



2024 Budget – Preliminary Session #1

Presentation 23-218

August 7, 2023

Agenda

- Strategic Plan
- Vision and Mission
- 2024 Budget Process Recap
- Budget Philosophy
- 2024 Budget Requests
- Draft CIP Presentation Follow-up
- Next Steps
- Questions?





Strategic Plan

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Strategic Plan

Purpose

Align City priorities across multiple years to achieve long-term outcomes.

How is this different from the Work Plan?

The Strategic Plan offers consistency wherein the Work Plan changes year-over-year. The Strategic Plan will remain flexible but should be the City's overall driving document.

For example, if Council wants to redirect priorities toward a new project, the Strategic Plan gives Council an understanding of the major work City Staff has already undertaken.



Strategic Plan

City Council's Six Goals

Infrastructure and Transportation

- Develop and maintain public infrastructure, facilities, and transportation to improve community appearance and encourage continued development.

Economic Development

- Promote a balanced, thriving, and inclusive city economy that cultivates, attracts, and retains business

Public Health and Safety

- Protect resident health, safety, and education by promoting public safety, environmental health, and sustainability.

Housing

- Address the full spectrum of housing needs, encourage sustainable development, and protect residents through enhanced oversight and balanced residential growth.

City Unity and Wellness

- Promote City unity and support our diverse community by encouraging community connectivity, fostering civic pride, and improving resident health and wellness

High-Performing Government

- Provide innovative, responsive, and transparent service to the community across all City departments by assessing and meeting service levels and demonstrating efficacy through key performance indicators and other metrics.

Strategic Plan Budget Alignment

- The Multiyear Strategic Plan encourages a phased approach to large-scale priorities.
- Each year, budget requests should drive towards completion of the coming year's objectives and tactics on the Strategic Plan.
- Budgets make priorities. If you are budgeting for something, it should either be for operational work or related to the Strategic Plan.
- The City's Vision and Mission will be incorporated in this alignment, too, once approved by Council.





2024 Budget Process Recap

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2024 Budget Process Recap

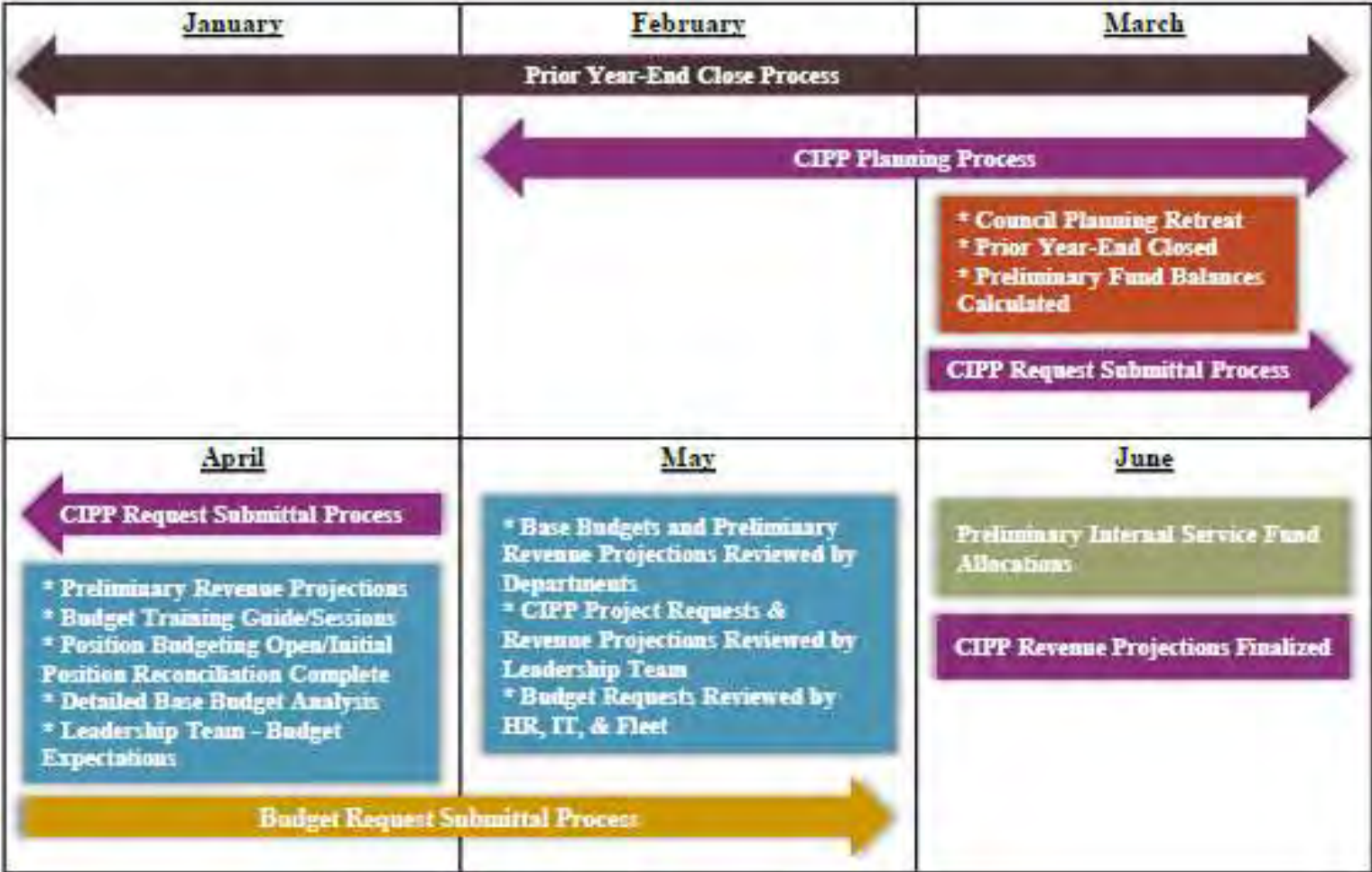
Key Components

- Revenue Projections
- Base Budget Development
- Position Budgeting
- Budget Requests
- Debt Payments
- Capital Needs



2024 Budget Process Recap

Budget Development Calendar



2024 Budget Process Recap

Budget Development Calendar

<u>July</u>	<u>August</u>	<u>September</u>
<ul style="list-style-type: none"> * Preliminary O&M Model and Source & Use Document Complete * Budget Requests Updated & Budget Request Book Built * Department Budget Meetings with CM/DCMs & Finance 	<ul style="list-style-type: none"> * Updated Requests Reviewed with Departments * Council Preliminary Budget Session(s) * Final Position Reconciliation Complete * Preliminary Valuations Received * O&M Model and Source & Use Document Revised 	<ul style="list-style-type: none"> * Council Budget Retreat * Final Budget Changes
<u>October</u>	<u>November</u>	<u>December</u>
<ul style="list-style-type: none"> Open Public Hearing on Proposed Budgets (City, GIDs, and URA) 	<ul style="list-style-type: none"> Close Public Hearing on Proposed Budgets (City, GIDs, and URA) 	<ul style="list-style-type: none"> Prior Year-End Close Process * Mill Levy Certifications * Budget at a Glance Document Prepared * Adopted Budget Book Printed & Posted On-line * Adopted Budget Filed with DOLA * GFOA Budget Book Award Submitted

2024 Budget Process Recap

Base Budget Development

- Base Budget
 - ✓ Analysis Framework used to review each line item
 - ✓ Use of actual data from prior three years
 - ✓ Management decisions/anomalies identified
 - ✓ Line items adjusted for inflation when appropriate
 - ✓ One time costs removed
- Budget Requests for additional needs beyond the status quo are considered outside of the base budget development



2024 Budget Process Recap

Base Budget Variances 2023 vs. 2024

General Fund	2023 Adopted Budget	2024 Base Budget	Variance
City Manager	\$ 6,417,866	\$ 7,587,105	\$ 1,169,239
Finance	\$ 10,187,412	\$ 10,311,130	\$ 123,718
Human Resources	\$ 2,100,086	\$ 2,439,226	\$ 339,140
Community Development	\$ 7,959,833	\$ 8,269,303	\$ 309,470
Public Safety	\$ 30,002,381	\$ 31,565,850	\$ 1,563,469
Public Works	\$ 21,772,036	\$ 23,146,353	\$ 1,374,317
Parks, Recreation & Golf	\$ 17,583,763	\$ 18,108,030	\$ 524,267
Legal	\$ 1,592,895	\$ 1,704,705	\$ 111,810
Legislative	\$ 835,273	\$ 881,010	\$ 45,737
Grand Total	\$ 98,451,545	\$ 104,012,712	\$ 5,561,167
Internal Services Funds	2023 Adopted Budget	2024 Base Budget	Variance
Information Technology	\$ 9,407,353	\$ 9,069,423	\$ (337,930)
Fleet	\$ 8,072,179	\$ 6,944,183	\$ (1,127,996)
Facilities	\$ 3,699,056	\$ 3,895,913	\$ 196,857
Grand Total	\$ 21,178,588	\$ 19,909,519	\$ (1,269,069)



2024 Budget Process Recap

Base Budget Variances Explained

City Manager's Office (Increase)

* Salary and Benefit increase of \$1,055,613 for Regular and Part Time Salaries, Retirement Benefits, and Salaries Personal Vehicle Reimbursement due to the addition of several positions in 2023.

* Purchased Services & Charges increase of \$82,926 for Facility Services and Computer Allocations, Training, Printing, and Council Events.

Finance (Increase)

* Salaries and Benefits increase of \$17,165 for Salaries Personal Vehicle Reimbursement, Overtime, and Life and Dental Insurance. \$76,760 increase for Benefits General Leave.

* Purchased Services & Charges increase of \$64,248 for Facility Services and Computer Allocations and Outside Services Audit Printing.

Human Resources (Increase)

* Salary and Benefits increase of \$196,794 for Regular and Part Time Salaries and Retirement Benefits.

* Purchased Services & Charges increase of \$64,248 for Facility Services and Computer Allocations, Recruiting and Advertising, and Career Development Training.

Community Development (Increase)

* Salary and Benefits increase of \$84,505 for Regular and Part Time Salaries and Retirement Benefits.

* Navigator Position moved to department from PRG

* Purchased Services & Charges increase of \$213,865 for Vehicle, Facility Services, and Computer Allocations. Other Operating Expenses/Credit Card Fees decrease of \$45,000 based on prior year actuals.

* Materials & Supplies increase of \$11,100 for Office Supplies General and Operating Supplies General.

Public Safety (Increase)

* Salary and Benefits increase of \$1,269,387 for Regular and Part Time Salaries and Retirement Benefits.

* Increase of \$269,490 to large contract items (ADCOM, Victim Services).

* Increase of \$54,750 to Operating Supplies and Equipment.

2024 Budget Process Recap

Base Budget Variances Explained

Public Works (Increase)

- * Salary and Benefit increase of \$372,591 for Regular and Part Time Salaries and Retirement Benefits.
- * MyC3 program added several positions and \$449,000 increases to outside services
- * Estimated \$250,000 increase to the Refuse removal contract
- * Inflationary increase of \$162,500 to Operating Materials and Supplies

Parks, Recreation & Golf (Decrease)

- * Salary and Benefit increase of \$373,808 for Regular and Part Time Salaries and Retirement Benefits.
- * Reduction of \$224,889 for Golf Course Restaurant operations due to renovation schedule.
- * Capital Outlay equipment increase of \$85,000 throughout the department.

Information Technology (Decrease)

- * Salary and Benefit increase of \$248,555 for Regular Salaries and Retirement Benefits (Position Reclasse)
- * Computer and Network Allocation increase of \$666,341 driven by increased operations and replacement costs
- * Increases offset by lowering of Transfer amount of \$1,300,000.

Fleet (Decrease)

- * Salary and Benefit increase of \$22,248 for Regular Salaries and Retirement Benefits.
- * Inflationary increase of \$162,200 for Operating Materials and Supplies.
- * Increases offset by decreases in Transfer amount (\$517,000), Depreciation (\$206,681) and Capital Outlay (\$318,750)

Facilities (Increase)

- * Salary and Benefit increase of \$14,757 for Regular Salaries and Retirement Benefits.
- * Inflationary increase of \$87,500 for Outside Services and \$21,000 for Operating Supplies
- * Decrease of \$75,000 in Capital Outlay Equipment Needs.



Budget Philosophy

Budget Philosophy

The Four Building Blocks

1. Pragmatic moderate approach – **producing** measurable results
2. Fiscal discipline and accountability – **delivering** specific targets within available means
3. Resource allocation – balanced, long-term, **linking** to City’s vision, mission, and goals
4. Functional process – **blending** politics and competing visions to reach mutually beneficial solutions that serve the community





Next Steps



Next Steps

Key Budget Calendar Dates

Date	Activity
08/14/23	Preliminary Budget Session #2
08/21/23	Preliminary Budget Session #3
09/11/23	Council Budget Retreat
10/16/23	Open Public Hearing on Budget
11/06/23	Final Budget Hearing/Adoption



Next Steps

Preliminary Budget Session #2

- Fund Balance Review
- Revenue Projections/Trends
- Draft Source & Use Document
- More Detailed Budget Request Review
- Follow up from 8/7/23 Session



Next Steps

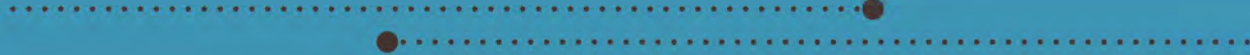
Preliminary Budget Session #3

- Legislative Budget
- Follow up from 8/14/23 Session
- Plans for 9/11/23 Council Budget Retreat





Draft CIP Presentation Follow-up



CIP Project Follow-up

Council Winter Retreat (2/24/23) – List of 239 Projects

- 115 operational projects
- 124 capital projects
- See summary below for high level status report of the 124 capital projects
- See Capital Project Status List included in agenda packet for complete list of projects

Summary	
<u>Project Quantity</u>	<u>Project Status</u>
107	Active Projects
1	2K Project Contingency
3	Duplicate/Consolidated Projects
11	Closed/In Process of Being Closed Projects
2	Unfunded Projects
124	Total



Questions?

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Opportunity for questions and further discussion.

**2024 Budget Request Summary
July 14, 2023**

Request Title	Request Priority	2024 Cost	7/14/23 Budget Retreat Yes/No
Community Development			
CDBG Consolidated Plan	1	50,000	Yes
Executive Administrative Supervisor	2	107,238	Maybe
Housing Services Supervisor	3	106,551	No
Rental and Mortgage Assistance	4	500,000	Maybe
Sr. Comm Navigator Homeless Outreach	5	151,830	Maybe
iPads for Code Enforcement	6	14,400	No
CWB Support Specialist	7	81,996	No
Senior and Family Community Navigator	8	151,235	Maybe
iPads - Managers and Director	9	9,000	No
Office Renovation	10	200,000	Maybe
Software System	11	20,000	Yes
Home Consortium	12	20,000	Yes
Planning Architect	13	145,088	Maybe
CD - Community Development Total		1,557,338	
City Manager's Office			
Office of Energy and Environment- CMO	1	127,000	Yes
Strategic Communications Support-CMO	2	90,000	Maybe
Innovation Specialist - Position Add-COI	1	103,495	No
Special Events Coordinator-CR	1	114,469	No
Community/Cultural Events-CR	2	100,000	Yes
Community Relations Liaison-CR	3	105,533	No
Economic Development Incentive Fund-ED	1	500,000	No
Administrative Specialist III - ED	2	81,996	Maybe
Workforce and Industry Cluster Study-ED	3	60,000	Yes
Municipal Court Probation Officer-MC	1	90,170	Yes
CM - City Manager Total		1,372,663	
Human Resources			
Additional NeoGov Modules	1	82,038	Yes
Human Resources Business Systems Manager	2	157,946	Yes
External Training for Diversity, Equity, and Inclusion	3	30,000	No
ADA and Leave Analyst	4	103,707	Maybe
HR - Human Resources Total		373,691	
Information Technology			
Network Infrastructure Hardware Refresh	1	1,200,000	Yes
Network Administrator	2	131,202	Yes
AV Refresh at Eagle Pointe	3	450,000	Yes
Service Desk Analyst	4	75,549	No
System Analyst	5	127,030	Yes
IT - Information Technology Total		1,983,781	

2024 Budget Request Summary
July 14, 2023

Request Title	Request Priority	2024 Cost	7/14/23 Budget Retreat Yes/No
Legal			
Software For Legal Document and Matter Management	1	48,229	Yes
Office Renovation/Expansion	2	115,000	Maybe
LE - Legal Total		163,229	
Public Safety			
18 Police Officers	1	2,501,834	No
2 Sergeants	2	445,740	Yes
CALEA Accreditation Manager	3	105,908	Yes
Power Engage Platform	4	70,000	Yes
Automated License Plate Reader (ALPR) Expansion	5	121,300	No
New Records Management System - AXON	6	300,000	Yes
Pole Cameras for Investigations	7	75,000	No
Records Management System Supervisor	8	124,918	Yes
Accurint Trax Virtual Crime Center	9	25,000	Yes
Track & GO	10	140,000	No
2 Unmarked Vehicles	11	60,000	No
Multi-Purpose Armored Rescue Response Vehicle	12	400,000	No
PD - Public Safety Total		4,369,700	
Parks Recreation & Golf			
Recreation Coordinator – Fitness/Wellness	1	87,049	No
Recreation Coordinator – Indoor/Outdoor Rental Coordinator	2	87,549	No
Bison Ridge Office Remodel	3	500,000	No
Facility Ranger	4	144,427	No
Eagle Pointe Aquatics Pool Re-plaster	5	200,000	Yes
Food and Beverage Assistant	6	66,899	No
Building Attendant Buffalo Run	7	55,301	Maybe
PRG - Parks, Recreation and Golf Total		1,141,225	
Public Works			
Deputy Director - CIP	1	179,031	Yes
Deputy Director – Transportation & Mobility	2	179,031	Maybe
Traffic Operations Engineer	3	187,043	Yes
Project Inspector	4	201,924	Yes
Construction Inspector 1	5	141,104	No
Construction Inspector 2	6	141,104	No
Right-of-Way Litter Abatement	7	500,000	No
Fleet Management Software Upgrade	8	120,000	No
Asset Manager	9	145,252	No
CIPP Project Manager	10	157,139	No
4 Parks Operations Technicians	11	487,065	No
Replacement of Event Support Trailer	12	24,000	No
PW - Public Works Total		2,462,693	
Grand Total		13,424,320	

2024 Budget Request Summary
July 14, 2023

Totals (All Requests)			
Yes	No	Maybe	Grand Total
\$4,503,179	\$7,040,715	\$1,880,426	\$13,424,320

	General Fund	2K	Retained Earnings
Initial Surplus	\$ 2,437,066	\$ 3,324,528	
Personnel	\$1,489,367		-
Expense	\$1,163,812	\$200,000	-
IT Retained Earnings	-	-	\$1,650,000
Fleet Retained Earnings	-	-	-
CIP Transfer			
Total	\$ 2,653,179	\$ 200,000	\$ 1,650,000
Impact to General Fund	\$ (216,113)	\$ 3,124,528	

Draft Five-Year CIP Follow-up Capital Project Status List

At the Winter Retreat on 2/24/23, City Council was provided a list of 239 Projects, of which 124 were capital projects. The list below contains the 124 capital projects from the Winter Retreat list with details regarding the current status of each of these projects.

Ref #	Project	Project Status
1	001 - Second Creek Park	Active
2	002 - Projects N/R Loop & Connections	Active
3	004 - Sandcreek/Wetland	Active
4	006 - Eagle Point Kitchen	Active
5	007 - ADA Compliance	Combined with 100 - ADA Compliance Project in CMO
6	008 - Projects PRG Preservation	Active
7	009 - Bison Ridge Site Planning	Active
8	012 - Buffalo Highlands Oasis	Active
9	014 - 27J Ballfield Upgrades+Additions	Active
10	016 - Eagle Point Projects	Active
11	017 - Buffalo Run Fencing	Active
12	018 - Parks Comp Plan	Active
13	020 - New Skateboard Park	Active
14	021 - Ragweed Draw Ball Fields	Active
15	023 - Disc Golf Course	Active
16	031 - Monaco Park Renovation	Active
17	033 - Buff Run Clubhouse Expansion	Active
18	034 - Parks Shade Structures	Active
19	045 - Buffalo Run Irrigation	Active
20	046 - Buffalo Run Well	Active
21	054 - Buffalo Run Improvements	Active
22	063 - 2K - Program Contingency	2K Project Contingency; Not an Active Project
23	100 - ADA COMPLIANCE	Active
24	101 - Criminal Justice Center	Active
25	102 - Public Art Maintenance	Active
26	104 - Adams Tower	Active
27	105 - Public Art Construction	Active
28	106 - Public Art Operations	Active
29	201 - CDBG Program	Active
30	341 - Comprehensive Plan	Active
31	734 - Land Development Code	Active
32	301 - Facilities General	Active
33	302 - Fleet Projects	Active
34	303 - Pavement Management	Active
35	304 - Railroad Intelligent Tran System	Active
36	305 - 112th Ave-Chambers to Parkside	Active
37	306 - Bridge Replacement - Peoria	Completed and Closed
38	307 - Traffic Signal Program	Active
39	308 - School Flashing Signage	Active
40	309 - 104th DRCOG Local Match	Completed and Closed
41	310 - Local Traffic Calming	Active
42	312 - 56th Ave (Brighton Blvd to US 85	Active
43	313 - Dahlia Improvements	Active
44	314 - Transportation Plan	Active
45	315 - 96th Avenue Widening: I-76-Hwy 2	Active
46	316 - 104th Ave Traffic Signals	Active
47	317 - Chambers Road 106th Ave to 112th	Active

Ref #	Project	Project Status
48	320 - 112th Ave - Potomac to Chambers	Completed - In Process of Being Closed
49	321 - 120th Avenue -Chambers to Buckle	Active
50	322 - Brighton Road	Completed and Closed
51	323 - Derby Projects	Active
52	324 - Core City Infrastructure	Active
53	326 - Irondale Neighborhood Plan	Active
54	328 - Colorado Blvd 68th-70th	Duplicate - Combined with 346 - Colorado Blvd Bicycle and Ped Project
55	329 - Concrete Flatwork/Sidewalk	Active
56	330 - Rosemary Street Widening	Active
57	333 - City Facility Needs Study	Completed and Closed
58	334 - Turnberry Outfall	Active
59	335 - Street Name Signs on Hwy 2	Active
60	336 - Bridge Maintenance Program	Active
61	337 - Buffalo Run Drainage Study	Active
62	338 - Long Lane Striping	Active
63	340 - Fulton Ditch	Active
64	341 - Comprehensive Plan	Duplicate (listed twice) on Winter Retreat List
65	342 - Railroad Crossing Reconstruction	Active
66	343 - US 85/Vasquez Improvements	Completed and Closed
67	344 - Street Reconstruction	Active
68	345 - East 108th Ave/Havana Paving	Active
69	346 - Colorado Blvd Bicycle and Ped	Active
70	347 - 96th Ave (Tower to Buckley)	Active
71	348 - CCC Stormwater Master Plan	Active
72	349 - Tower Road/Pena Blvd On-Ramp	Completed - In Process of Being Closed
73	350 - 67th/Hwy 2 Underpass	Active
74	352 - Highway 2 Widening	Completed and Closed
75	353 - Crack Repair Program	Active
76	355 - 2K - Tower Road Widening	Active
77	357 - Pavement Study	Active
78	358 - 62nd/64th and Holly	Active
79	359 - Belle Creek Intersection	Completed and Closed
80	360 - Potomac Street Bridge	Active
81	361 - 62nd Ave. & Vasquez (MHGP TIF)	Active
82	362 - 68th Ave CO to Brighton	Active
83	363 - 104th Ave - S. Platte to Hwy 85	Active
84	364 - City Parking Lots Reconstruction	Active
85	365 - Highway 2 Median	Active
86	367 - HSIP Grant Matches	Active
87	368 - Ragweed Draw O'Brian Canal	Active
88	369 - 112th and US 85 Ave.	Completed - In Process of Being Closed
89	370 - 88th Ave Widening	Active
90	371 - Interchange Const. 120th/US85	Active
91	372 - Fairfax Park Drainage	Active
92	373 - 96th Ave Gates Installation	Active
93	374 - I76 on Ramp	Active
94	375 - Road Materials Building MSC	Active
95	733 - Public Improvement Agreements	Active
96	702 - PD Projects	Active
97	703 - TIIP-SecurePlex	Active
98	704 - TIIP - PD Inventory/Mgmt System	Active
99	705 - MSC Projects	Active
100	706 - TIIP-Event Management System	Active
101	707 - Closed Captioning	Active

Ref #	Project	Project Status
102	708 - AV Management Software	Active
103	709 - Hansen Software Replacement	Active
104	710 - IT - Tech Infra Imp Prgm	Active
105	711 - PD E-Ticketing	Active
106	712 - Server/Wiring/AV	Active
107	713 - CRM Replacement	Active
108	714 - PRG Projects	Active
109	715 - Public Engagement Platform	Active
110	716 - FullCourt Text Messaging	Active
111	717 - TIIP - PD	Completed and Closed
112	718 - Website Redesign and Hosting	Active
113	719 - Kazoo Performance Evaluation	Active
114	720 - TIIP - CD Project Mgmt Software	Active
115	721 - TIIP - Housing Authority IT	Active
116	724 - TIIP - ED Projects	Active
117	725 - TIIP - EDOCS Replacement	Active
118	726 - TIIP - Vehicle GPS Program	Active
119	728 - Mobile Video Trailer	Active
120	736 - TIIP - RIM Project	Active
121	737 - TIIP - IT ADFS to MS Azure Cloud	Active
122	738 - TIIP - IT Share Point	Active
123	PZ41	Unfunded Project Included on Winter Retreat List; Add to Horizon Projects List
124	Tower Road Widening Design Funding	Unfunded Project Included on Winter Retreat List; Add to Horizon Projects List

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