

2021 Proposed Budget Study Sessions



Agenda Overview

August 25

September 8

General Government Funds

Utility and Internal Service Funds

- 2021 Recommendation Overview
Process, Assumptions, Expenditures Summary
- General Government Funds
Capital, Parks Capital, General, Special Revenue
- Council Feedback/Next Steps

- Utility Funds
Water, Wastewater, Stormwater
- Internal Service Funds
Benefits, Fleet
- Council Feedback/Next Steps



2021 Budget Overview

2021 Budget Assumptions

- No rate or fee increases modeled
- Incorporate Council's Strategic Vision
- Continues to meet resident needs
- Flexible
- No revenue source returned
- No layoffs
- 2% CPI for the Denver- Aurora- Lakewood Metro Area

Process Overview

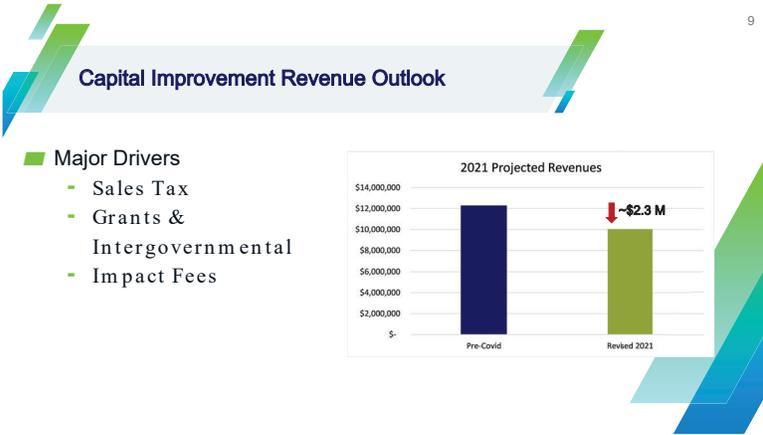


2021 Recommended Budget by Fund

Fund	2020 Budget	2021 Recommended	% Change
General Fund	\$ 42,874,343	\$ 42,098,734	-1.8%
Capital Improvement	\$ 19,267,579	\$ 17,739,904	-7.9%
Parks Capital	\$ 10,964,237	\$ 4,748,674	-56.7%
Impact Fees	\$ 2,993,663	\$ 1,546,138	-48.4%
Landscaping	\$ 6,000	\$ 6,000	0.0%
Highway	\$ 125,000	\$ 125,000	0.0%
Cemetery	\$ 543,160	\$ 519,381	-4.4%
Cemetery Perpetual Care	\$ -	\$ -	0.0%
Lottery Reserve	\$ 1,133,098	\$ 603,598	-46.7%
Lodging Tax	\$ 599,109	\$ 249,251	-58.4%
Water	\$ 38,744,169	\$ 40,043,389	3.4%
Wastewater	\$ 9,643,618	\$ 10,512,350	9.0%
Storm Drainage	\$ 5,896,764	\$ 8,786,217	49.0%
Benefits Internal Service	\$ 5,365,500	\$ 5,234,500	-2.4%
Fleet Internal Service	\$ 891,528	\$ 732,124	-17.9%



Capital Recommendations



Capital Improvement: Highlights

- Begin police body camera purchase in 2021
- New thermoplastic striping project saves staff time and reduces maintenance costs
- Continuation of the Streets Preservation Program
- Design and construction of the Municipal Service Center
- Hybrid Vehicles Pilot Program

Capital Improvement: Projects

Project Name	2021	2022	2023	2024	2025
Communications-Cable PEG	\$ 80,000	\$ 30,000	\$ -	\$ 30,000	\$ 30,000
Fiber Installation	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Security Upgrades	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Irrigation Improvements-Cemetery	\$ 175,000	\$ -	\$ -	\$ -	\$ -
ADA Compliance Assessment	\$ 175,000	\$ -	\$ -	\$ -	\$ -
Municipal Service Center Design and Construction	\$ 7,799,171	\$ 762,352	\$ -	\$ -	\$ -
Signal Improvements	\$ 281,138	\$ 295,194	\$ 309,954	\$ 325,452	\$ 300,000
High Injury Corridor Study	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Document Imaging	\$ 62,500	\$ -	\$ -	\$ -	\$ -
Traffic Signals	\$ -	\$ 500,000	\$ -	\$ 575,000	\$ -
Guardrail Improvements	\$ -	\$ 225,000	\$ -	\$ 160,000	\$ -
ROW Lighting Improvements	\$ 175,000	\$ -	\$ 200,000	\$ 210,000	\$ -
Fleet Replacement & Acquisitions	\$ 765,046	\$ 823,140	\$ 741,649	\$ 834,884	\$ 782,847
Project Consultants	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Vision Zero Improvements	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
Right-of-Way Traffic Improvements	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Garcia to Bridge	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
State Highway 7 Bus-Rapid-Transit Study	\$ 37,500	\$ -	\$ -	\$ -	\$ -
Facilities Networks	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Bridge Street Improvements	\$ 720,000	\$ -	\$ -	\$ -	\$ -
Fiber Opportunity	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Thermoplastic Striping Upgrades	\$ 350,000	\$ 150,000	\$ -	\$ 228,900	\$ -
Police Body Cameras	\$ 254,000	\$ -	\$ -	\$ -	\$ -

Capital Improvement: Maintenance & Fixed

Project Name	2021	2022	2023	2024	2025
IT Equipment and Software	\$ 277,328	\$ 321,939	\$ 353,499	\$ 281,919	\$ 262,577
City-wide Copier Lease	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Prairie Center Median Plantings	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Police Equipment	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Facilities-Major Repairs	\$ 132,473	\$ 230,000	\$ 100,000	\$ 117,351	\$ 144,235
Street Maintenance	\$ 3,165,376	\$ 3,173,644	\$ 3,182,326	\$ 3,191,442	\$ 3,000,000
50/50 Sidewalk Shared Program	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Curb and Gutter	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
On-Call Major Repairs	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Luminaire Light Poles	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000	\$ 115,000
Debt Service	\$ 1,744,372	\$ 978,634	\$ 978,621	\$ 1,186,776	\$ 991,234
Capital Reserve	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

Capital Improvement: For Discussion

Project Name	For Council Discussion				
	2021	2022	2023	2024	2025
Bromley Lane/South Main Street Signal	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Design of Bridge Street	\$ 720,000	\$ -	\$ -	\$ -	\$ -
Bridge Street Widening	\$ -	\$ 4,000,000	\$ 3,000,000	\$ -	\$ -
I-76 Interchange	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -
Police Building Expansion	\$ 500,000	\$ 10,000,000	\$ -	\$ -	\$ -

- Bromley Lane/South Main Street Signal**
 - COVID- 19 has affected developer interest
 - Recommend not budgeting until developer interest returns
- I- 76 Interchange**
 - Budgeted for design only
 - Do not have funds for construction

Capital Improvement: For Discussion

Project Name	For Council Discussion				
	2021	2022	2023	2024	2025
Bromley Lane/South Main Street Signal	\$ 750,000	\$ -	\$ -	\$ -	\$ -
Design of Bridge Street	\$ 720,000	\$ -	\$ -	\$ -	\$ -
Bridge Street Widening	\$ -	\$ 4,000,000	\$ 3,000,000	\$ -	\$ -
I-76 Interchange	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -
Police Building Expansion	\$ 500,000	\$ 10,000,000	\$ -	\$ -	\$ -

- Bridge Street Improvements**
 - Staff innovations have resulted in new solutions for Council consideration
 - Storm drainage issues
 - \$720,000

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Design of Bridge Street	\$ 720,000	\$ -	\$ -	\$ -	\$ -
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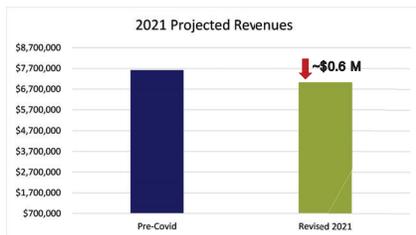
- Police Building Expansion**
 - Staff collaborated to come up with new solution for Council consideration
 - Use of Historic City Hall Basement for evidence and file storage and some office functions
 - \$500,000 for facilities retrofits

Council Discussion

- Questions?
- Direction on:
 - Newly recommended projects
 - Leaving Bromley/Main signal unfunded until development interest
 - Remove design for I- 76 interchange from the 5- year CIP
 - Bridge Street Improvements
 - Alternative to Police Building Expansion

Parks Capital Revenue Outlook

- Major Drivers:
 - Sales Tax
 - Grants & Intergovernmental



Parks Capital: Highlights

- Completes Ken Mitchell Open Space Development
- Replacement of damaged Recreation Center pool filters
- Racquetball court conversion
- Continuation of the High School Beautification Program



Parks Capital: Projects

Project Name	Capital Projects				
	2021	2022	2023	2024	2025
Land Acquisition	\$ -	\$ 6,020,480	\$ -	\$ -	\$ -
Municipal Service Center	\$ 914,089	\$ 89,248	\$ -	\$ -	\$ -
High School Beautification Program	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Donnelson Park Parking Lot	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Brighton Park Pond Design and Rehab	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Downtown Plaza Mural	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Ken Mitchell Open Space Development	\$ 300,000	\$ -	\$ -	\$ -	\$ -
Prairie Lakes Open Space Phase I	\$ -	\$ 75,000	\$ 300,000	\$ -	\$ -
Benedict Park Improvements	\$ -	\$ 75,000	\$ 500,000	\$ 300,000	\$ -
Soccer/Football Complex Phase 1	\$ -	\$ -	\$ 250,000	\$ 750,000	\$ 750,000
Montoya Park Enhancement	\$ -	\$ -	\$ -	\$ 175,000	\$ 250,000
Brighton Sports Complex Garage Expansion	\$ -	\$ -	\$ 80,000	\$ -	\$ -
Fleet Replacement & Acquisition	\$ 239,900	\$ 279,174	\$ 300,494	\$ 288,596	\$ 264,817
Racquetball Court Conversion	\$ 30,000	\$ 300,000	\$ -	\$ -	\$ -
Brighton Park Basketball/Pickleball Courts	\$ -	\$ 216,000	\$ -	\$ -	\$ -
Colorado Park Tennis Courts	\$ -	\$ -	\$ 360,000	\$ -	\$ -
BJAA Park Tennis Courts	\$ -	\$ -	\$ -	\$ 360,000	\$ -
Montoya Park Basketball Court	\$ -	\$ -	\$ -	\$ -	\$ 130,000

Parks Capital: Maintenance & Fixed

Project Name	Capital Maintenance & Fixed				
	2021	2022	2023	2024	2025
Facilities Major Maintenance/Repairs	\$ 54,058	\$ 46,577	\$ 50,000	\$ 40,163	\$ 7,126
Park Signs	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Recreation Center Equipment	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Farmland Improvements	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000	\$ 65,000
Parks Equipment	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Open Space Controlled Maintenance	\$ 50,000	\$ 50,000	\$ 55,000	\$ 55,000	\$ 55,000
Oasis Equipment Replacement	\$ 14,000	\$ 14,000	\$ 12,000	\$ 20,000	\$ 20,000
Eagle View Adult Center Controlled Maintenance	\$ 12,500	\$ 11,000	\$ 15,000	\$ 15,000	\$ 15,000
Recreation Center Controlled Maintenance	\$ 116,000	\$ 55,000	\$ 126,000	\$ 100,000	\$ 100,000
Parks Controlled Maintenance	\$ 176,000	\$ 186,000	\$ 186,000	\$ 196,000	\$ 196,000
Oasis Controlled Maintenance	\$ 33,150	\$ 33,150	\$ 40,000	\$ 45,000	\$ 45,000
Playground Replacements	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Recreation Center Pool Filters	\$ 170,000	\$ -	\$ -	\$ -	\$ -
Debt Service	\$ 1,018,977	\$ 1,783,314	\$ 1,782,703	\$ 1,577,547	\$ 1,524,233
Capital Reserve	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

Parks Capital: For Discussion

Project Name	For Council Discussion				
	2021	2022	2023	2024	2025
Rec Center Gym Addition	\$ 150,000	\$ 4,800,000	\$ -	\$ -	\$ -
Public/Private Sports Complex Facility	\$ -	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000

Recreation Center Gym Addition

- COVID- 19 has changed how recreation services can be provided
- Do not know when we can return to fully normal operations
- Recommend pushing this project out

Public/Private Sports Complex Facility

- Placeholder
- Unsure of the true cost or length of time needed
- Must borrow \$15 M

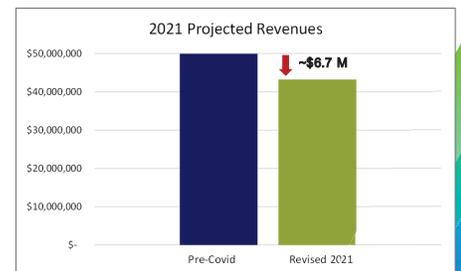
Council Discussion

- Questions?
- Direction on:
 - Gym Expansion
 - Public Private Partnership

Operating Recommendations

General Fund Revenue Outlook

- Still significant unknowns
- Pursuing grants but not relying on them
- No rate increases in current model



General Fund Highlights

- Structurally Balanced
- Minimizes disruption to services
- Aligned to historic actuals
- Realignment of duties
- Elimination of vacant FTEs
- No layoffs



General Fund Expenditures

Department	2020 Budget	2021 Recommended	Percent Change
City Attorney's Office	\$ 636,278	\$ 561,049	-11.8%
City Council	\$ 602,585	\$ 463,515	-23.1%
City Manager's Office	\$ 1,269,825	\$ 878,553	-30.8%
Communications	\$ 1,587,668	\$ 1,476,299	-7.0%
Community Development	\$ 2,893,813	\$ 2,418,231	-16.4%
Economic Development	\$ 533,566	\$ 514,086	-3.7%
Finance*	\$ 1,816,212	\$ 1,415,286	-22.1%
General Services*	\$ 3,401,385	\$ 3,241,623	-4.7%
Information Technology	\$ 2,827,403	\$ 2,815,655	-0.4%
Parks and Recreation	\$ 7,777,871	\$ 7,054,464	-9.3%
Police Department	\$ 13,775,575	\$ 14,212,498	3.2%
Public Works	\$ 3,988,172	\$ 3,304,108	-17.2%
Non-Departmental	\$ 1,163,990	\$ 1,343,368	15.4%
Interfund Transfers and Reserves	\$ 600,000	\$ 2,146,000	257.7%
General Fund Total	\$ 42,874,343	\$ 41,844,733	-1.8%

*Expenditures consolidated in Non-Departmental

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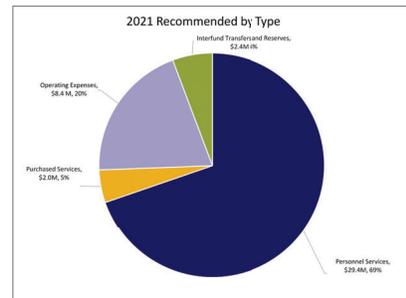
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Public Works	\$ 3,988,172	\$ 3,304,108	-17.2%
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Interfund Transfers and Reserves	\$ 600,000	\$ 2,146,000	257.7%
General Fund Total	\$ 42,874,343	\$ 41,844,733	-1.8%

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General Fund Expenditures

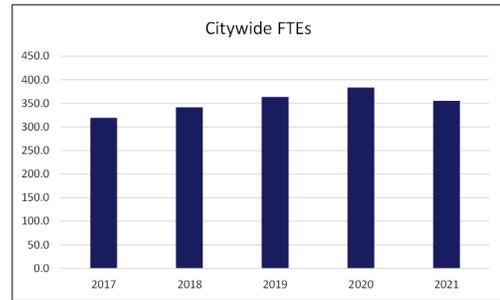


General Fund FTEs

Department	2020 FTEs	2021 FTEs	Change
City Attorney's Office	3.50	3.00	-0.50
City Council	9.00	9.00	0.00
City Manager's Office	5.50	4.00	-1.50
Communications	12.00	11.00	-1.00
Community Development	25.00	22.00	-3.00
Economic Development	4.50	4.00	-0.50
Finance	14.00	10.50	-3.50
General Services	33.10	28.90	-4.20
Information Technology	15.00	12.00	-3.00
Parks and Recreation	45.50	41.50	-4.00
Cemetery*	4.00	4.00	0.00
Police Department	110.00	109.25	-0.75
Public Works	27.50	22.00	-5.50
General Fund Total	308.60	281.15	-27.45

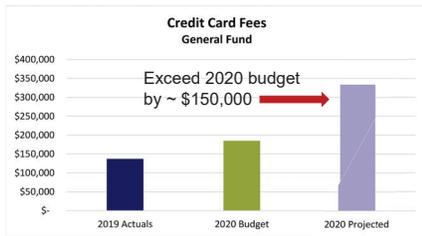
*Budgeted in Cemetery Fund, but covered through a transfer from the General Fund

Citywide FTEs



Credit Card Fees Discussion

- Increasing over last several years
- Accelerated due to COVID- 19
- Driven primarily by developers paying for permits



Credit Card Fees Discussion

- Exploring options with Community Development to offset
- Minimal impact to residents
- Remain competitive
- Potential in plan review fees

Council Discussion

- Questions?
- Direction on credit card fees
- Direction on interfund loan to Storm Drainage (table direction to September 8)



Special Revenue

Special Revenue Funds

- Revenue sources with legal restrictions on expenditures set by Federal or State law or municipal ordinance or resolution
 - Impact Fees Fund
 - Landscaping Fund
 - Highway Fund
 - Cemetery Fund
 - Cemetery Perpetual Care Fund
 - Lottery Reserve Fund
 - Lodging Tax Fund



Special Revenue Funds

- Impact Fees**
 - Fees collected from developers for road, bridge, and park construction
- Landscaping Fund**
 - Contributions made by developers to maintain the greenbelt
- Highway Fund**
 - Funds from CDOT to maintain state highways

Special Revenue Funds			
Fund	2020 Budget	2021 Recommended	% Change
Impact Fees Fund	\$ 2,993,663	\$ 1,546,138	-48.4%
Landscaping Fund	\$ 6,000	\$ 6,000	0.0%
Highway Fund	\$ 125,000	\$ 125,000	0.0%
Cemetery Fund	\$ 543,160	\$ 500,614	-7.8%
Cemetery Perpetual Care	\$ -	\$ -	0.0%
Lottery Reserve Fund	\$ 1,133,098	\$ 603,598	-46.7%
Lodging Tax	\$ 599,109	\$ 249,251	-58.4%

Special Revenue Funds

- Cemetery Fund**
 - Used to pay for the operation of City - owned cemeteries
 - Same base budget approach to operations as General Fund
- Cemetery Perpetual Care Fund**
 - No expenditures at this time
 - Replenishing from loan to Cemetery Fund

Special Revenue Funds			
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Special Revenue Funds

- Lottery Reserve Fund**
 - For acquisition, development, and maintenance of parks and recreation equipment and capital projects for recreational purposes
 - Completion of Speer Canal Trail
 - Parks and Open Space fleet replacement
 - Transfer to General Fund for maintenance operations

Special Revenue Funds			
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Special Revenue Funds

- Lodging Tax**
 - To be used for economic development, special events, cultural arts facilities, and promoting tourism
- Revenues down **32.6%** due to COVID
- Includes \$ 200,000 in grants to other agencies
- Reflects recommendation of the Lodging Tax Advisory Committee

Special Revenue Funds			
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Council Discussion

- Questions?

Agenda Recap

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Utility and Internal Service Funds

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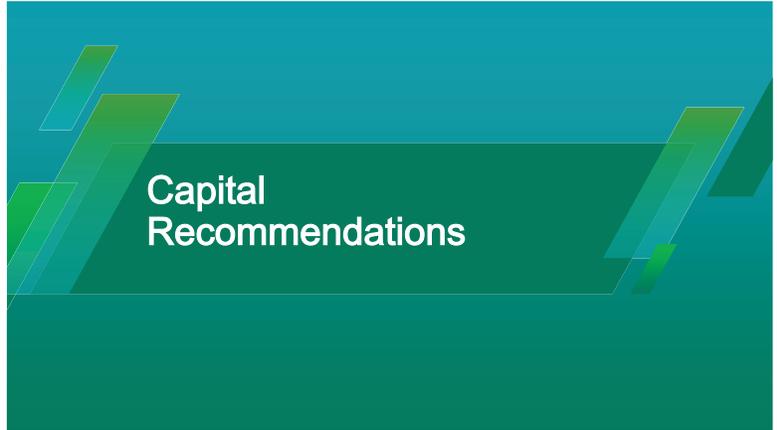
Council Feedback/Next Steps

Questions?



Utilities Revenue Outlook

- No change from 2020
- Continues the 8% rate decrease
- Major Drivers:
 - Charges for Services
 - Plant Investment Fees



Utilities Capital: Highlights

Expansion of the Greensand Water Treatment Plant

Design and Construction of the Municipal Service Center

Continues maintenance funding

Payments to Urban Drainage for North Outfall Construction



Water Capital: Projects

Project Name	Capital Projects				
	2021	2022	2023	2024	2025
Greensand Expansion	\$ 11,000,000	\$ 20,000,000	\$ 45,200,000	\$ -	\$ -
Municipal Service Center	\$ 373,590	\$ 3,665,256	\$ -	\$ -	\$ -
Water Master Plan	\$ 200,000	\$ -	\$ -	\$ -	\$ 50,000
North Storage - Erosion Control	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Midland Outfall Weir Upgrades	\$ -	\$ 250,000	\$ -	\$ -	\$ -
Cell #1 Diversion Box - Berm Upgrade	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Cell #1 Gravity Line and Sump Pump Drain Line	\$ 25,000	\$ 200,000	\$ -	\$ -	\$ -
South Storage - Drainage Grading Project	\$ 250,000	\$ -	\$ -	\$ -	\$ -
South Storage- High Zone Hydropillar Tank - 2MG	\$ 4,500,000	\$ -	\$ -	\$ -	\$ -
South Storage-Drainage Pipe Project	\$ 800,000	\$ -	\$ -	\$ -	\$ -
Rate Study	\$ -	\$ -	\$ -	\$ -	\$ 100,000
124th Reservoir Armoring	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -
South Platte Well Transmission Line	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -
Cell 3 Augmentation Station	\$ -	\$ -	\$ -	\$ 400,000	\$ 4,000,000
Cell 3 Armoring and Spillway	\$ -	\$ -	\$ -	\$ -	\$ 6,150,000
Vehicle Replacement & Acquisition	\$ 79,645	\$ 75,990	\$ 100,451	\$ -	\$ 183,472

Water Capital: Maintenance

Project Name	Capital Maintenance				
	2021	2022	2023	2024	2025
Water Line Replacement	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Nonpot Rehab and Repair	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -
Water System Emergency Repairs and Maintenance	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Water Tank Maintenance Contract	\$ 364,000	\$ 364,000	\$ 364,000	\$ 364,000	\$ 364,000
Water System Scheduled Maintenance	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Water Meter Replacements	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Meter Pit Installs	\$ 120,000	\$ -	\$ -	\$ -	\$ -
Large Meter Pit Lid Replacements	\$ 250,000	\$ -	\$ -	\$ -	\$ -
Capital Reserve	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Total:	\$ 25,562,235	\$ 26,555,246	\$ 47,664,451	\$ 2,764,000	\$ 12,847,472

Wastewater Capital

Project Name	2021	2022	2023	2024	2025
	Capital Projects				
MSC Construction	\$ 150,000	\$ 1,400,620	\$ -	\$ -	\$ -
Master Plan	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Fleet Replacement & Acquisition	\$ 244,000	\$ 130,050	\$ 96,237	\$ 371,423	\$ -
Wastewater Headworks	\$ 100,000	\$ -	\$ -	\$ 117,500	\$ -
Capital Maintenance					
Phosphorus Removal Upgrades	\$ 600,000	\$ -	\$ -	\$ -	\$ -
Metro Taps per agreement	\$ 1,071,000	\$ 1,134,000	\$ 1,197,000	\$ 1,260,000	\$ 1,322,000
Manhole Rehabilitation	\$ 750,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Scheduled Repairs and Maintenance	\$ 125,000	\$ 29,000	\$ 40,000	\$ -	\$ 25,000
Emergency Repairs and Maintenance	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Capital Reserve	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Total:	\$ 3,540,000	\$ 3,293,670	\$ 1,933,237	\$ 2,348,923	\$ 1,947,000

Storm Drainage Capital

Project Name	2021	2022	2023	2024	2025
	Capital Projects				
Storm Drainage Projects	\$ 7,050,000	\$ 1,950,000	\$ -	\$ -	\$ -
Storm Sewer Line Replacements	\$ 100,000	\$ 100,000	\$ 100,000	\$ 200,000	\$ 200,000
Capital Maintenance					
Municipal Service Center	\$ 473,522	\$ 47,012	\$ -	\$ -	\$ -
Capital Reserve	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
South Platte River Corridor Vision Plan	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total:	\$ 7,848,522	\$ 2,297,012	\$ 300,000	\$ 400,000	\$ 400,000

Operating Recommendations

Utilities Operating & Debt Payments

Utilities Operating & Debt			
Fund	2020 Budget	2021 Recommended	% Change
Water	\$ 14,479,078	\$ 14,481,154	0.0%
Wastewater	\$ 6,292,889	\$ 5,726,358	-9.0%
Storm	\$ 582,309	\$ 937,695	61.0%

Water Fund includes \$ 400,000 for additional water from Thornton

Storm includes reimbursement to Prairie Center

Alignment of budget with historic actuals

Utilities FTEs

Department	2017	2018	2019	2020 Amended	2021 Recommended
Utilities-Operations	49.0	58.0	57.5	53.5	53.5
Finance	7.0	6.0	6.0	9.0	9.0
Information Technology	1.0	2.0	2.0	2.0	2.0
Public Works	1.0	1.0	2.0	2.5	2.5
Utilities Fund Total	58.0	67.0	67.5	67.0	67.0

Utilities Operating, Debt & Capital Combined

Utilities Combined			
Fund	2020 Budget	2021 Recommended	% Change
Water	\$ 38,744,169	\$ 40,043,389	3.4%
Wastewater	\$ 9,643,618	\$ 10,512,350	9.0%
Storm	\$ 5,896,764	\$ 8,786,217	49.0%

Council Discussion

Questions?



Internal Service Funds

Internal Service Funds

- For services provided by one City department to other City departments on a cost - reimbursement basis
 - Fleet Internal Service Fund
 - Benefits Internal Service Fund



Internal Service Funds

Fund	2020 Budget	2021 Recommended	% Change
Fleet	\$ 891,528	\$ 732,124	-18%
Benefits	\$ 5,365,500	\$ 5,234,500	-2%

- Fleet**
 - For fuel and vehicle maintenance provided to all departments
 - Fleet replacements will result in lower maintenance costs
- Benefits**
 - Managing benefits for employees

Council Discussion

- Questions?



2021 Recommended Budget Review

2021 Recommended Budget by Fund

Fund	2020 Budget	2021 Recommended	% Change
General Fund	\$ 42,874,343	\$ 42,098,734	-1.8%
Capital Improvement	\$ 19,267,579	\$ 17,739,904	-7.9%
Parks Capital	\$ 10,964,237	\$ 4,748,674	-56.7%
Impact Fees	\$ 2,993,663	\$ 1,546,138	-48.4%
Landscaping	\$ 6,000	\$ 6,000	0.0%
Highway	\$ 125,000	\$ 125,000	0.0%
Cemetery	\$ 543,160	\$ 519,381	-4.4%
Cemetery Perpetual Care	\$ -	\$ -	0.0%
Lottery Reserve	\$ 1,133,098	\$ 603,598	-46.7%
Lodging Tax	\$ 599,109	\$ 249,251	-58.4%
Water	\$ 38,744,169	\$ 40,043,389	3.4%
Wastewater	\$ 9,643,618	\$ 10,512,350	9.0%
Storm Drainage	\$ 5,896,764	\$ 8,786,217	49.0%
Benefits Internal Service	\$ 5,365,500	\$ 5,234,500	-2.4%
Fleet Internal Service	\$ 891,528	\$ 732,124	-17.9%

Council Vision

- Sports Tourism/Event Center
- Ken Mitchell Open Space
- Body-worn Cameras
- Historic Splendid Valley
- Virtual Engagement
- City BBQ as "Founding" event
- Plan for Oil and Gas Revenues
- Highway 7 BRT partnership
- Support of Non-profit community
- Data-driven recommendations
- Bridge Street Improvements
- Innovations in operations
- Street Rehabilitation Program
- Pursuit of Watersmart Grant
- Hybrid Vehicle Pilot

Next Steps

- September - October: Incorporate Council Feedback
- October: Finalize Carryover
- November: Present Final 2021 Budget Recommendation
- December: Council Adoption



Questions?

