



2021 Preliminary Budget Presentation

Study Session September 14, 2020
Presentation 20-264



2021 Budget Schedule and Considerations



Proposed Budget Schedule

- September 14th – 2nd Review Budget/Capital Projects
- September 28th – Budget Retreat
- October 19th – Council, GIDs & URA open public hearings
- November 2nd – Council, GIDs & URA close public hearings, budget adoption



Fund Balance/Reserves Policy

Policy:

- The City of Commerce City maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses.
- Within specific funds, additional reserves may be maintained according to adopted policies.
- All expenditures of reserves must be approved by City Council.



Reserves Policy Cont'd.

- **TABOR Reserve:** Restricted for Emergencies – Article X, Section 20 of the State Constitution requires a reserve of three percent (3%) of fiscal spending for emergencies. The use of this reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.
- The City Council has determined that **Safeguard Reserves** be established at the level of ten percent (10%) of expenditures (excluding the capital improvement funds) and fifty percent (50%) of debt service required for that fiscal year. Safeguard Reserves may be used for operations or debt service only in times of emergency such as natural disasters, acts of terrorism or war, widespread riots or similar emergencies impacting the community.
- The City Council has determined **that Operating Reserves** be established provide for unforeseen reductions in revenues in the current year if budgeted revenues are less than actual revenues and expenditures, including encumbrances, are greater than actual. The target for Operating Reserves will be ten percent (10%) of operating expenditures (excluding the capital improvement funds). Operating Reserves may be used during economic downturns to fill the gap between operating revenues and expenditures.



2019 General Fund Year-End Fund Balances

Four Levels of Reserves:

- Non-spendable:
 - Inventory, Prepaid Items, Notes \$298,847
- Restricted:
 - TABOR reserve \$2,974,388
 - 2K Capital outlay and operations \$20,496,559
- Designated “Safeguard” Reserves \$13,194,380
- Designated “Operating” Reserves \$7,573,598
- Assigned – Defined Contribution Plan \$4,578,098
- Unassigned - \$34,331,064

- **Total Fund Balance \$83,446,934**



2020 Fund Balance Uses

2020 General Fund Unassigned F/B		\$34,331,064
Balance 2020 Budget		\$1,378,637
Ord 2274 Community Assistance/COVID19		\$ 800,000
Remaining Unassigned F/B		\$32,152,427

2020 2K General Fund – Fund Balance		\$20,496,559
2020 CIPP Transfer		\$6,851,315
Remaining Restricted F/B		\$13,645,244





Preliminary 2021 Summary of General Fund Financials



2021 Combined General Fund

Source/Use

Financial Sources		2021 Budget
General Fund	\$	86,799,714
Transfers From		
Water Aquisition Fund	\$	530,831
2k Allocation	\$	1,053,050
Total	\$	88,383,595
Financial Uses		2021 Budget
Primary Government		
Administration	\$	5,985,654
Human Resources	\$	1,182,453
Finance	\$	12,187,086
Community Development	\$	4,365,442
Public Safety	\$	20,983,969
Public Works	\$	15,194,507
Parks and Recreation	\$	13,464,636
Debt Service (2017A & 2017B)	\$	2,344,989
2K Allocations Administrative (15%)	\$	938,793
2K Allocations Long Term (20%)	\$	114,257
Transfers To		
Commerce City Housing Authority	\$	60,000
Elected Officials Retirement Fund	\$	51,360
Debt Service Fund- 2015	\$	2,949,111
Debt Service Fund- 2014 2K	\$	4,533,018
Debt Service Fund- 2016 2K	\$	3,116,830
Urban Renewal Authority (Derby)	\$	83,000
Total	\$	87,555,105
Impact to Fund Balance	\$	828,490

2020-2021 Base Budget Variances

General Fund	2019 Actual	2020 Adopted	2021 Base Budget
City Manager	\$ 3,427,490	\$ 4,253,861	\$ 4,195,472
Finance	\$ 10,498,927	\$ 13,067,523	\$ 12,187,086
Human Resources	\$ 1,138,344	\$ 1,175,311	\$ 1,182,453
Community Development	\$ 4,038,678	\$ 4,241,929	\$ 4,365,442
Public Safety	\$ 19,622,896	\$ 20,264,387	\$ 20,983,969
Public Works	\$ 9,846,539	\$ 16,749,028	\$ 15,194,507
Parks & Recreation	\$ 15,540,722	\$ 13,434,108	\$ 13,464,636
Legal	\$ 970,768	\$ 1,065,395	\$ 1,133,239
Legislative	\$ 629,362	\$ 675,598	\$ 656,943
Grand Total	\$ 65,713,726	\$ 74,927,140	\$ 73,363,747
Internal Service Funds	2019 Actual	2020 Adopted	2021 Base Budget
Information Technology	\$ 3,451,846	\$ 5,568,697	\$ 5,291,861
Fleet	\$ 4,009,669	\$ 5,876,972	\$ 5,946,631
Facilities	\$ 3,272,317	\$ 3,085,412	\$ 2,445,508
Grand Total	\$ 10,733,832	\$ 14,531,081	\$ 13,684,000



Question/Response from 8/24 Meeting



Public Safety Budget Changes

	2020 Adopted	2021 Proposed	%Percent Change
PS Admin			
Personnel Services	\$ 823,139	\$ 920,446	12%
Materials and Supplies	\$ 199,529	\$ 199,529	0%
Services and Charges	\$ 351,067	\$ 322,640	-8%
Total	\$ 1,373,735	\$ 1,442,615	5%
PS Support			
Personnel Services	\$ 4,440,883	\$ 4,444,570	0%
Materials and Supplies	\$ 287,573	\$ 179,573	-38%
Services and Charges	\$ 2,263,904	\$ 2,518,087	11%
Total	\$ 6,992,360	\$ 7,142,230	2%
PS Patrol			
Personnel Services	\$ 7,727,823	\$ 8,467,460	10%
Materials and Supplies	\$ 239,261	\$ 224,261	-6%
Services and Charges	\$ 3,288,924	\$ 3,032,468	-8%
Total	\$ 11,256,008	\$ 11,724,189	4%
Emergency Management			
Personnel Services	\$ 100,566	\$ 113,701	13%
Materials and Supplies	\$ 40,944	\$ 40,944	0%
Services and Charges	\$ 102,747	\$ 112,316	9%
Total	\$ 244,257	\$ 266,961	9%
Community Justice			
Personnel Services	\$ 80,028	\$ 80,028	0%
Materials and Supplies	\$ 14,949	\$ 14,949	0%
Services and Charges	\$ 303,050	\$ 312,997	3%
Total	\$ 398,027	\$ 407,974	2%
Grand Total	\$ 20,264,387	\$ 20,983,969	4%

Public Safety Budget Changes

- Administration
 - Salary and Benefit correction
 - Realignment of some employees from Support
 - Allocation changes
- Support
 - Salaries and benefits were offset by employees moving to Admin
 - Removal of one time adds in 2020
 - Increase to ADCOM costs
- Patrol
 - Salary and Benefit correction
 - Decrease in Allocations
- Emergency Management
 - Salary and Benefit correction
 - Increase in Allocations
- Community Justice
 - Increase in Allocations



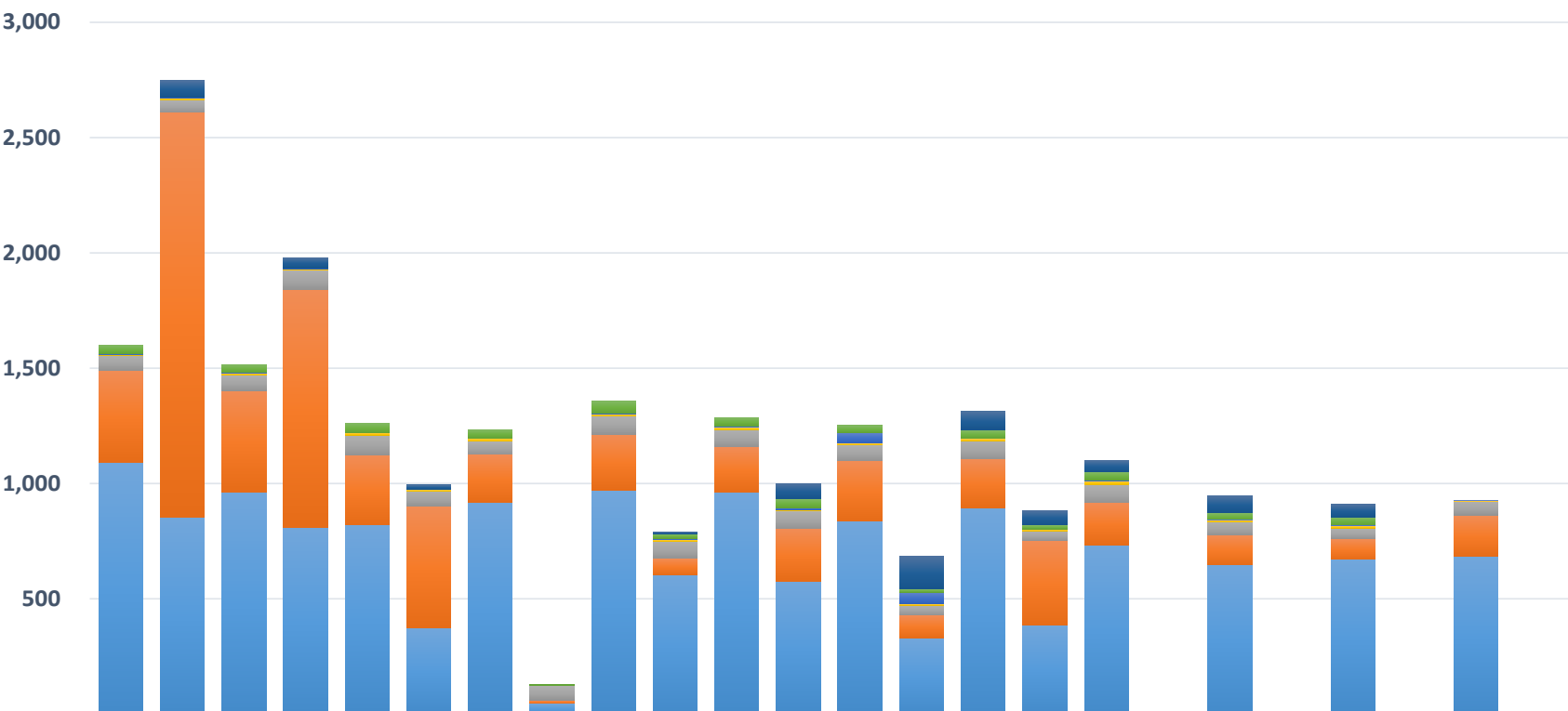
Public Safety Requests

Request Name	Original Request	Recommended Amount	Decision	Notes
PD - Public Safety	848,482	291,498		
IT Request	404,288	66,500		
Axon Fleet – In Car Camera System	111,294	-	No	
Body Worn Camera Increases	55,000	55,000	Yes	
E-Ticketing Project Enhancement	11,500	11,500	Yes	
Getac Mobile Computer Enhancement	226,494	-	No	
New Position - without vehicle	336,194	224,998		
Investigator-Background	25,000	20,000	Yes	Reduce original request by 20%
Investigator-Compliance (VHE)	132,000	105,600	Yes	Reduce original request by 20%
Property/Evidence Technician (VHE)	32,670	26,136	Yes	Reduce original request by 20%
Two (2) Digital Records Technicians	146,524	73,262	Yes	Add 1 in 2021 and 1 in 2022
Special Consideration	108,000	-		
Portable (Handheld) Radios	108,000	-	No	Do in 2020



Court Data Monthly Comparison

Monthly Court Data
2019 vs. 2020



	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019	2020
	January		February		March		April		May		June		July		August		September		October		November		December	
Warrants Issued	0	73	0	45	0	19	0	0	0	8	0	65	0	142	80	63	52		75		55		0	
Juveniles Charged	35	0	33	0	39	0	35	1	50	20	36	40	30	14	34	17	34		29		35		0	
Code Tickets Issued	4	2	3	3	1	2	2	1	5	5	7	7	46	51	3	2	4		1		3		3	
Animal Tickets Issued	3	10	9	8	12	7	13	3	10	8	9	8	7	6	9	7	17		10		10		3	
Criminal Tickets Issued	65	53	67	84	85	63	57	61	78	72	76	76	70	42	79	41	78		55		46		59	
Parking Tickets Issued	401	1,758	442	1,031	303	528	209	15	244	73	198	228	259	101	211	369	182		130		90		180	
Traffic Tickets Issued	1,091	852	961	809	821	375	917	46	970	604	960	576	839	329	895	384	734		647		671		683	

Parks, Recreation and Golf 2020

Revenue

REVENUE REPORT: THROUGH JULY 2020

Row Labels	Actual Amount	Amended Budget	Percentage
010 General Fund	1,837,337.53	5,770,311.00	31.84%
16 Parks & Recreation	1,837,337.53	5,770,311.00	31.84%
000 Revenues	187.26	381.00	49.15%
235 Community Events	0.00	1,988.00	0.00%
501 Parks & Rec Administration	9,265.13	0.00	
502 Eagle Pointe Aquatics	6,603.50	43,556.00	15.16%
506 Cultural/Visual Arts	19.20	0.00	
509 Eagle Pointe Rec Center	150,485.91	420,652.00	35.77%
510 Bison Ridge Rec Center	287,219.22	937,271.00	30.64%
511 Bison Ridge Aquatics	16,756.60	90,730.00	18.47%
514 Satellite Operations	2,829.56	13,243.00	21.37%
516 Pioneer Park Athletics-Outdoor	31,359.11	120,524.00	26.02%
518 Outdoor Leisure Pool	0.00	321,301.00	0.00%
519 Bison Ridge Programs	37,007.92	336,740.00	10.99%
520 Eagle Pointe Programs	32,210.28	206,475.00	15.60%
810 GC Operations	809,565.79	1,526,317.00	53.04%
812 GC Restaurant	453,828.05	1,751,133.00	25.92%
Grand Total	1,837,337.53	5,770,311.00	31.84%



PRG COVID-19 Impacts

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Buffalo Run COVID-19 impacts: Fewer tournaments and programs in 2020 due primarily to social distancing requirements; pro shop sales down in 2020 due to fewer guests on-site and reduced inventory; restaurant sales down over 50% in 2020 due to reduced seating capacity restrictions (elimination of private parties, weddings and holiday gatherings) Staff anticipates returning to 2019 service levels in 2021.

2019 Year end:

- Number of rounds of golf 35,628
- Number of tournaments 24
- Number of programs offered 9
- Pro shop sales \$215,645
- Restaurant sales \$1,381,178

2020 through August:

- Number of rounds of golf 25,608
- Number of tournaments 3
- Number of programs offered 1
- Pro shop sales \$80,296
- Restaurant sales \$493,356



PRG COVID-19 Impacts Cont'd.

Recreation programs and services COVID-19 impacts: no outdoor pool in 2020; indoor pools- modified aquatic programs such as swim lessons, aquacise, swim team, lap swim, water walking and open swim; no youth sport teams, only youth sport; modified fitness programs and personal training; modified youth/teen summer camps and year-round programs; modified active adult programs and services. In 2020, programs that could not be modified, held outside or offered virtually were cancelled; restrictions significantly impact number of programs offered and number of participants that can register. Staff anticipates returning to 2019 service levels and continue some virtual programming in **2021**.

Total Programs	Classes Offered	Participants	Total Revenue
2019	1863	14,033	\$451,236.00
2020 Year to date	1022	4,520	\$131,596.00



PRG COVID-19 Impacts Cont'd.

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Recreation centers COVID-19 impacts: no drop-in use of recreation centers, active adult center, game room, etc.; reservation system for use of fitness, gymnasium and aquatic areas; restrictions significantly impact use of recreation center amenities due to capacity restrictions and social distancing requirements. Staff anticipates returning to 2019 service levels in 2021.

Play Pass	Memberships Sold	Total Revenue
2019	7,534	\$37,533.00
2020 Year to date	1,147	\$ 5,708.00

Annual, punch cards, monthly	Memberships Sold	Total Revenue
2019	3056	\$701,352.00
2020 Year to date*	2308	\$152,880.00

*No payments were taken for memberships from March through June 2020; the 2020 memberships sold includes refunded memberships.



PRG COVID-19 Impacts Cont'd.

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Recreation indoor and outdoor rental COVID-19 impacts: restrictions regarding capacity and social distancing requirements impacted both indoor and outdoor rentals. Staff anticipates returning to 2019 service levels in 2021.

Field Rentals	# Field Rental Total	Total Revenue
2019	973	\$60,549.00
2020 Year to date	349	\$ 4,796.00

Shelter Rentals	# Shelter Rental Total	Total Revenue
2019	383	\$29,652.00
2020 Year to date	22	\$ 2,424.00

Bison Ridge	# Facility Rental Total	Revenue
2019	488	\$89,816.00
2020 Year to date	143	\$ 8,725.00

Eagle Pointe	# Facility Rental Total	Revenue
2019	186	\$19,155.00
2020 Year to date	49	\$ 1,179.00



What are we offering employees in 2021?

- Performance Increases/Benefits
- Contribution to HSA
- Earn additional day off participating in wellness survey/challenges
- KAZOO employee recognition platform
- Wellness/Safety Incentives they can earn
- Dept/Divisions have training dollars within base budget
- HR offered trainings/events
- Employee Appreciation





Department Budget Requests aligned with City Council Goals



City Council Goals

- 1. Promote a balanced and thriving city economy.**
- 2. Promote efficient and effective city government to improve levels of service.**
- 3. Develop and maintain the public infrastructure to improve community appearance and encourage continued development.**
- 4. Promote resident health, safety and education.**
- 5. Improve community involvement and trust.**



2021 Interim City Manager Recommendations

2021 Initial General Fund Surplus	\$	828,490
Recommended Adds	\$	2,030,184
Proposed use of Fleet Fund Balance	\$	(127,000)
Net Impact of Recommended Enhancements General Fund	\$	1,903,184
Impact to General Fund Balance	\$	(1,074,694)
Proposed New Positions		
Planner I		79,872
Development Review Engineering Manager		180,365
CIPP Manager		173,589
Impact to General Fund Balance	\$	(1,508,520)
Proposed Reductions		
Base Budget Reductions - 2%		1,136,224
Impact to General Fund Balance	\$	(372,296)

*5% ISF Allocation reduction incorporated in Base Budgets



2021 Initial Enhancement Requests

Department	Amount Requested
Community Development	246,972
City Manager	180,165
Human Resources	30,000
Information Technology	377,139
Public Safety	848,482
Parks, Recreation and Golf	48,000
Public Works	1,697,849
Grand Total	3,428,607



Requests by Goal 1

Promote a balanced and thriving city economy.

Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
CD	Dell Rugged Computers	27,485	-	No	Do in 2020
CD	Limited Term Planner	99,487	99,487	Yes	Reduce consulting services?
CD	Environmental Engineer Consultant	75,000	75,000	Yes	
CD	Sign Code Update	45,000	45,000	Yes	
CMO	ED-Upgrade Prospect Management System	7,500	-	No	Leverage CRM
CMO	ED-Retail Recruitment Services Contract & Marketing	29,500	29,500	Yes	



Requests by Goal 2

Promote efficient and effective city government to improve levels of service.

Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
HR	Kazoo Recognition Platform	30,000	26,000	Yes	Reduce original request by \$4K - one-time set-up being paid in 2020
IT	Closed Captioning for City Online/Comcast Broadcast	75,000	75,000	Yes	
IT	CRM Replacement	150,000	150,000	Yes	
IT	DocuSign Licenses	24,552	8,600	Yes	Amount lowered by IT Director
IT	Upgrade Staff Assigned Desktops to Laptops	18,780	-	No	Absorb within 2021 Base
IT	GIS Developer	108,807	54,404	Yes	Fund for 1/2 year (start 7/1/21)
PD	E-Ticketing Project Enhancement	11,500	11,500	Yes	
PD	Getac Mobile Computer Enhancement	226,494	-	No	



Requests by Goal 3

Develop and maintain the public infrastructure to improve community appearance and encourage continued development.

Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
CMO	CR- Arts and Culture Planning Services Consultant	20,000	-	No	Delay to 2022
PRG	Bison Ridge Recreation Center - Operating Supplies Janitorial	8,000	5,000	Yes	Funding \$5,000
PRG	Eagle Pointe Recreation Center - Operating Supplies janitorial	8,000	8,000	Yes	
PRG	Paradise Island Capital Outlay - Equipment Replacement	32,000	-	No	Delay to 2022
PW	Crack Seal and Pothole Patching Materials	40,000	36,000	Yes	Reduce original request by 10%
PW	Parks Materials	58,350	52,515	Yes	Reduce original request by 10%
PW	Parks Overtime and On-Call Budget	20,000	18,000	Yes	Reduce original request by 10%
PW	Parks Utility Budget Enhancement	40,986	36,887	Yes	Reduce original request by 10%
PW	Streets Right of Way Irrigation Water	59,900	53,910	Yes	Reduce original request by 10%
PW	Streets Right of Way Landscape Maintenance and Repairs	120,000	108,000	Yes	Reduce original request by 10%
PW	Gas/Electric Utilities- Account # 737	116,975	105,278	Yes	Reduce original request by 10%
PW	Water Utilities- Account Number 736	115,323	103,791	Yes	Reduce original request by 10%
PW	Budget Enhancement Depreciation Expense Account 741	57,000	-	No	Need replacement plan to better determine need



Requests by Goal 3, Cont'd.

Develop and maintain the public infrastructure to improve community appearance and encourage continued development.

Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
PW	Facilities Operating Equipment - Account Number 623	45,533	-	No	Off-set by budget for capital outlay
PW	Facilities Operating Supplies - Account Number 622	54,282	48,854	Yes	Reduce original request by 10%
PW	Facilities Outside Services - Account Number 731	173,500	156,150	Yes	Reduce original request by 10%
PW	Door Card Readers MSC	52,000	-	No	Do in 2020
PW	Facilities Improvement Fleet Truck Lift Rebuilt	82,500	82,500	Yes	
PW	Replacement of Civic Center Chairs	90,000	-	No	Do in 2020
PW	Fleet Budget Enhancement: Equipment Maintenance –Account 733	127,000	127,000	Yes	Use Fleet Fund Balance
PW	Fleet Budget Enhancement: Outside Services –Account 731	112,000	-	No	Absorb within 2021 Base



Requests by Goal 4

Promote resident health, safety and education.

Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
PD	Investigator-Background	25,000	20,000	Yes	Reduce original request by 20%
PD	Investigator-Compliance (VHE)	132,000	105,600	Yes	Reduce original request by 20%
PD	Property/Evidence Technician (VHE)	32,670	26,136	Yes	Reduce original request by 20%
PD	Two (2) Digital Records Technicians	146,524	73,262	Yes	Add 1 in 2021 and 1 in 2022
PD	Portable (Handheld) Radios	108,000	-	No	Do in 2020
PW	Ice Slicer – Snow and Ice Control Budget Enhancement	145,000	130,500	Yes	Reduce original request by 10%
PW	Streets Overtime and On-Call Budget Enhancement	187,500	90,000	Yes	Funding \$90,000



Requests by Goal 5

Improve community and involvement and trust.

Request Type	Dept	Request Name	Original Request	Recommended Amount	CMO Decision	Notes
Budget Enhancement	CMO	CR-Commercial Photography	5,000	-	No	Use Current Funding
IT Request	CMO	CR-Police Department Web Subsite	9,100	-	No	Police Chief withdrew request
IT Request	CMO	CR-Text Messaging Services	8,900	-	No	Leverage CRM
New Position - without vehicle	CMO	CR-Video Production Specialist FTE	86,854	-	No	Delay to 2022
Special Consideration	CMO	CR-Media Skills Training and Crisis Communications Support	13,311	13,311	Yes	
IT Request	PD	Axon Fleet – In Car Camera System	111,294	-	No	
IT Request	PD	Body Worn Camera Increases	55,000	55,000	Yes	



Position Requests

- Planner I & Development Review Engineering Manager :
 - Current staffing cannot keep up with increased workload:

Use Type	2019	2020	Comparison
Single-Family	2,728 units	4,548 units	40% increase
Multi-Family	287 units	830 units	64% increase
Non-Residential	1,685,105 sf	3,424,765 sf	51% increase

- 2,756 additional residential lots are expected to be filed
- Active planning cases:

2014	2015	2016	2017	2018	2019	2020 (as of Aug.)	2020 (Proj to 12/31)
53	76	82	109	111	146	165	204
--	43%	8%	25%	2%	24%	12%	28%

Position Requests Cont'd.

- CIPP Manager (& Development Review Engineering Manager):
 - Current staffing cannot keep up with increased development review workload & staff is still trying to catch up on capital projects
 - Reduces the need for contract assistance, currently costing more than F-T employees
 - Positions are related for modifying structure of Engineering Division
 - Currently City Engineer has 9 direct reports
 - Anticipates large drainage & transportation projects
- Investigator – Background (contract service):
 - Continues current arrangement so a uniformed officer doesn't need to be assigned to this
- Investigators – Alcohol & Marijuana Compliance (VHEs):
 - Continues current arrangement so a uniformed officer doesn't need to be assigned to this
- Property Evidence Technician (VHE):
 - Increased workload requires part-time assistance
- Digital Records Technicians (2-full time employees):
 - New state law requires increased use of body-worn cameras, in-car cameras, increased record keeping, & public reporting standards



Position Requests, Cont'd.

- Videographer:
 - This position was in the re-appropriation ordinance that we prepared to take to Council in March (along with the Planner I, Development Review Engineering Manager, & CIPP Manager) but then COVID-19 hit
 - Necessary to “up our game” for getting information out to the community
 - We propose to delay this position until 2021 when revenue rebounds
- Neighborhood Inspectors:
 - Community Development Director and NS Manager are reviewing methods & processes of Neighborhood Services; will be in a position to tell if more inspectors are warranted later in 2021
 - Number of inspectors was reduced through attrition as they gained efficiency using in-vehicle laptop computers and other methods/tools



Other Budget Considerations

- Spanish is available on Facebook & Twitter
- Spanish translation of meetings is estimated to cost:
 - Council & Planning Commission \$29,400
 - Other meetings \$8,400
- ADCOM fees increasing 10% - incorporated into 2021 budget numbers for PD



Retail Attraction Question

- Are you satisfied with the level of service proposed?
- Or, do you want us to enhance the effort?





Retail Attraction Resources

Current Conditions

- New mixed-use developments being proposed throughout the city and in various stages of development review. Most contain some commercial areas but are leading with residential development.
- Most retail projects in the pipeline prior to the COVID-19 pandemic are still moving forward.
- COVID-19 pandemic has slowed future retail project interest. Residential and industrial/distribution project interest remains strong.
- City resources are affected by the COVID-19 pandemic



2020 Retail Activity

- **Some retail activity occurring in 2020**

- [Delfina's Sweets](#) opened in January at 15550 E. 103rd Place, Suite 102 in the North Range Town Center.
- [Panda Express](#) opened at 15481 E. 104th Avenue in Reunion Station in January.
- [Mickey's Express](#) opened a drive-through restaurant in February at 7770 CO Hwy 2.
- [Dutch Bros Coffee](#) opened in April at 15431 E. 104th Avenue in Reunion Station.
- [Starbucks](#) opened in June at 4850 E. 60th Avenue in the former Taco Star building.
- Reunion Station on the NEC of E. 104th Avenue and Chambers Road welcome new tenants [Ent Credit Union](#) and [Supercuts](#) hair salon. A new fitness center is planned for 2021.
- [G's Tacos](#) opened in Reunion Station in June at 10430 Chambers Road.

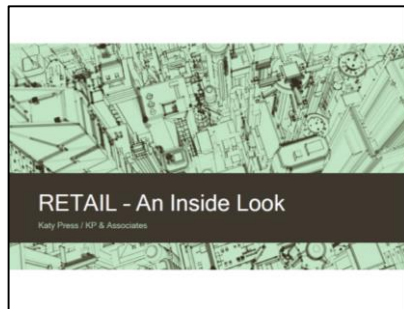


2020 KP & Associates Contract

- Phase I: Provide Retail Background Information

Consultant shall prepare an educational memorandum that summarizes retailing by genre and its relationship to current trends in retailing. This memorandum will be suitable for sharing with elected officials and City staff.

- Completed *An Inside Look At Retail* white paper for staff and City Council
- Presentation made to City Council on July 28, 2020
- Met with Development Review Team 2.27.20 and x.x.20
- Consultant provides retail review comments on proposed developments as needed



KP & Associates Contract

- Phase II: Citywide Retail Review (SWOT Analysis)

Review existing background information and data on the City's retail environment, and identify the major retail node(s) within the City.

Collect informal information from retailers, and the retail brokerage community to fully assess the current Commerce City marketplace.

Prepare and deliver an analysis that evaluates -

- national, regional and local trends in the retail market and their impacts
 - existing conditions related to retail
 - stakeholder input (if appropriate)
 - recommendations on specific development opportunity matches
 - identify retailer matches for potential retailer placement in the City
 - identify barriers to new retailers entering the Commerce City marketplace
 - recommendations for retail recruitment marketing and materials
- *Retail Review* document will be delivered to City Council by September 24, 2020
 - Study Session scheduled for **October 12, 2020**



KP & Associates Contract

- Phase III: Implementation / The “Chase”
 - Review specific development opportunity matches capable of supporting retail.
 - Identify retailer matches for potential retailer placement in the City.
 - Identify barriers to new retailers entering the Commerce City marketplace.
 - Specific recommendations on public involvement to facilitate retail development, redevelopment, recruitment, and retention.
 - Identify type of retail development appropriate for the site.
 - Identify the development horizon for the site (time to development) if not imminent.
 - **Reach out directly to retailer matches and initiate recruitment.**

Timeline: 14-months (through 2021)



Current Staffing Resources

- Existing staff would assist KP & Associates consultant with the following:
 - Updating marketing materials for one-on-one meetings, ED website and targeted events
 - Supporting prospect activity generated by consultant
 - Providing site location assistance for direct inquiries to the city
 - Incentive requests
 - Concierge services during development review for targeted retailers
 - Preparing appropriate communication and project announcements as needed



2021 Budget Discussion

- Option 1: Continue these efforts as outlined
- Option 2: Put additional resources towards retail attraction efforts in the 2021 budget
 - Additional staffing (est. salary + benefits \$97,165)
 - Marketing projects (est. \$24,000)
 - Consulting services for “placemaking” vision (est. \$20,000)





Budget Balancing Options



2021 Budget Balancing Options

There are options for dealing with revenues short of budget:

1. Approve only base budgets
2. Approve base budget plus special consideration requests
3. Approve base budget plus new position requests
4. Approve base budget, special consideration requests, & new positions
5. A modification of #4
6. Base budget reductions
7. Further Reduction in internal service fund allocations
8. Approve Interim CM recommendations
 - Budget on contingent basis
 - Plan to pull \$372,296 from fund balance
 - Anticipate recession will continue past COVID-19 Pandemic



2021 Legislative Budget

Category	Amount
Personnel Services	158,325
Services and Charges	494,068
Materials and Supplies	4,550
Total Budget	656,943



Overview of 2021 CIPP Requested Projects

- 88th Ave widening
- 104th Ave local match for DRCOG
- 112th Ave widening – Chambers to Parkside
- 120th Ave widening
- 2021 PRG preservation
- Bridge maintenance program
- Buffalo Run back 9 fence
- Buffalo Run area drainage study
- Buffalo Run golf course irrigation
- Buffalo Run grounds equipment replacement
- Derby area lighting improvements
- Derby improvements
- Flatwork – Public Works
- Long lane striping
- Pavement management 2021
- Railroad crossing reconstruction
- Rosemary St widening (ROW acquisition and early work)
- Sidewalk connectivity – Public Works
- Street reconstruction
- Traffic signals
- Traffic signal maintenance



Changes Prior to Retreat

Budget numbers can still change

- Salary/Benefits change as evaluations are complete
- Internal Service Fund allocation changes based on decisions
- Waiting on benefits confirmation from HR
- Directions received tonight 9/14 that need to be incorporated



City Manager's Closing Comments

- Must cope with new law regarding PD operations & difficulty in recruiting officers
- Deal with development review case load
- Limited fiscal growth to maintain service levels in spite of revenue decrease
- Strategic capital investments
- Attracting and retaining high quality employees



Closing

- Is council good moving in the direction of the recommendations, if yes Finance will incorporate into final numbers for review at retreat 9/28.
- Good with CIPP direction?
- What else do you want/expect to see at the retreat?
- Questions/Comments?





Supplemental Information



Where to Find Additional Budget and Financial Information

- Main Budget & Financial Reports Webpage:
 - <https://c3gov.com/financialreports>
- 2020 Adopted Budget:
 - <https://www.c3gov.com/home/showdocument?id=8654>
- 2020 Budget at a Glance:
 - <https://www.c3gov.com/home/showdocument?id=8764>
- 2019 CAFR:
 - <https://www.c3gov.com/home/showdocument?id=10993>
- 2019 PAFR:
 - <https://www.c3gov.com/home/showdocument?id=11113>
- OpenGov Portal:
 - <https://c3gov.opengov.com/>



Other Funds Source and Use

CIPP Fund (Preliminary)

FINANCIAL SOURCES

2021 BUDGET

Transportation Tax	\$	1,636,780
Adams County Open Space Tax	\$	608,832
HUTF	\$	1,721,056
Road and Bridge	\$	607,403
Cable Subscriber Fee (PEG)	\$	42,231
Transfers From (Preliminary)		
Fund Balance -2K	\$	7,350,000
Fleet Retained Earnings	\$	214,515
Solid Waste Fund	\$	1,096,106
Fund Balance -Solid Waste	\$	494,574
Conservation Fund	\$	259,875
Parks Impact Fee	\$	248,850
URA	\$	525,000
BRT Drainage	\$	183,750
Fund Balance	\$	1,347,027
Total	\$	16,335,999

FINANCIAL USES

Approved Projects

Pending Projects	\$	15,325,535
Total	\$	15,325,535
Transfers To		
Fund Balance - OpenSpace	\$	201,957
Fund Balance - CIPP Cable Subscriber Fee (PEG)	\$	42,231
Fund Balance - CIPP Contingency	\$	766,276
Total	\$	16,335,999



Other Funds Source and Use

Solid Waste Management

FINANCIAL SOURCES

2021 BUDGET

Revenues	\$	1,096,106
Transfer from		
Fund Balance - Solid Waste	\$	494,574
Total	\$	1,590,680
FINANCIAL USES		
Transfers To		
CIPP Fund	\$	1,590,680
Total	\$	1,590,680



Other Funds Source and Use

Debt Service

FINANCIAL SOURCES

2021 BUDGET

KSS Reimbursement	\$	399,394
Transfers From		
General Fund	\$	10,598,959
Urban Renewal Authority	\$	456,700
Total	\$	11,455,053

FINANCIAL USES

Bond Issue Principal - Series 2015	\$	1,960,000
Bond Issue Interest - Series 2015	\$	1,844,875
Bond Issue Fee - Series 2015	\$	330
Bond Issue Principal - 2K-Series 2014	\$	1,560,000
Bond Issue Interest - 2K-Series 2014	\$	2,972,688
Bond Issue Fee - Series 2014	\$	330
Bond Issue Principal - 2K-Series 2016	\$	450,000
Bond Issue Interest - 2K-Series 2016	\$	2,666,500
Bond Issue Fee - Series 2016	\$	330
Total	\$	11,455,053



Other Funds Source and Use

Impact Fees

FINANCIAL SOURCES	2021 BUDGET
Impact Fees - parks/open space	\$ 651,351
Impact Fees - transportation	\$ 805,681
Impact Fees - drainage	\$ 84,924
Impact Fees - landscape	\$ 3,250
Fund Balance - BRT Drainage	\$ 1,545,206
FINANCIAL USES	
Transfers To	
CIPP Fund	\$ 248,850
Restricted Impact - parks/open space	\$ 402,501
Restricted Impact - transportation	\$ 805,681
Restricted Impact - drainage	\$ 84,924
Restricted Impact - landscape	\$ 3,250
Total	\$ 1,545,206

Third Creek

FINANCIAL SOURCES	2021 BUDGET
Impact Fee - Third Creek Drainage Basin	\$ 8,456
Total	\$ 8,456
FINANCIAL USES	
Restricted Impact - Third Creek Drainage Basin	\$ 8,456
Total	\$ 8,456



Other Funds Source and Use

Buffalo Run Drainage

FINANCIAL SOURCES

2021 BUDGET

Revenues	\$ 69,573
Transfer from	
Fund Balance - BRT Drainage	\$ 114,177
Total	\$ 183,750

FINANCIAL USES

Transfers To	
CIPP Fund	\$ 183,750
Total	\$ 183,750

Second Creek

FINANCIAL SOURCES

2021 BUDGET

Impact Fee - Second Creek Drainage Basin	\$ 185,091
Total	\$ 185,091

FINANCIAL USES

Restricted Impact - Second Creek Drainage Basin	\$ 185,091
Total	\$ 185,091



Other Funds Source and Use

Conservation Trust

FINANCIAL SOURCES

2021 BUDGET

Revenues	\$ 585,506
Total	\$ 585,506

FINANCIAL USES

Transfers To	
CIPP Fund	\$ 259,875
Fund Balance	\$ 325,631
Total	\$ 585,506

Water Right Acquisition

FINANCIAL SOURCES

2021 BUDGET

Water Acquisition Fee	\$ 1,145,352
Earnings on Investments	\$ 11,000
Total	\$ 1,156,352

FINANCIAL USES

Project Expense	\$ 625,521
Transfer to	
General Fund	\$ 530,831
Total	\$ 1,156,352



Other Funds Source and Use

Elected Officials

FINANCIAL SOURCES		2021 BUDGET
Transfers From General Fund	\$	51,360
Total	\$	51,360
FINANCIAL USES		
City Council Retirement Fund	\$	51,360
Total	\$	51,360

Police Donations

FINANCIAL SOURCES		2021 BUDGET
Donations	\$	9,000
Total	\$	9,000
FINANCIAL USES		
Explorer Program	\$	9,000
Total	\$	9,000



Other Funds Source and Use

Housing Authority

FINANCIAL SOURCES

2021 BUDGET

Transfer from	
General Fund	\$ 60,000
Total	\$ 60,000
FINANCIAL USES	
Housing Administration	\$ 60,000
Total	\$ 60,000

Chemical Roundup

FINANCIAL SOURCES

2021 BUDGET

Revenues	\$ 25,000
Total	\$ 25,000
FINANCIAL USES	
Chemical Roundup Expense	\$ 25,000
Total	\$ 25,000



Other Funds Source and Use

URA

FINANCIAL SOURCES

2021 BUDGET

Revenue	\$	844,120
Transfers From		
General Fund	\$	83,000
Fund Balance Derby	\$	525,000
Total	\$	1,452,120
FINANCIAL USES		
Project Expense	\$	460,420
Property Tax Collection Fee	\$	10,000
Transfer To		
CIPP		525,000
Debt Service Fund		456,700
Total		1,452,120



Other Funds Source and Use

NIGID

Financial Sources	2021 Budget
Revenues	\$ 7,653,853
Total	\$ 7,653,853
Financial Uses	
Administrative Cost	\$ 131,100
Transfers To:	
General Improvement District Debt 2002	\$ 741,782
General Improvement District Debt 2013	\$ 4,950,717
Fund Balance	\$ 1,830,254
Total	\$ 7,653,853

NIGID Debt

Financial Sources	2021 Budget
Transfers From:	
General Improvement District Debt 2002	\$ 741,782
General Improvement District Debt 2013	\$ 4,950,717
Total	\$ 5,692,499
Financial Uses	
Administrative Cost - 2002	\$ 3,025
Administrative Cost - 2013	\$ 550
Interest - 2002	\$ 510,000
Interest - 2013	\$ 2,050,000
Principal - 2002	\$ 228,757
Principal - 2013	\$ 2,900,167
Total	\$ 5,692,499



Other Funds Source and Use

ECAGID

Financial Sources

2021 BUDGET

Revenues	\$	183,262
Total	\$	183,262
Financial Uses		
Administrative Cost	\$	183,262
Total	\$	183,262

ERAGID

Financial Sources

2021 BUDGET

Revenues	\$	732
Total	\$	732
Financial Uses		
Administrative Cost	\$	732
Total	\$	732





CIPP Requests

August 17, 2020

Purpose

- **CIP Framework**
- **Request funding for current identified needs**
- **Identify funding sources**
- **Plan for capital maintenance projects**
- **Provide Council information prior to Council's budget retreat**



Framework for Five Year Plan

- **Traditional Capital Projects**
 - New parks, recreation amenities, roads & facilities
 - Variety of funding sources, including general fund
- **Operational Capital Projects**
 - Signals, bridge replacement, warning towers, sidewalk connections, drainage/water quality, park/road enhancements, studies
 - General fund transfer + variety of fees
- **Preservation Capital Projects**
 - Long-term asset maintenance/replacement of roads, flatwork, parks, and golf assets
 - Set annual funding amounts (percentage or dollar) to improve budget/project certainty
 - Facilities, fleet and information technology long-term capital projects will adopt a similar approach, but funded through internal service funds, not CIPP



Current Identified Needs

- **CDOT/DRCOG Projects requiring some City participation**
 - \$100,000 estimate for 104th Avenue
 - City share varies by project
- **Drainage Projects**
 - \$175,000 estimate for Buffalo Run Area Drainage Study
 - Funding source is Buffalo Run Tributary Drainage Basin Fees
- **Parks, Recreation, & Golf Projects**
 - \$872,000 estimate for PRG Preservation, Buffalo Run Back 9 Fence, & Golf Course Irrigation
 - Funding sources include Adams County Open Space, Park Impact Fee, & Lottery
- **Street Projects**
 - \$13,474,235 estimate
 - Funding sources include Derby URA, Highway User Tax, Road Impact Fee, Solid Waste, Transportation Tax, & 2K fund balance
- **Estimated Total for City Projects**
 - **\$15,325,535**



CIPP Funding Sources

- General Fund
- 2K (bonds)
- 2K (fund balance)
- Highway Users Tax
- Solid Waste
- AdCo Open Space
- Lottery
- Park Impact Fee
- AdCo Road & Bridge
- Road Impact Fee
- Transportation Tax
- Drainage Basins
- ECAGID
- ERAGID
- NIGID (currently very limited)
- Tax Increment Financing
- Airport revenue (future)
- CDBG (future)

Funding Sources Continued: 2K

- 2K is a one-cent sales and use tax increase used to fund CIP projects
- Initially, all of the money was dedicated to five major development projects collaboratively chosen by residents & city officials (CIPCAC)
- Following the completion of the 2K projects, the CIPCAC was re-established in 2018
- CIPCAC did not meet in 2020 due to COVID



Funding Sources Continued: Policy Change.

- We will need to amend the policy for transfers from the General Fund
- We may need to amend the contingency policy
 - Finance and CMO are working to determine necessity
- Loans and transfers for non-traditional projects
 - Projects previewed in yearly highlight slides



Proposed 5 Year Plan

PROJECTS	2021	2022	2023	2024	2025
Preservation	Plan	Plan	Plan	Plan	Plan
PRG Preservation	\$ 661,000	\$ 315,000	\$ 235,000	\$ 580,000	\$ 200,000
Street Reconstruction	\$ 500,000	\$ 200,000	\$ 500,000	\$ 100,000	\$ 500,000
Pavement Management	\$ 2,000,000	\$ 2,349,944	\$ 2,250,000	\$ 2,295,000	\$ 2,600,000
Traffic Signal Maintenance	\$ 100,000	\$ 100,000	\$ 120,000	\$ 100,000	\$ 100,000
Bridge Maintenance Program	\$ 166,184	\$ 167,704	\$ 50,000	\$ 50,000	\$ 50,000
City Parking Lot Maintenance	\$ -	\$ -	\$ 500,000	\$ 100,000	\$ -

PROJECTS	2021	2022	2023	2024	2025
Operational					
Concrete Flatwork	\$ 165,000	\$ 165,000	\$ 250,000	\$ 250,000	\$ 250,000
Sidewalk Connectivity	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000
HSIP Grant Matches	\$ -	\$ 229,129	\$ -	\$ -	\$ -
ADA Compliance and PRG Flatwork	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Derby Area Lighting Improvements	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Fairfax Park Drainage Outlet Reconstruction	\$ -	\$ -	\$ 750,000	\$ 1,400,000	\$ 1,400,000
Buffalo Run Grounds Equipment Replacement	\$ 204,300	\$ -	\$ 154,000		
Buffalo Run Golf Course Irrigation	\$ 140,000	\$ 3,500,000	\$ -	\$ -	\$ -
Buffalo Run Area Drainage Study	\$ 175,000	\$ -	\$ -	\$ -	\$ -
Buffalo Run Back 9 Fence	\$ 71,000	\$ -	\$ -	\$ -	\$ -
Traffic Signal	\$ 600,000	\$ -	\$ -	\$ -	\$ -
Buffalo Run Grounds Equipment	\$ -	\$ -	\$ 154,000	\$ -	\$ -
Regional Drainage Irondale	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 700,000
Railroad Crossing Reconstruction	\$ 250,000	\$ -	\$ 250,000	\$ 250,000	\$ 250,000
Traffic Calming Program	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

PROJECTS	2021	2022	2023	2024	2025
Traditional					
88th Ave Widening	\$ 4,000,000	\$ 1,500,000	\$ 1,300,000	\$ -	\$ -
104th Ave Local Match for DRCOG	\$ 100,000	\$ -	\$ -	\$ -	\$ -
120th Avenue Widening	\$ 1,800,000	\$ -	\$ -	\$ -	\$ -
112th Avenue - Chambers to Parkside	\$ 1,647,051	\$ -	\$ -	\$ -	\$ -
62nd Ave. & Vasquez Intersection (MHGP)	\$ -	\$ 200,000	\$ 2,000,000	\$ -	\$ -
104th Ave - S. Platte River to Hwy 85 Widening	\$ -	\$ 1,700,000	\$ 916,000	\$ 3,000,000	\$ 2,000,000
112th Widening-Parkside to High Plains Parkway	\$ -	\$ 1,572,000	\$ -	\$ -	\$ -
120th & US 85 Interchange	\$ -	\$ 8,000,000	\$ -	\$ -	\$ -
Core City Infrastructure Improvements	\$ -	\$ -	\$ 250,000	\$ 250,000	\$ -
Rosemary Street Widening (ROW acquisiton/early work)	\$ 2,000,000	\$ 1,150,000	\$ 1,300,000	\$ 1,300,000	\$ -
Derby Improvements	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -
Long Lane Striping	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Disk Golf Course	\$ -	\$ 71,500	\$ -	\$ -	\$ -

Overview of 2021 Requested Projects

- 88th Ave widening
- 104th Ave local match for DRCOG
- 112th Ave widening – Chambers to Parkside
- 120th Ave widening
- 2021 PRG preservation
- Bridge maintenance program
- Buffalo Run back 9 fence
- Buffalo Run area drainage study
- Buffalo Run golf course irrigation
- Buffalo Run grounds equipment replacement
- Derby area lighting improvements
- Derby improvements
- Flatwork – Public Works
- Long lane striping
- Pavement management 2021
- Railroad crossing reconstruction
- Rosemary St widening (ROW acquisition and early work)
- Sidewalk connectivity – Public Works
- Street reconstruction
- Traffic signals
- Traffic signal maintenance



2021 Highlights

- Requires no General Fund money for 2021
- Provides an additional \$1.8 million for 120th widening enabling 2 through lanes in each direction
- Provides \$140,000 for design of the Buffalo Run Golf Course irrigation system replacement
- Provides for one RR crossing replacement
- Provides for one street reconstruction



2022 Highlights

- Requires only \$200,000 from the GF for 62nd & Vazquez for design work
- Provides \$3.5 million for the Buffalo Run Golf Course irrigation system replacement (assumes GF will cover difference and be repaid by 2024)
- Provides for one street reconstruction



2023 Highlights

- Provides a \$2 million loan from the GF to CCURA for the 62nd Ave. & Vasquez intersection (to be repaid by CCURA from TIF revenue)
- Provides match money for CDOT widening of 104th Ave. between US 85 and South Platte River
- Provides for one RR crossing replacement
- Provides for one street reconstruction



2024 Highlights

- Provides \$400,000 to start the design of widening 96th Ave. between I-76 & Hwy 2
- Provides match money for CDOT widening of 104th Ave. between US 85 and South Platte River
- Funds restart of PRG Preservation program
- Finishes funding to widen Rosemary Street
- Provides for one RR crossing replacement
- Provides for one street reconstruction



2025 Highlights

- Provides \$1,000,000 for design & preconstruction work for widening 96th Ave. between I-76 & Hwy 2
- Finishes match money for CDOT widening of 104th Ave. between US 85 and South Platte River
- Funds \$1.4 million for Fairfax Park drainage reconstruction
- Provides for one RR crossing replacement
- Provides for one street reconstruction

