repair of these lights.