



Council Request Update

September 14, 2017

Council Request: 17-088

Assigned to: Finance and Administrative Services

Request: Testimony from the Englewood Depot Hearing. Who has the right to buy?

Response: Please see attached from Director of Finance and Administrative Services Kathleen Rinkel.

Council Request: 17-144

Assigned to: Finance and Administrative Services

Request: Provide the bid tabulation for the Waste Management contract

Response: Please see attached from Director of Finance and Administrative Services Kathleen Rinkel.

Council Request: 17-149

Assigned to: Police Department

Request: Is it legal for some to live in an RV in Englewood?

Response: Please see attached from Code Enforcement Supervisor Dave Lewis.



Response to Council Request 17-088

To: City Council
From: Kathleen Rinkel, Director of Finance and Administrative Services
Date: August 16, 2017
Subject: Testimony from the Englewood Depot hearing. Who has the right to buy?

The audio of the meetings listed below are available at: <http://www.englewoodco.gov/inside-city-hall/city-council/agenadas-and-minutes/agenadas-and-minutes/2013-agenadas-and-minutes>.

At the March 4, 2013, Regular City Council Meeting, Council received this information: Deputy City Manager Michael Flaherty informed Council that three proposals were received through the Englewood Depot Request For Proposal process. The proposals received were from two organizations and one from an individual. The organizations include: The Englewood Historical Preservation Society and the Englewood Urban Farm. The proposal from the individual is from sole proprietor Tom Parson. An Executive Session has been set for March 25, 2013, to review the substance of the proposals.

There was an Executive Session was held on this issue on March 25, 2013.

Tom Parson, and several residents, spoke on this issue at the April 1, 2013, and the May 6, 2013, Regular City Council Meetings.

Several residents spoke on this issue at the July 1, 2013, Regular City Council Meeting.

Several residents spoke on this issue at the August 5, 2013, Regular City Council Meeting and Council Bill No. 35, authorizing the sale of the Englewood Depot Property to Tom and Patti Parson, was approved on first reading.

Tom Parson and several residents spoke on this issue at the August 19, 2013, Regular City Council Meeting and Ordinance No. 43, Series of 2013 (Council Bill No. 35), authorizing the sale of the Englewood Depot Property to Tom and Patti Parson, was approved on final reading.

In addressing who has the right to buy the property, this is a matter that City Council will need to address with the City Attorney due to complexities.

Please let me know if you have any questions.

Sincerely,

Kathleen Rinkel, CPA, CMA
Director of Finance and Administrative Services
krinkel@englewoodco.gov
(303) 762-2401





Response to Council Request 17-144 Follow-up

To: City Council
From: Kathleen Rinkel, Director of Finance and Administrative Services
Date: September 7, 2017
Subject: Waste Management Baseline Determination

We have re-attached the Baseline report from Expense Reduction Analysts (ERA) for Waste Services. In this report there are several sections that explain the process that ERA used to develop our Baseline Costs:

- Section 4 – Explains the data gathering of our incumbent suppliers costs and services
- Section 5 – Includes summary level information as to how ERA analyzed the data
- Section 6 – Explains how the Baseline costs were developed
- Section 7 – Identifies how the Savings will be calculated

The Baseline is an estimate. Actual cost savings are calculated based on the invoices from the new supplier.

Please let me know if you have any questions.

Sincerely,

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





Expense Reduction Analysts

City of Englewood Waste Service Baseline Report

November 22, 2016

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All information presented in this Report is made in good faith based on the information available to Expense Reduction Analysts at the time it was prepared and is subject to the influence of third parties, including the client, over which ERA has no control. Expense Reduction Analysts, Inc. and its Consultants, Employees, Subcontractors and Agents will not be liable — except as the law requires — for any loss or other consequences arising out of information contained in this Report.

1 Introduction

The City of Englewood (the City) has engaged Expense Reduction Analysts (ERA) to review its Waste Service expenses. Our objective is to ensure that you are receiving the best value for each dollar spent for products and services in this Category.

ERA will use its industry knowledge, market intelligence, and negotiating skills to validate current expenditures, compare unit costs against benchmark data, and identify alternate sources and solutions to realize savings.

The ERA cost review process consists of 10 steps:



The Client Agreement was signed on August 4, 2016 and the project commenced on October 17, 2016. We have completed Project Launch through Market Analysis and are at the Baseline Report step. In this report, we will review:

- Locations and services included/out of scope for this project
- Services included in this project
- Supplier relationships and agreements
- Product specification requirements
- Quality and service requirements
- Baseline unit costs
- Methodology for calculating savings
- Next steps, including a project plan and an approximate timeline

We will focus on like-for-like offers and consider other potential expense reduction opportunities that might be obtained by improving business processes or through offering alternate solutions.

2 Initial Review and Scope of Work

ERA initially reviewed all of the City's suppliers listed under the City's expense type, Sanitation Trash Services, as listed below, with total spends for January-September 2016 (nine months) of \$314,100. The bolded suppliers in Table 2.1 were determined to be within the scope of this project.

Table 2.1: Sanitation Trash Services Spend, Jan-Sep 2016

	Total
Secure On-Site Services	
Purification	215,852
Waste Management	
Grit & Rags	20,149
Porta Potties	4,650
Trash	34,904
Trash/Rcy	3,405
Recycling	13,104
Hazardous Waste	1,511
Liberty Waste Mgmt	
Porta Potties	6,973
Pest Express	
Pest Control	4,145
Orkin	
Pest Control	4,039
Oxford Recycling Inc	
Construction Waste	4,027
Waste Connections	
Trash	1,251
Home Depot	
N/A	48
Total	\$ 314,058

To properly understand current costs paid by the City for the in-scope waste services and to establish a Baseline against which to measure our impact on these costs, we reviewed purchase history data from Waste Management, Waste Connections and Liberty Waste. See Table 2.2 below.

Table 2.2: In-Scope Waste Services, Jan-Sep 2016

	Total	Annualized
Waste Management		
Grit & Rags	20,149	
Porta Potties	4,650	
Trash	34,791	
Trash/Rcy	3,405	
Recycling	13,104	
Hazardous	1,511	
Liberty Waste Mgmt		
Porta Potties	6,973	
Waste Connections		
Trash	1,251	
Total	\$ 85,835	\$ 114,446

Table 2.3: Trash and Recycling Hauling Locations

ERA reviewed historical service activity and expenditures during the period of January through September 2016 (nine months) for the following locations:

Location	Address
Acoma Fire	4830 S Acoma
Allen Water Plant	1500 W Layton Ave
Animal Control	3629 S Fox St
Belleview Park	1101 Belleview Ave
Civic Center	1000 Engelwood Pkwy
Golf Course	4000 S Clay St
Malley	3380 S Linclon St
Pirates Cove	1225 W Belleview Ave
Police/Fire	3615 S Elati St
Rec Center	1155 W Oxford Ave
Service Center	2800 S Platte River Dr
Tejon Fire	3075 S Tejon St
WWTP	2900 S Platte River Dr

It is essential that all locations are identified. Based on the list above, are you aware of any that may have been over looked?

The scope of this Waste Service project will include the following sub-categories:

- Trash
- Comingled Recycling
- Port-a-Potty Rental

The current trash hauling equipment consists of 2,3,4, 6 and 8-yard dumpsters as well as 30-yard roll-off bins. Pickup schedules vary from daily to every-other-month pick-up and on-call pickups.

Historical pricing within the scope of this project was extrapolated to identify pricing baselines and annual expenditures. Specific details are found in Section 5, Data Analysis and the Appendix.

After establishing the Baseline price for the services under review, ERA will conduct a comparative market analysis, which will include issuing a Request for Proposal, to accurately compare responses and identify service and pricing opportunities with industry benchmarks.

3 Key Considerations

Matching your product and service needs to the capabilities of qualified suppliers is of prime importance. ERA will utilize our resources to help you achieve this goal. We have identified several service-related criteria that we feel are important in the selection of a supplier:

Service and Quality Criteria

1. Meet or exceed the City's servicing requirements
2. Competitive pricing for hauling services
3. Consistent pickups per schedule or timely on-call service response
4. Accommodation of seasonal demand schedules and special events
5. Clear and accurate invoicing including consolidation of invoices whenever possible – there are currently ~26 separate monthly invoices

Please advise if you agree and add any additional service requirements that should be considered to possibly make a supplier change.

4 Incumbent Suppliers

ERA obtained accounts payable data from the City and recent invoices from Waste Management, Waste Connections and Liberty Waste that reflect current expenditures by location by waste stream for the suppliers identified as in-scope in Table 4.1 and Table 4.2 on the following pages.

Table 4.1: Waste Expenditure by Location/Type Jan-Sep 2016 (Not Annualized)

	Waste Management	Waste Connections
Acoma Fire		
Trash	756	
Allen Water Plant		
Recycling	985	
Trash	1,707	
Animal Control		
Trash	706	
Belleview Park		
Trash	2,614	
Civic Center		
Recycling	1,998	
Trash	6,491	
Golf Course		
Recycling	1,777	
Trash	1,192	1,251
Malley		
Trash/Rcy	3,405	
Pirates Cove		
Recycling	1,011	
Trash	967	
Police/Fire		
Recycling	2,048	
Trash	2,103	
Rec Center		
Recycling	430	
Trash	1,422	
Service Center		
Recycling	1,710	
Trash	10,114	
Tejon Fire		
Recycling	871	
Trash	695	
WWTP		
Grit & Rags	20,149	
Recycling	2,273	
Trash	6,025	
N/A		
Hazardous	1,511	
Total	\$72,960	\$1,251

Table 4.2: Porta-Potty Expenditure Jan-Sep 2016 (Not Annualized)

Porta Potties	
Liberty Waste Mgmt	6,973
Parks	3,636
Golf Course	2,142
Belleview Park	1,024
Centennial Park	85
Miller Field	85
Waste Management	
N/A	4,650
Total	\$11,623

We understand that the City is generally satisfied with the current service levels provided by Waste Management and unsatisfied with Liberty Waste Services porta potties. ERA will explore alternatives to Liberty with alternative licensed vendors including All Bright Sanitation, Alpine Disposal, American Disposal Services, Lies Waste Systems, Packman Disposal Services, Waste Connections and Waste Management. Please let us know if you have additional suggestions or wish any of the options suggested to be removed from our list.

Alternate Suppliers

ERA is not aware of any extraneous relationships which would impact consideration of an alternate supplier. Although current supplier relationships are well-established, ERA assumes the City is open to changing suppliers based upon financial benefits and will consider alternate supplier options based upon the value of those benefits.

ERA understands a supplier change may include non-quantifiable risks and must be off-set by savings including the same or improved service levels. The City will determine if the savings and service levels proposed by new supplier(s) offer compelling reasons for making a change. Based on our discussions and analysis to date, it is ERA's understanding that the City will seriously consider alternative options which ERA may present.

Supplier Agreements

ERA has not been made aware of any Contracts / Supply Agreements between any incumbent supplier and the City that would prevent or restrict the City from changing suppliers or doing business with an alternate supplier. If the City has entered contracts with selected incumbent suppliers, the nature of which could prevent or restrict the City from changing suppliers or doing business with an alternate supplier, we will need to obtain copies of these agreements to understand the parameters and any impact they may have upon our activities or the opportunities that may exist in the marketplace.

ERA needs to understand the potential impact that the Tabor laws may have on our leverage to negotiate better terms based on the potential for a multi-year commitment.

5 Data Analysis

The historical supplier data reviewed by ERA determined that the City’s in-scope Waste Service expenditure was \$85,800 for the period of January through September 2016. We observed there is a seasonal nature to the cost in the summer months, as indicated in Figure 5.1 and mitigated in Figure 5.2 with the removal of four extraordinary roll-off hauls and porta potty rental.

Figure 5.1: Waste Service Paid Invoices January – September 2016

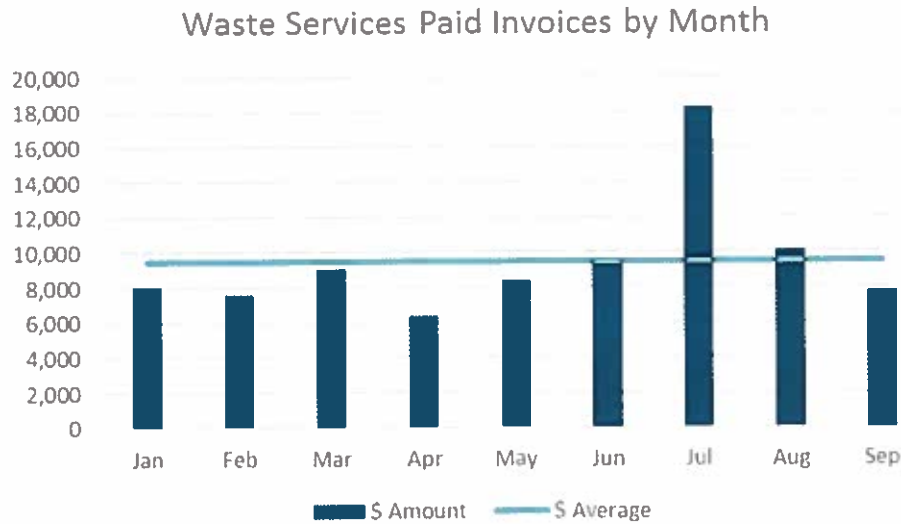
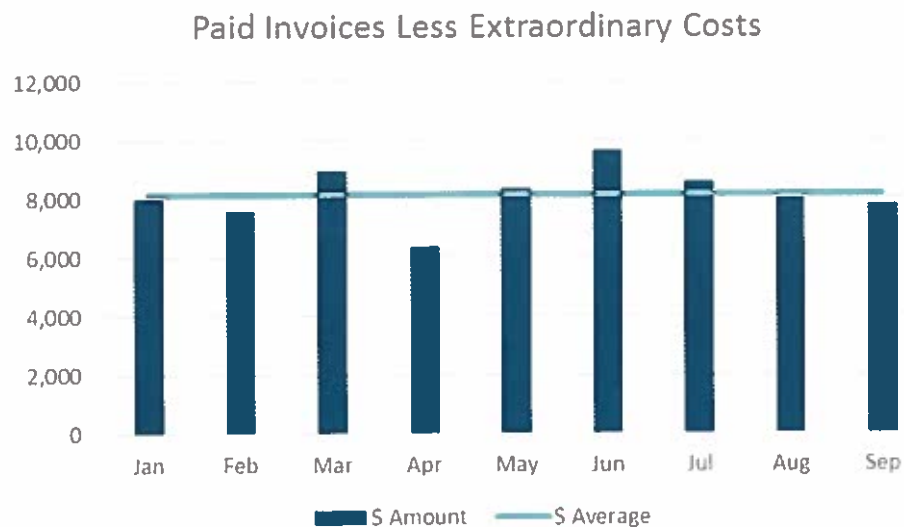
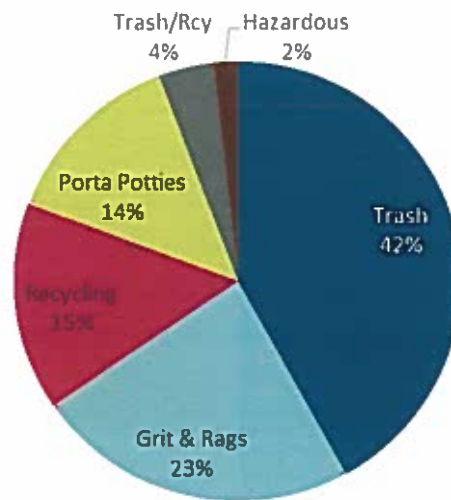


Figure 5.2: Waste Service Expenditure January – September 2016 Less Extraordinary Expenses



- Extraordinary costs in July and August include extra screening & grit removal, Service Center hauls and the event rental of WM porta potties.
- Pirates Cove also impacts summer variability.

Figure 5.3: Percentage of Waste Cost by Sub-Category



6 Baseline Pricing

This Report presents the current pricing structure the City is receiving from its suppliers. Baseline pricing is determined by taking the most recent applicable billing rate or unit cost, plus taxes and fees, as representative of the current spend on each item or service. These combined costs are then used to establish a baseline cost for all services purchased during the sample period.

Prior to a final savings calculation, we will complete a second verification of Baseline pricing based on the most recent supplier pricing available at that time. The baseline spend may be adjusted to reflect the findings.

7 Savings Calculations

Savings are calculated by comparing the actual invoice cost and the baseline price, multiplied by the monthly transactions or unit volume. Savings will be calculated from supplier invoices. The actual savings for the 24-month review period includes the following components:

- Contract items – savings will be calculated by subtracting the new price from the baseline price, multiplied by the units/services purchased (baseline price - new price*units = actual savings).
- Reducing item costs has a corresponding reduction in tax and miscellaneous fee liability and will be itemized and considered in the savings calculation.
- All incentives, credits or rebates from the recommended supplier(s) during the 24-month period, over and above the actual savings calculation above and including savings through the limitations in annual increases.

- The net financial benefits from any improvements to processes and/or procurement methodologies implemented because of ERA's recommendations, over and above the actual savings calculation above, as monitored by ERA.
- Savings realized on like-items or like-item alternates determined to be acceptable to you.
- ERA will monitor for errors beyond contract compliance. For example, if the pricing for a service is incorrect per the terms we negotiate, we will address those errors at no charge. If we find additional non-contract billing errors, they will be treated as non-contract pricing errors and incremental non-contract savings will be applied.
- Note: Certain indexed prices can fluctuate – in accordance with underlying commodity prices – and may not be fixed under the terms of the current Supply Agreement. The original Baseline Price will be adjusted to reflect the impact of the increase or decrease for any index price changes, i.e. fuel surcharge.
- If the expenses in this category are often controlled by contracts with future expiry dates, the implementation may be done in phases as contracts expire and each phase shall have its own ERA project term beginning on the date it was implemented.
- ERA will monitor purchasing activity monthly or quarterly and will calculate actual savings on the basis described above. Each review will be accompanied by a detailed computation sheet.

8 Summary

Before proceeding to the next steps in the project, it may be useful to discuss important success factors and set expectations with all project stakeholders. We have found the following to be essential:

- Allowing all stakeholders impacted by the project to participate in meetings;
- Instructing all stakeholders to avoid supplier negotiations on any subject related to this project while underway;
- Clearly communicating to all stakeholders ERA's role in this project;
- Establishing a clear approval process for all stakeholders and explain that the goal of expense savings is to free up cash and put it back to work in your business;
- Committing to future meeting dates to keep the project on schedule.

9 Acknowledgment

ERA would like to thank Kathleen Rinkel, Dorothy Hargrove and Dave Lee for their valuable contribution in helping ERA compile the information used in this Report.

10 Next Steps

ERA has presented the Baseline information and methodology for the Waste Service project. In summary,

- Baseline prices were presented;
- ERA has been provided with copies of all current contracts and agreements applicable to the suppliers identified in this Report;
- The participating suppliers were identified;
- Calculation of future savings was presented and
- The City will notify ERA of any inaccuracies or need for corrections to this Report. Changes will be incorporated into future Reports.

Any additional comments arising from the presentation of the Report to be noted below:

ERA intends to issue a RFP to the incumbent supplier(s), not including Liberty Waste, along with additional qualified suppliers. Before commencing this stage, are there any special requirements for your organization such as public advertising, posting to a website, diversity or minority-owned business or organized labor that need to be considered?

The next steps and schedule for this project are proposed below:

Activity	Responsible	Target Date
Acknowledge Baseline methodology	City	11/22/2016
Issue Request for Proposal (RFP)	ERA	11/28/2016
Evaluate RFP results	ERA	12/5/2016
Present Options Report (tentative date /time)	ERA	12/12/2016
Implement selected Option	City / ERA	01/01/2017
Quarterly reviews to monitor savings	ERA	Quarterly

Appendix – Baseline Prices

Acct #	Pay Date	Location	Address	Type	Equip	CuYd	PU/ Wk	CuYd/ Mo	Amt	Service	Fuel/ Env	Env Chg	Cost Rec	Adm Chg	R Mat Offset	Serv Pln	Lock	Total
615822	07/01/16	Civic Center	1000 Englewood Prkwy	Trash	30-Yd	30	OC	N/A	373.00	285.00	32.50	37.76	12.78	5.00				373.04
241293	08/20/16	Civic Center	1000 Englewood Prkwy	Trash	8-Yd	8	5	173.2	692.91	556.89	136.02							692.91
297955	09/20/16	Civic Center	1000 Englewood Prkwy	Rcy	6-Yd	6		0.0	237.72	150.08	50.66		4.58	5.00		9.95	17.45	237.72
225591	10/20/16	Bellevue Park	1101 W Bellevue Ave	Trash	8-Yd	8	1	34.6	466.62	375.00	91.62							466.62
224126	08/20/16	Rec Center	1155 W Oxford Ave	Trash	6-Yd	6	2	52.0	181.28	145.69	35.59							181.28
282151	10/20/16	Rec Center	1155 W Oxford Ave	Rcy	6-Yd	6	OC	N/A	87.24	71.66		3.01	2.69	5.00	4.88			87.24
255321	08/20/16	Pirates Cove	1225 W Bellevue Ave	Trash	6Yd, 8Yd	14	OC	N/A	272.70	211.61	51.64		9.45					272.70
297954	10/20/16	Pirates Cove	1225 W Bellevue Ave	Rcy	6-Yd	6	OC	N/A	243.24	184.82	45.14		8.28	5.00				243.24
225330	09/01/16	Allen Water Plant	1500 W Layton Ave	Trash	30-Yd	30	OC	N/A	424.15	340.67	80.28							420.95
297950	09/20/16	Allen Water Plant	1500 W Layton Ave	Rcy	2-Yd	2	0.25	2.2	117.99	79.98	19.45		3.61	5.00		9.95		117.99
223453	05/20/16	Service Center	2800 S Platte River Dr	Trash	30-Yd	30	OC	N/A	463.05	374.75	88.30							463.05
297959	09/20/16	Service Center	2800 S Platte River Dr	Rcy	6-Yd	6	1	26.0	211.79	152.80	37.20		6.84	5.00		9.95		211.79
224429	08/20/16	WWTP	2900 S Platte River Dr	Trash	3-Yd	3	4	52.0	81.12	64.40	15.74							80.14
224429	08/20/16	WWTP	2900 S Platte River Dr	Trash	(2) 6-Yd	12	4	207.8	324.47	354.94	86.73							441.67
224429	08/20/16	WWTP	2900 S Platte River Dr	Trash	8-Yd	8	4	138.6	216.32	80.45	19.66							100.11
617710	08/01/16	WWTP	2900 S Platte River Dr	Trash	30-Yd	30	OC	N/A	534.50	406.22	128.28							534.50
297958	09/20/16	WWTP	2900 S Platte River Dr	Rcy	6-Yd	6	2	52.0	252.51	189.24	40.06		8.26	5.00		9.95		252.51
223565	08/20/16	Tejon Fire	3075 S Tejon St	Trash	2-Yd	2	1	8.7	85.58	68.78	16.80							85.58
297952	11/01/16	Police/Fire	3615 S Elati St	Rcy	3-Yd	3			247.99	179.65	45.29		8.10	5.00		9.95		247.99
297935	09/20/16	Malley	3380 S Lincoln St	Trash	3-Yd	3	1	13.0	403.02	172.82	40.00		13.84	5.00				231.66
297935	09/20/16	Malley	3380 S Lincoln St	Rcy	2-Yd	2	2	17.3	171.57	136.14	35.00							171.14
223479	08/20/16	Police/Fire	3615 S Elati St	Trash	3-Yd	3	3	39.0	248.64	199.82	48.82							248.64
297938	07/27/16	Tejon Fire	3075 S Tejon St	Rcy	2-Yd	2	1	8.7	118.04	79.98	19.53		3.58	5.00		9.95		118.04
252327	08/20/16	Animal Control	3629 S Fox St	Trash	3-Yd	3	1	13.0	80.02	64.31	15.71							80.02
224544	08/20/16	Golf Course	4000 S Clay St	Trash	3-Yd	3	2	26.0	135.02	108.51	26.51							135.02
300188	09/20/16	Golf Course	4000 S Clay St	Rcy	3-Yd	3	1	13.0	197.46	141.42	34.75		6.34	5.00		9.95		197.46
223596	08/20/16	Acoma Fire	4830 S Acoma	Trash	2-Yd	2	1	8.7	85.58	68.78	16.80							85.58



TO: Chief John Collins
FROM: Code Enforcement Supervisor David Lewis
DATE: September 13th, 2017
SUBJECT: Council Request 17-149

CR17-149

Requested by: Councilmember Yates: Is it legal for someone to live in an RV in Englewood?

Assigned to: Police Department

Based on the EMC it is NOT legal for someone to live in an RV:

16-5-4: - Accessory Uses.

D. *Prohibited Accessory Uses.*

1. *Prohibited in All Zoning Districts.* The following activities shall not be regarded as accessory to a principal use on any site and are prohibited in all zoning districts:
 - a. *Use of Travel Trailer or Recreational Vehicle (RV) as a Residence.* The use of a travel trailer as a residence, permanent or temporary, with the exception of a trailer approved as a temporary use for security under Section 16-5-5 EMC, shall be prohibited in all zoning districts.